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NETWORK

INTERNEWS

THE BUILDING BLOCKS OF PEACE

CREATING AN INFRASTRUCTURE OF FREE, DEMOCRATIC AND TOLERANT
ELECTRONIC MEDIA IN BOSNIA-HERZEGOVINA

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Summary

Internews's *Building Blocks of Peace* project, funded under USAID Grant No. 168-0022-G-SS-8104-00 for the period July 15, 1998-July 14, 1999, set out to continue and expand Internews's work in Bosnia-Herzegovina by focusing on three key areas of development for the local broadcast industry:

- continued development of selected radio and television stations, with the aim of increasing the availability and quality of non-biased local and regional news coverage, and improving stations' opportunities for self-sustainability;
- creation of an electronic broadcasters' association in Bosnia Herzegovina, unifying independent broadcasters around common problems in order to promote the growth of the industry as well as improved business and journalistic standards nationwide; and
- supporting the development of the indigenous production community, primarily private TV production companies and independent producers, as a key element in the development of the broadcast industry as a whole.

In the course of addressing these objectives, Internews developed several important new initiatives:

- establishment of a network of radio stations for joint marketing and, eventually, shared programming efforts;
- creation of the first professional television audience research in BiH;
- production and distribution of a comprehensive TV journalism training videotape and manual;
- support to stations in purchasing of legal, copyrighted programming; and
- supplying stations with a national video archive to improve local news capacity;

An extension to the grant funded the continuation of these activities through November 30, 1999, as well as adding an important new training/production project, initially intended to focus on elections reporting but redesigned to focus on investigative journalism after the November 1999 municipal elections were cancelled.

Internews accomplished all these objectives within the grant period:

Station Development

An innovative program of sustained training by local professionals-in-residence (PIRs) built upon previous training activities by supporting ongoing improvement in technical, editorial and news management skills at seven TV and five radio stations, selected, in consultation with USAID Sarajevo, for their geographic/ethnic significance and their commitment to responsible broadcasting.

Targeted provision of appropriate equipment, combined with sustained technical expertise and training by Internews staff, vastly improved target stations' ability to produce local programming that serves audiences' need for balanced information.

Management advice, based on long-term relationships and continued monitoring, helped stations rationalize staffing and marketing structures, building towards the goal of self-sustainability rather than reliance on international donors.

Radio Networking

Internews's ongoing work with radio stations led to the conclusion that radio broadcasters more than anything needed assistance in developing their commercial potential and that they could significantly improve their ability to support themselves by joining together to sell advertising time. In the process of individual training with target stations as well as through seminars and materials on marketing and sales techniques, stations were educated in models for sharing marketing and eventually programming potential.

On July 4, 1999, Internews brought together 22 radio stations (later expanded to 24) to create BORAM (Bosnia-Herzegovina Radio Network), agreeing on principles of shared advertising. Internews brokered an agreement to make the internationally supported national broadcaster FERN a member and negotiated a price structure that all stations were able to accept. As the benefits of the marketing association became clear to stations, initially skeptical broadcasters became interested and began asking to join the new organization.

Broadcasters Association

A substantial portion of Internews activities and energy throughout the grant period was devoted to fostering the emergence of a cross-entity broadcasters association. The formal establishment of the organization was the culmination of a long process. An extensive period of coordinated work created and supported opportunities for stations to "associate" based on common professional concerns rather than politics. Joint activities helped foster the professional relationships of trust and mutual benefit that formed the foundation for the association. These included attendance at international professional events, joint programming purchases, the creation of a BiH-wide video archive project, the ongoing ratings projects, the Internews website and networking activities with radio stations. Only when broadcasters had experienced the possibilities inherent in joint action could they form an association that meant more than another empty gesture for the international donor community.

The result was that in June 1999, despite heightened political tensions between Federation and RS broadcasters fed by the NATO/FRY conflict, 91 TV and Radio stations attended the founding conference of AEM BiH (Association of Electronic Media of BiH). A total of 85 stations, including 21 from Republika Srpska, joined immediately, 6 more signed within the following month.

In its first few months of existence, AEM BiH began activities to serve its members, representing them before the IMC (Independent Media Commission) on regulatory issues, and distributing information, training materials and programming to member stations.

Programming Purchases

Under the previous grant, Internews supported targeted stations in the purchase of joint programming, through trips to the DISCOP international programming market and seed funding for program purchases. In June 1999, the success of this activity was clearly proven during a second visit to DISCOP by station directors, at which they handled most of the negotiations themselves. Station contributions to the programming purchase budget increased fivefold from 1998 to 1999. Local stations now manage the acquisition, versioning and distribution of shared Western programming to stations in both the Federation and RS.

Supporting Indigenous Producers

Continuing work begun under previous grants, Internews worked intensively with local production companies, helping them develop programs that were desirable to broadcasters and audiences, produced on time, and within budget limits. The combination of financial support and professional advice helped change the landscape for indigenous production:

On September 28, 1998 the weekly magazine *Fresh* successfully began its second season, now under the complete management and operational control of the local production company *Re-Fresh*.

After a competitive selection process, pilot production and Internews guidance throughout a research and development phase, the production company MEA Film created the home improvement series *Moj Dom* (“My House”), an entirely new genre for BiH audiences. The series premiered on OBN in April 1999, and attracted significant attention from audiences, press and advertisers.

Also through an Internews-organized training and ongoing development process, the Bosnian production company FX Concept developed a professional relationship with a Hungarian company which led to the production of the first Bosnian situation comedy, *Familia d.o.o.* (“Family, Ltd.”) The program premiered on OBN in April 1999.

Television Ratings

Internews continued work begun under the previous grant to contract with a local firm to conduct TV audience surveys in ten major cities. The first, experimental ratings sweep was completed in August 1998. Internews worked extensively with the firm to improve methodology, data analysis and presentation and the second survey, released in November 1998, was vastly improved. A December 1998 conference presented the ratings methodology and data to stations, advertisers and interested members of the international community. Internews provided the surveys to key stations for their own markets on a one time only basis at a discounted price.

Four subsequent quarterly surveys were completed in 1999, with the data purchased by TVBiH, NATO, SFOR, Coca-Cola, OBN (one time only) and Internews. Other international advertising agencies have expressed interest in the survey. Meanwhile the surest indication that the data have value to both broadcasters and advertising agencies was that many companies that had not yet purchased the information found ways to “borrow” the data. This informal pirating is a normal pre-cursor to eventual purchasing and a sign that the market has begun to recognize the research as valid.

News Production Training Materials

In response to a clear need of journalism trainers for concrete examples and curricula, professional television trainer Horea Salajan was put to work developing a project to create training materials for stations. The *Riznica koje one prave vijesti* (“A Treasury for Those Who Make News”) includes materials for a complete 10-day course on television news production: two training manuals with scripts, exercises and handouts and 90 minutes of Bosnian-language video examples tied to each topic.

TV Archive

In response to the desperate need by local TV stations to improve their newscasts with more visual content, Internews created a project to film “stock” footage of 100 cities in BiH in both summer and wintertime versions. In addition to being financially beyond the

reach of any one station and not addressed by any other network or agency, this project presented serious logistical challenges due to difficulties with travel to many areas of the country.

In-Depth Reporting Project

In consultation with AID, Internews developed a project to support target stations in reporting on municipal elections scheduled for November 1999. After those elections were cancelled, the project was redesigned to focus on in-depth or investigative reporting. Teams from Internews' targeted local production companies worked with stations to produce a total of nine half-hour programs. Eight of the programs were eventually distributed to all participating stations (one program was withheld from broadcast at the request of the producer, explained below). The project brought a new level of journalistic production to audiences, while building capacity at the targeted stations.

Other Activities

Throughout the grant period, Internews Sarajevo provided advice, information and contacts to a broad range of groups and individuals, including European and American NGOs, other USG contractors, the foreign media and especially the IMC. Whenever possible without disrupting planned activities, Internews also assisted other organizations with post-production support and/or program distribution.

Internews Sarajevo was also involved in two projects with substantial funding from other donors that contributed to the overall mission of support BiH broadcasters and multiplied the effect of AID-funded activities. The production and distribution of the *Balkan Bridges*, with substantial funding from European sources, brought additional skills and programming to Internews's target audience of local producers and broadcasters as well as adding production equipment to the base available for USAID-funded projects. Television summaries of the International Criminal Tribunal from the Hague, funded by private and European donors, were distributed and later produced by Internews Sarajevo, providing another source of meaningful programming for Internews stations.

The Evolving Media Environment in Bosnia-Herzegovina

The work of this grant spanned a tumultuous time in the development of Bosnia-Herzegovina. The NATO/FRY conflict over Kosovo greatly exacerbated tensions between BiH and RS, with a significant impact on the process of promoting balanced, impartial journalism well as creating logistical difficulties (travel bans, etc.) for working in the RS. Internews responded to these difficulties in a number of creative ways, creating new projects to address problems that arose due to the conflict as well as proposing new initiatives to adapt to the changed working environment.

The maturing of individual TV and radio stations and of the broadcast industry as a whole continued during this period, though the continued presence of international donors and the near-absence of a viable local economy continued to discourage serious efforts by stations to become truly self-sustainable. Nonetheless, most Internews targeted stations and production companies did make progress towards evolving away from a donor-supported model to self-sustainability based on advertising sales and other types of income.

The birth of an entity-wide professional association of broadcasters represented a significant milestone in the development of the Bosnian media. The political pressure

created by the NATO/FRY conflict highlighted the difficulty of creating a group based on professional concerns rather than ethnic or political allegiances.

Finally, the tension between local broadcasters and internationally funded networks (OBN and FERN) continued to be a factor in working with local stations. Internews worked consistently to support greater communication and understanding between stations and the networks, resulting in the inclusion of FERN in a new radio marketing consortium and negotiations by OBN with several potential new TV affiliates. Internews further supported OBN by sponsoring decoder purchases for new affiliates from Internews' target stations.

Program Activities

Station Development

Throughout the grant period, Internews worked extensively with its targeted TV and radio broadcasters, supporting their development with a combination of onsite training, individual consultation, equipment grants and technical support, as well as vital items such as newswire services, music libraries and assistance with computer graphics. The goal was to increase each station's ability to produce appropriate information programming for its audience through improved news production skill levels, technical capacity, and management ability.

The initial intention was to focus on seven television and five radio stations. However, due to the changing political environment in the RS (especially during the NATO-FRY conflict), changes to the station selection in Banja Luka were made in consultation with USAID Sarajevo.

Bosnian Professionals-In-Residence (PIR) Program

During this grant period, Internews fundamentally changed its system of training. Previously most training by media organizations in BiH was conducted by foreign media professionals in seminar situations. Internews has long recognized that the most effective training often takes place at the station itself, particularly when station staff size is tiny and when stations have reached the point of "seminar fatigue." Thus a program was developed to use experienced Bosnian professionals to work *in situ* at TV stations, allowing for much more extended training and ongoing contact than logistically possible with short-term international consultants.

Prior to the deployment of the PIRs, stations were surveyed to see where they believed they needed the most assistance in news program development. With the exception of NTV Hayat, all stations reported that on-site training was desperately needed for the technical crews involved in news and information programming. Experienced television camera operators and tape editors were recruited and placed at stations, where they worked to improve the production of news and information programming.

The insertion of camera operators and tape editors into daily station operation provided a means to influence both the content and professionalism of each station's programming. Technical professionals were selected for placement before journalists as Internews knew station journalists would not initially be receptive to hearing criticism on editorial content from an "outsider" journalist, as such outsiders would be viewed as not understanding the local environment. However, as all good reporters know, the skills of the videographer and editor have an enormous impact on the quality of any news story. The "technical" PIRs were extremely successful in improving the way news/information programs are created. Just as importantly, they were able to provide an in-depth source of information about overall station operations.

The PIRs reported progress on a weekly basis, using Internews-developed criteria for a quality news program. At the end of each one-month residency cycle, they met in a group with Internews to report and compare progress notes. As the PIRs rotated through different stations, the teams communicated constantly to maintain continuity of message. In the first stage of the onsite training, PIRs constructed an analysis and survey of the current technical, staff and editorial situation of the host station. This information was then relayed to the next PIR, along with recommendations on where to concentrate their work for achievable results.

TV Journalism Trainer Konstantin Jovanovic also visited each TV station for an introductory assessment session with each news director. Jovanovic was provided with VHS tapes of each station's newscast prior to his visit, so he was able to directly point out mistakes and shortcomings in program quality as well as in the general news production process. Jovanovic began his on-site residency circuit in September 1998.

Videotape Editing Trainers were:

- Mr. Zuko Dervisevic (25 years of work experience)
- Mr. Mirsad Tabakovic (13 years of work experience)
- Mr. Mladen Bilandzic (10 years of work experience).

Camera Trainers were:

- Mr. Muhamed Hacicmic (35 years of work experience)
- Mr. Fahrudin Dzeper (more than 40 years of work experience)
- Mr. Miroslav Margetic (35 years of work experience).

The Journalism Trainer/Content Analyst was:

- Mr. Konstantin Jovanovic (more than 25 years of work experience).

A summary of work at each targeted station follows.

Gorazde

RTV Gorazde was an enthusiastic participant in Internews activities for the entire period of the grant and the station made improvements in all areas. Serving a population of about 80,000 including communities in both entities, the station is particularly notable for responding to Internews trainers' suggestions to extend its coverage to include news from Serb areas.

Over the period of the grant, Internews provided professional advice on all aspects of the station's operations. This included not only extensive onsite training in journalism and production through the PIRs, but assistance with technical issues such as transmission, advice on management and privatization issues, and computer training for the staff, both onsite and in Sarajevo. Station director Muamera Kadric attended DISCOP and participated in the group programming purchase. Internews also had Gorazde included in the ratings survey and the station received the initial ratings information for its area.

Technical

When the grant began RTV Gorazde had a particularly poor production equipment base, operating with low-quality S-VHS cameras. As the training relationship proceeded, Internews provided Gorazde with a series of equipment grants, including both computer and production equipment. The first small grants were designed to improve the capacity of the existing equipment, especially to allow the production of election debates. As the training relationship proceeded successfully, additional equipment grants gave the station small-scale digital video production capacity. Based on Internews recommendations, the station itself made improvements to transmission equipment and electric power supply.

News/Programming

In addition to rebroadcasting daily VOA TV Bosnian service, and TV Liberty news, TV Gorazde produces a daily 15-minute TV newscast, an ambitious project for a station this size. News personnel were eager to improve the quality of their work and much progress was made over the course of multiple PIR visits. Most notable among the news department's accomplishments were increasing the speed with which news was put on the

air, increasing the number of reports in each program and expanding coverage to include neighboring Serb areas. Important management changes, implemented with Internews support, included separating the jobs of Chief Editor and Station Manager, and restructuring radio and TV newsgathering operations for greater efficiency. Gorazde's journalists became active users of archival material and news wire materials and eventually expanded their daily news program to 20 minutes in length.

The MIB ratings indicate that Gorazde's news program is overwhelmingly popular with local audiences. For example: in March 1999, TV Gorazde's 7 p.m. newscast had a rating of 48.18 and an audience share of 84.1%. In comparison, TVBiH in the same time period had a rating of 8.18 and a 14.3% audience share. Clearly, local news is of major importance to viewers in Gorazde.

Another major journalistic improvement was the creation of a new program called *365 Days Later*. This half-hour program premiered in January and was broadcast Saturday evenings at 8:30 p.m.. Using actual stories broadcast one year ago, the program compares issues, statements, or promises of politicians, both local and federal, with the situation one year later. In a story from a year ago politician talks about starting new projects, making new investments, etc. Then the politician is asked "Why wasn't that promise carried out?" The program attracted substantial local viewer attention. In March '99 MIB television ratings, TV Gorazde's viewing audience immediately doubled when this program comes on the air. Internews licensed the program for distribution to other stations, mostly to share the innovative approach.

Management

Internews helped RTV Gorazde management work on the biggest issue of its existence, its separation from the city cultural center and eventual privatization. This was a difficult issue since financial support from the municipality is important to the station. Internews' project director met with both municipal and cantonal officials to discuss the station's status. Due to the station's precarious financial situation, it is likely that the privatization process will take some time.

Internews also actively encouraged the station to explore cooperation with other broadcasters. TV Gorazde met with radio and TV station from Rudo, Visegrad, Cajnice, Foca and Serb Gorazde to discuss possible joint media projects for the promotion of return of refugees in the Eastern Bosnia region.

RTV Travnik

TV Travnik reaches a potential audience of about 100,000 people in Central Bosnia Canton. With a station staff of about 24, the station produces 20-25 minutes daily of local news and has also done extensive coverage of local election campaigns as well as significant public affairs programming. RTV Travnik was extremely responsive to Internews' PIR placements and advice, making substantial improvements in the organization and quality of its local information programming. There was also progress in marketing the station, but there is still much to be done to professionalize the business management and sales side of the station. RTV Travnik had expressed interest in privatization, but the unclear ownership status of the station dampened their enthusiasm. At the end of the grant period, TV Travnik was still receiving financial support from the municipality, though the amount had declined significantly as a percentage of the station's budget.

After lengthy discussions with OBN and Internews, Travnik signed a partial affiliation agreement with OBN in September 1998, and Internews purchased the OBN downlink for RTV Travnik on OBN's behalf. During their first month as an affiliate, TV Travnik submitted 14 stories to OBN's *TV INFO* news program.

Technical

In early August, Internews technicians discovered a broken microwave link between the station and one of its transmission sites. Internews hired a transmission engineer to repair the microwave link, restoring RTV Travnik's signal to 40,000 local viewers in time for pre-election coverage.

Over the course of the grant, Travnik received a series of equipment donations. An initial donation of an audio mixer enabled more productive use of existing S-VHS equipment. As training proceeded, a digital production package was also delivered and staff trained to use it. The station also received subscriptions to all three wire services and staff were trained to use them.

News/Programming

The director eventually accepted repeated PIR suggestions to appoint someone to the position of editor-in-chief in order for the director to concentrate exclusively on station management. The reorganization and delegation of responsibility was key to improved operations for the news department, enabling the director to concentrate on the business problems.

The news program strives for neutrality despite the tense political situation in Central Bosnia Canton. The local SDA does not appear to have political or editorial influence in news content or in programming generally. The striving for balance was particularly visible during pre-election coverage. The station allocated four mobile crews for field reporting on campaign events. By the end of the campaign, all political parties had received similar amounts of coverage. Additionally, TV Travnik had 6-7 guests in nearly every pre-election televised debate program. Station crews worked almost 18 hours a day. In spite of this additional workload, they maintained a daily rhythm in news production, producing approximately 25 minutes of local news per day.

This effort was clearly worthwhile: according to the MIB Ratings during the grant period, TV Travnik's local viewership peaks during broadcast of the local news program. In an environment where the competition includes not only TVBiH but HRT 1, 2 & 3, this was a clear indication of the value of a strong local news presence. As with nearly all other markets surveyed in the MIB ratings, TV Travnik's local newscast was dominant during its time period. At 7 p.m., TV Travnik's newscast had an average 65% share of the audience, vs. 20% for TVBiH, 7% for HRT1,2,3, and 7% for "other" viewing options.

TV Travnik was also broadcasting programming from the NTV Hayat barter programming distribution system. Such programming (like *Esmeralda* and *Senora*) boosted their audience significantly overall. More interestingly, two of TV Travnik's local public affairs productions *Divanhana* and *Theme of the Week* were both very highly rated. In the case of *Theme of the Week*, 66% of the audience was tuning in.

During the grant period, RTV Travnik produced both a "flash" news bulletin and a 20-minute full newscast daily (except Sunday). In their 7 p.m. main newscast, the station devoted far more time than most stations to local and regional news, 80% of which was their own production. Wire service news was collected on an hourly basis, making full use of the station's Internet connectivity. During a PIR visit in January 1999, the trainer

monitored content of both the “Flash” and Prime Time newscasts. The following is a content analysis for TV Travnik for a one month period:

Flash News – 234 news stories:		Prime Time – 319 news stories:	
Local Stories 42	(18%)	Local Stories 104	(33%)
Federation 43	(18%)	Federation 48	(15%)
RS 13	(6%)	RS 21	(7%)
BiH 25	(11%)	BiH 27	(8%)
World 80	(34%)	World 81	(25%)
Sports 11	(5%)	Sports 17	(5%)
Weather 20	(9%)	Weather 20	(6%)

In other local production, the station produced a variety of local information shows. These included a weekly 30-minute program called *Topic of the Week*, providing in-depth exploration of an issue or news story that attracted attention during the week. A 15-minute “mosaic” program about economic issues and business issues as they relate to Travnik was broadcast each Monday. Topics included privatization and the rights of citizens in this process. TV Travnik also produced a 30-minute program entitled *The Return*, on refugee return problems in the Travnik and Vitez areas. A bi-monthly interview program called *A Dialogue with Reason* featured well-known people from the world of politics, science, culture, etc. in the Travnik region. Finally, the station produced a children's/youth program that is creative, well produced, and immensely popular with the local audience. Internews selected this program for inclusion in the package of 10 station-produced hours.

Management/Marketing

While TV Travnik made major improvements in production and journalistic quality, at the end of the grant period improvement was still needed in their marketing department. There was no clear head of the marketing department, with responsibility currently assumed by station director Sejad Suskic. The station had problems in collecting past due money, but had successfully arranged a barter arrangement with FIS in Vitez in order to secure some basic operating supplies (videotape, microphones, etc) on an as-needed basis. Most paid-for marketing depended on the output of the computer graphics artists instead of a more comprehensive production department approach. TV Travnik received monthly support of 5,300 DM from the municipality of Travnik, the same subsidy they were receiving at the beginning of 1998. However, they also raised nearly five times that amount of money from advertising in December 1998 for Christmas, Ramazan and New Year messages.

Another important fact is that more than 40 % of the advertising time on TV Travnik was bought by firms and advertisers from the Croat region of Central Bosnia. Internews helped TV Travnik explore possible cooperation options with CV 7 in Vitez, as the stations' signals overlap.

Travnik's station director attended the June 18 Neum meeting of the Broadcasters' Association and was elected as a member of the Presidency of AEM BiH.

RTV Maglaj

During the period of the grant, RTV Maglaj suffered a serious split in management of the station, which temporarily affected the provision of assistance. Prior to the elections, chief editor Adnan Gracic was firmly in control of the station's operations and editorial content. Reportedly due to pre-election campaign pressure, he was removed from this position, and eventually left the station. TV Maglaj is part of a larger company which owns TV, radio, and newspapers. Following Gracic's departure, the director of the overall company, Faruk Zupcevic, assumed the chief editor position for all of the media properties. Zupcevic is viewed as a "good old fashioned communist" journalist and is reportedly under the influence of the local SDA leadership. Meanwhile, Mr. Gracic was investigating opportunities to start his own private TV station.

TV Maglaj was included in our original list of stations due in part to the editorial integrity of Adnan Gracic, who had received substantial training from Internews and on a USAID/World Learning sponsored trip to the USA for TV Marketing and Management. While the situation with the station was unclear, Internews continued a PIR presence at the original TV Maglaj but suspended grants of equipment. Eventually it became clear that Gracic's plans for a new station were unlikely to be realized and that the management of the existing station was committed to working productively with Internews and full support to TV Maglaj was resumed.

During the grant period, Maglaj remained a politically volatile and divided community, but the station demonstrated a clear commitment to addressing sensitive issues in a responsible way. On the municipal political scene, there were gradual changes in political party relationships. The voice of the opposition was getting stronger in relation to the ruling SDA and the station correspondingly covered that. Warnings from OHR made clear that Maglaj might be put under sanctions because the authorities have been uncooperative in relation to the progress of refugee return. This difficult topic was examined on TV Maglaj in an objective way and from several points of view, which was extremely positive.

Technical

Internews engineer Almir Delic and transmitter consultants from the Signal company inspected TV Maglaj's transmission facilities and made recommendations to correct problems. Following the decision to resume equipment grants to the station, computers for e-mail and wire service delivery, a music production library, and studio lights were donated to TV Maglaj. When the lights arrived, the station did a news story about it. Internews also hired a local computer expert to train all staff on computer use. The staff, including the station director, were meeting daily at the computer expert's office for training. All PIR's have noted that TV Maglaj is extremely receptive to Internews suggestions, and have confirmed that despite his history, current director Faruk Zupcevic seems truly interested in developing an independent station. In March 1999, the station received digital video production equipment, both improving and increasing production capacity in a station that previously operated with only one S-VHS camera.

The final PIR placements focused on training staff, including videographers recruited with assistance from Internews trainers, to use the new equipment effectively. As this station's creative team is unusually advertising oriented, Internews provided advanced graphic design and animation software (3Dmax, Adobe, Corel) for the digital editing suite and integrated the entire system to the control room. This configuration has significantly simplified operations, and enabled the station to use their personnel more effectively. For

a very small station, maximizing use of available personnel is critical for survival, and with Internews assistance, this station's staff proved adept at "multi-tasking."

News/Programming

When PIR work began, TV Maglaj was producing one daily news program, 10-15 minutes in length, aired on videotape. Shooting and editing were usually finished by 4 p.m., though the program was broadcast only at 8 p.m.. Events in the intervening hours were most often ignored. Journalists at the station had clear potential but were not particularly motivated.

By the end of the training, the station had hired several new staff, was airing its news program live, and had initiated three new programs, including youth shows and a local call-in program. TV Maglaj's main newscast *Daily Chronicle* clearly benefited from the equipment donation. News stories and documentaries are filmed, edited and aired using the digital technology. Stories are generally informative and short, usually not exceeding 2 minutes in length, with good use of video. A 15-minute program on local issues is filmed and aired on weekly basis. The station's older SVHS system is minimally used, mainly for archive materials or advertising purposes.

In addition to improvements in the quality of the news, station staff and PIRs worked on several other programs:

During an early PIR placement, station staff created a 20-minute documentary about the city of Maglaj titled *Maglaj, Town on the River*. The resulting program was shown at a special premiere, and over 400 people attended the event.

With assistance from the PIRs, the station improved both the content and visual style of *Opened*, an hour-long political discussion program. One edition focused on refugee returns. Since the local government's lack of encouragement of minority returns has been the subject of threatened sanctions, the station's public debate on the issue was a rather courageous action. Guests included the mayor, a local official charged with resolving illegal occupancies & fostering refugee return, and a representative of the Maglaj Serbs then living in Doboj. Even though the station had extremely limited resources, they went to great efforts to locate a former Serb resident to bring to the studio in order to present a different point of view. This was the first public appearance of a Serbian former resident of Maglaj on the station's airwaves. Station director Faruk Zupcevic hosted the live call-in program. There was no censorship of viewer questions, as they were put directly on-air. The station heavily promoted the program in advance. It was also simulcast on Radio Maglaj, as the radio station's signal has far greater reach. The live program was 80 minutes in length, but was later edited down to 60 minutes for distribution via the Internews licensing agreement.

Management/Marketing

During the residency of camera trainer Margetic, the station concentrated on advertising production, and made 20 different commercials. The following month, this had increased to over 50 different spots. For a station with one camera and very limited editing capability, that is a remarkable achievement. The station director is responsible for most of the marketing efforts and reported that they were covering as much as 70% of the TV stations' expenses with the revenue derived from marketing.

One of the bigger problems TV Maglaj faced during the grant period was inadequate premises with serious lack of heating. The station was negotiating to move, along with the radio station, into a new location in the Culture Center in the center of town, but at the

end of the grant period that had not yet occurred. Of all Internews targeted stations, this one is both the most challenging due to the depressed local economic conditions, yet possibly the most enthusiastic about its own future.

Director Faruk Zepcevic, while a product of the old system, seems committed to creating a strong local television station. Surprisingly, he has made a serious commitment to privatizing both the radio and television stations, with the current company becoming a shareholders company consisting of current employees. Internews introduced the director to Rozvita Gabric, a member of USAID's Price/Waterhouse Privatization Project at the Internews Ratings Conference. The director and his associates attended the meeting of the privatization Agency in Zenica, on April 28, 1999. The station took another step towards privatization by creating their opening balance sheet. During his residency, journalist Jovanovic met with the local mayor to discuss separation of broadcast media and local political influence. As Maglaj remains a divided community and is in danger of losing its "open city" status, independent local media will be critical.

CV7 Vitez (formerly RTV Vitez)

Throughout the grant period, CV7 struggled with threats to its financial existence as well as its political position as a moderate station in a hard-line HDZ Croat-controlled area. After a long difficult process, TV CV 7 (formerly RTV Vitez) registered as a private share-holder company and the shareholders invested significant personal capital into the development of the station. This was a positive development but also held risks that the shareholders would have unrealistic expectations of the station's economic potential.

Despite the difficult ownership transition, the station has been receptive to Internews recommendations. After nearly a year of attempts, Internews Professionals-in-Residence (PIRs) were instrumental in prompting CV 7 Vitez to begin broadcasting a daily local newscast. The station's management was moderate but uncertain of how to produce balanced local news and information programming and still maintain its existence in a hard-line political environment. The Internews PIRs successfully showed the station how to produce a newscast that was of interest to the local community but not inflammatory in the local political landscape at the time.

While CV 7 has always welcomed Internews training, the complicated ownership transition slowed its progress in making substantial changes. This station had been promising to start broadcasting a local newscast since late 1997, but it was nearly a year of constant encouragement before the regular broadcasts actually went on the air.

Technical

The Internews technical team assessed CV 7's equipment situation, and made specific make and model recommendations of video equipment for their shareholders to purchase. The station eventually purchased monitors, headphones, an SVHS player and furniture for the studio and made plans for a new editing suite. This commitment on the part of the station led to Internews willingness to make other equipment donations. In Spring 1999, an Internews equipment package was delivered, installed, and almost immediately put into full-scale operation. The station bought a second-hand 120-watt transmitter from TV K3 from Prnjavor, RS. With the new transmitter, they were able to cover the cities of Vitez, Novi Travnik, Busovaca and Nova Bila.

News/Programming

During the third PIR residency CV 7 started production of a regular local newscast and added other live programs from the studio. With Internews assistance, CV 7 also started

production of a new young people's program named *Factory* plus two documentaries called *Story of a Blacksmith* and *Story of a Carpenter*.

CV 7 covered all public gatherings of pre-election activities of the Croat parties in region of Vitez. As they did not cover any other political parties, broadcasting this footage would have made their pre-election programming predominantly Croat-oriented. Following the advice of the PIR, the station decided not to broadcast any of the one-sided coverage. They consequently edited and sold the footage to political parties in the region.

One of the station's biggest assets on the production side is Marija Alilovic, one of the more talented young tape editors in BiH, who was hired based on Internews recommendations. She had been the outstanding trainee at the introductory non-linear editing training conducted at the Internews Sarajevo offices. CV 7 also accepted another PIR suggestion and hired an additional cameraman.

Concurrently, there were improvements in news and information programming. Much more attention was paid to the order of the newscast and the "newsworthiness" of the stories. Care was taken to ensure that content of the newscast is not compromised by local partisan politics. Local topics were covered well and editorial improvement was evident. The new equipment was welcomed, but there was a danger that advertising usage could become a priority instead of newsgathering. The PIRs addressed this and discussed improved scheduling of equipment use to prevent problems with the chief editor and director.

In addition to the daily news program *Kanal Info* the station worked on other forms of local production, including short documentaries and weekend omnibus programs. During the Internews residency, they made a documentary of sufficient professional standards that it was worth showing to a larger audience.

Management/Marketing

During the period of Internews support, the station achieved a more defined separation between the financial and editorial management, with Branko Bosnjak taking on the role of station director, and Mario Mlakic as chief editor. Bosnjak is responsible for marketing, equipment acquisition, and overall financial management, while Mlakic concentrated on news and programming. The division of duties is a concrete step towards better organizational management. Still, the ability of the station to survive in such a small economy and with a stronger station's (TV Travnik) signal overlapping theirs is unclear.

GLS TV Srbac

GLS TV was extremely receptive to all Internews offered assistance. The suggestions of PIRs were implemented without hesitation. While Srbac is a relatively small community, the station director has been committed to growth in both the quality and quantity of their programming output. The station director purchased S-VHS cameras and editing systems, plus a second-hand automobile for station use, in hopes of increasing the amount of news and information programming output. The station has an ancillary form of financial support (a plastics factory owned by the director), so they were able to meet operating costs even in the absence of a strong advertising market. The station's community involvement is apparent: for the first time in Srbac history, GLS TV broadcast live coverage of a local football game (with substantial assistance from the Internews PIR). The coverage was done with an improvised microwave link and only one SVHS camera, but community response was overwhelmingly positive.

During the period when PIR's could not be on-site at GLS TV due to the NATO/FRY conflict, Internews organized monitoring of GLS TV's main newscast. Videotapes were submitted to the Internews Sarajevo office, as well as to the USAID mission in Sarajevo.

Technical

During the grant period, the GLS station director developed ambitious plans to expand the station's signal footprint by purchasing a new transmitter and relocating transmission to the Motajica mountain near Srbac, reaching the region of Banja Luka as well as southeastern part of the Krajina. The region eastward from the new mountain top location could reach Brcko. Other market possibilities could include Bosanski Brod, Derventa, Modrica, and Samac. In the south, potential reach could include Doboj, Jelah and Teslic, and in the west, part of Banja Luka and Bosanska Dubica could be reached. Internews hired a transmission consultant to assess the plan on-site. Additionally, Internews consulted with David Betts, IMC's Chief of Engineering, regarding the transmitter move, frequency implications, and power specifications.

IMC was very supportive of the idea, assuming that frequency interference problems in the area could be solved. The IMC's advice was to purchase a new transmitter for GLS so that it could operate on their licensed 300W from their current site. Planning was then to continue on moving the transmitter to the new site pending final IMC spectrum allocations. During the NAB convention in April 1999, Internews engineers met representatives of the EMCEE corporation in the USA, which sells and maintains UHF low power transmitters in over 70 different countries. Internews placed an order for a transmitter from EMCEE, which was delivered in Fall 1999. At the end of the grant period, GLS was still finalizing logistical arrangements (power and road access) for the new mountain location.

PIRs assisted the station in installing a new editing suite and in creating and lighting a new permanent news set that includes pictures from all three communities they serve: Gradiska, Laktasi, and Srbac. Internews also donated additional computer storage capacity, allowing for more efficient editing of commercials and graphics animation. The Station Director bought a small microwave link that allowed live coverage of local events. With this technical addition, the station was able to produce a live remote broadcast of a music show from a local café, a very successful commercial venture for the café, thus building future advertising potential.

When Internews trainers were unable to travel to the RS due to airstrikes, Internews arranged a special cooperative form of training. A GLS cameraman, spent a week in Gorazde being trained alongside TV Gorazde staff. For similar reasons, Internews trained two GLS tape editors in basic introductory non-linear training in Sarajevo.

News/Programming

GLS TV is small, but ambitious. The management and staff were eager to learn during this Internews project. The local news program, 10-15 minutes in length, made clear efforts to achieve balance as did pre-election programming. The small staff size created a real challenge, with most of the newscast prepared by the Chief Editor, Cvijeta Kovacevic.

Over the course of two PIR residencies, the station produced a short documentary about a local man who loves the river. The end result was a 13-minute documentary called *A Man and the River*. This program is a pioneering effort for GLS TV in local documentary production. Also during an Internews residency, a GLS crew went to the neighboring

town of Davor in Croatia and made a 32-minute program. For a TV crew from RS to go into Croatia was unheard of in the post-war period.

A major improvement in GLS TV news content was achieved via the Internews-provided newswire subscriptions to three news agencies: STINA, BETA and BHPress. An initial problem occurred with the lack of computer literacy with the journalists, but all were eventually trained to use e-mail and wire services. The newscast length was expanded from its original 5 to 10 minutes to 15 to 20 minutes, and began to broadcast live from the studio. GLS TV also began a visual archive, enabling them to improve the production values of their local newscast with archival pictures. Organizationally, the newsroom established "beats" for reporters and regular coverage of neighboring cities. A GLS TV graphics designer received two weeks of computer training in Sarajevo, during which he created graphics for the news program.

The PIRs also assisted the station in creating a promotional documentary about Bosanska Gradiska. In training staff to create a production shot sheet/script in advance, the trainers illustrated the amount of pre-production planning necessary for longer form productions. This experience was useful later during the in-depth reporting project. Filming in Gradiska lasted three days. Preparations for making similar films about Laktasi and Srbac are underway, as the station derives its name from the three communities it serves (G.L.S). Finally, the PIRs assisted GLS in the production of an OTI-sponsored program called *Alternatives*, profiling the leadership and platform of the AMV BiH (Alternative Ministry/Council of BiH). Audience reaction was very positive, and at viewer request, the program was repeated the following day.

Management/Marketing

GLS's director pays people on time, and in accordance with average wages in the community. In a recent announcement for a competition to fill a position in the news department, ten local people applied for the position. In a community of this size and economic state, that is a testimonial to the regard this station now enjoys. GLS TV took Internews' advice to increase their staff size as income increased, as their workload was far too large for existing staff.

Finally, perhaps the best measure of a local television station is when the community begins to count on them to represent their best interests. In December, GLS TV broadcast a news report detailing the bad conditions of local roads, showing people and vehicles sliding everywhere, and indicating that the local municipality was negligent in maintaining and/or salting the roads. Within hours the road maintenance problem was solved. The municipality said that the station broadcast the report prematurely and that road crews were already in the process of organizing the maintenance. But the end result was that the roads got cleared. Helping to identify and solve community problems is one of the essential roles of a local television station.

NTV Banja Luka

Due to its powerful reach and influence in Banja Luka, NTV Banja Luka was Internews's original target station in that city for a substantial portion of the grant period. The relationship was eventually severed in Summer 1999 at the request of AID following the station's leadership role in a campaign (eventually unsuccessful) to boycott the formation of a BiH-wide association. Even during the period of support, relations were often strained due to the station's continued broadcasts of RTS news from Belgrade.

Technical

NTV Banja Luka had more equipment than many other stations, but suffered from a variety of standards, with a mixture of BETA, SVHS, and digital systems. The station also expressed concern that key pieces of transmission equipment leased to them on a long term basis would eventually be reclaimed by RTS Belgrade.

Early in the grant, NTV Banja Luka was given a computer and modem and was asked to establish an e-mail account. They established 4 separate accounts for use in the technical, news, marketing, and management departments. NTV's computer expert (and chief advertising producer/editor) communicated regularly with Internews' technical team for advice on both software purchases and technical questions. Due to the overload of computer usage, NTV Banja Luka was given a second computer and modem for business management purposes. The station also received a music/sound effects production library, which significantly improved the quality of their advertising and promotional messages.

NTV successfully re-mounted its 5 kW transmitter on Kozura to reach the entire region surrounding Banja Luka with a good-quality signal. Internews coordinated with Clay Epperson of OTI in Banja Luka to resolve some problems between NTV and ATV regarding the transmitter and antenna installation. Apparently ATV was in the process of installing their antenna directly in front of NTV's, effectively preventing a clear path for the STL (Studio to Transmitter Link). Epperson brokered an agreement to have ATV move their antenna slightly to the other side of NTV's, enabling both broadcasters to achieve their goals. Epperson/OTI actively coordinated with Internews RA Imelda Reynolds on equipment support donations for NTV.

News/Programming

Following sustained pressure, NTV Banja Luka finally ceased broadcasting RTS news from Belgrade. Internews had made it clear to the director that international support would be withheld pending the broadcast's cessation, but that support would be given the minute it stopped. After discontinuing broadcasts of RTS prime time news earlier in summer 1998, the station resumed broadcasts in August. Eventually the station director acknowledged political pressure, reportedly including threats from local Serb hard-liners as well as a verbal warning by a General of the RS Army that not broadcasting RTS prime time news is tantamount to being "anti-Serb." In mid-October 1998 the station finally ceased the broadcasts. Internews began concentrated training to improve the existing local newscast. Ratings showed that even with its low level of production, NTV's local newscast ratings were very high. Imelda Reynolds, RA in Banja Luka, worked extensively with news staff on changing management systems to improve efficiency and professionalism. Further work by PIR Jovanovic reinforced the improvements. Prior to the PIR training, NTV Banja Luka had used only RTS Belgrade footage for news outside of Banja Luka. The PIRs succeeded in having them start using EuroNews footage in their newscasts.

Some other changes suggested by trainers and adopted by the staff included:

- News/information journalists watch & critique programs
- News began using A/B roll editing due to PIR's re-design of the edit suite
- Journalists began making stories of local human interest, not just politics
- The newscast was organized into blocks of news, in order of importance
- Advertising edit time moved to late in the day to permit more news editing time

- Instituted use of all three wire services: Stina, BH Press, Beta

During the training period, the station was also producing a popular 90-minute studio show called *Mosaic*. Recommendations to incorporate elements of this program into the newscast were accepted and implemented, increasing the number of stories presented and making double use of an existing program. Despite all the problems within the news department, the MIB Ratings clearly showed the local newscast as a market leader. At 7:00 PM, when the NTV local newscast starts, it beats all the competition, including SRT, HRT, RTS and all local channels. However, at 7:30 PM, the audience shifts dramatically over to watch SRT's newscast.

Management/Marketing

Based on feedback, discussions and frank observations communicated by the PIRs to the station director, a significant outreach to Internews occurred. In mid-September, NTV Banja Luka requested management advice for re-structuring the station, both organizationally and for downsizing/re-allocating personnel resources. Three separate consultations with PIR Gaydosik, on-site and in Sarajevo, resulted in a completely new organizational structure, elimination of overlap in job responsibilities (downsizing), re-assignment of staff talents and a reduction in overall salary costs. A key component of the restructuring was to build up their local news presence, thus eliminating the reliance on RTS-provided footage and information.

Miralem Tatarovic, NTV's Chief Engineer, was sent to the IBC '98 Equipment Exhibition in Amsterdam as part of station development and station association building. Rada Bozic, news director, was sent to the USA to attend the RTNDA and subsequent on-site TV station internships. Station director Zoran Kalinic attended DISCOP and participated in the joint programming acquisition of the seven Internews-supported TV stations.

NTV established a business relationship with NTV Hayat via their barter distribution of two soap operas *Senora* and *Esmeralda*. As NTV Hayat holds the BiH rights to Spanish League Football, they are also signing an agreement to carry that legally acquired programming. Internews provided NTV Banja Luka with a downlink to receive the Spanish League Football signal.

NTV continued to make pioneering moves as an RS media organization. NTV Hayat and NTV Banja Luka continued and expanded the regular news exchanges begun last quarter to a near daily frequency. Such reports are generally telephone reports, with archival footage for the video portion, but each station clearly identifies the partner station as the source of the story. These exchanges were still being broadcast during the initial NATO actions in FRY.

In another positive move, NTV became the first RS TV station to broadcast live the BiH competition for the Eurovision song contest. For the first time since the end of the war, a singer from Banja Luka participated in the BiH song contest which was held in Sarajevo. TVBiH produced the coverage of the event. NTV Banja Luka broadcast the program (like many stations throughout the Federation). On March 6, and for the first time since the country's creation, an entertainment program was broadcast live in both the Federation and the RS simultaneously. The jury for the Banja Luka song selection competition was located in NTV's studios.

Because of the NATO airstrikes in FRY and the ensuing problem of having ex-pats in Banja Luka to work with the station, Internews instituted a system of videotaped news monitoring for NTV BL and ATV (for comparison). A brief synopsis of each newscast

was e-mailed daily from our Bosnian national staff in Banja Luka. VHS tapes of these newscasts were sent to Internews in Sarajevo as well as to the USAID mission there.

NTV Hayat, Sarajevo

NTV Hayat, which celebrated its seventh anniversary in February 1999, is probably the best organized and most professional independent TV station in BiH, in a fundamentally different category from other Internews target stations. A local market leader and a leader in the BiH television industry, Hayat was one of the original stations involved in the creation of what is now the OBN network system. For a variety of business reasons, the station dropped out of the partnership in the early stages of development. During the grant period, Internews made attempts to help negotiate a renewal of the relationship, seeing it as beneficial to both parties, but despite progress in eliminating some historical misunderstandings, the two sides were unable to agree to join forces again.

Technical

Due to its importance and size as a Sarajevo broadcaster and its greater volume of local production, Hayat received an equipment package somewhat more sophisticated than that provided to most of the smaller stations. The equipment included one of the two Trinity systems donated, giving Hayat an expanded capacity for complicated studio and live production.

As Hayat was already maximizing its use of wire services and creating up to several hours of daily news and information programming, Internews decided that Hayat along among targeted stations was ready for a video news service. With USAID concurrence, Internews purchased a subscription to APTN (Associated Press Television News) for the station. Their contract permits them to excerpt all APTN footage for use in newscasts, and also in Hayat-produced programs that may be broadcast in any part of BiH. As agreed, NTV Hayat discontinued use of pirated satellite images from CNN, Sky News, and other video sources when their APTN subscription became active in September 1999.

Hayat was the only one of the targeted stations that did not request assistance with training videographers and tape editors, although the station eagerly accepted assistance with the editorial side of news production as well as advice on programming and commercial sales.

News/Programming

During the training period, NTV Hayat was running an extensive news schedule, with short bulletins (up to 8 minutes) at noon, 4 p.m. and 10 p.m. and the 25-minute primetime TV Dnevnik at 7 p.m.. Internews Journalism Trainer Konstantin Jovanovic spent several weeks working with Hayat on restructuring and improving their news program, as well as offering advice on selecting new staff for the newsroom. Generally, Jovanovic did not find any substantial editorial problems with the station's news and information programming. Internal communications appeared to be their biggest problem. To correct this, the news staff began scheduling Monday meetings to pre-plan the week's coverage.

With Jovanovic's assistance, Hayat news staff explored techniques for expanding the scope of the daily news program with a daily theme, to be examined through in-studio interviews, special reports or "person-on-the-street" interviews. Even more importantly, Hayat established a routine of daily programming consultations and agreements on possible exchange of stories from TV TPK, TV USK and TV Mostar as well as news exchange cooperation with NTV Banja Luka. The Banja Luka exchange started with the

exchange of short phone reports on the most important daily events and exchanges of stories for Hayat's show *Business Channel*.

In addition to the onsite training, Hayat news director Adnan Rondic was selected to travel to the RTNDA and do an on-site internship in the USA.

In other programming, Hayat took on a leadership role in the Internews-initiated joint programming purchase project, signing contracts with the distributor, arranging shipping, and versioning the programs for six other BiH stations. Program director Alma Memic requested specific advice from Internews about barter transactions, program price negotiations, and other program vendors. After acquiring the joint purchase comedy (*3rd Rock from the Sun*), the station created a local wraparound call-in/quiz program to showcase the program and received international advertiser interest in this program.

Hayat obviously learned from their experience at DISCOP about how to structure cost-effective programming purchases. The station purchased BiH rights for the program *Esmeralda* from a Belgrade distributor and set up a barter distribution system with stations all over BiH. Hayat sold advertising time via their local and Zagreb-based representative sales offices, integrated the advertising directly into the program, then offered it free of charge to stations around the country. Twelve stations scheduled the program, including OBN affiliates, Cantonal TV stations, and Internews targeted stations. In a very strategic move for their local Sarajevo market, the station scheduled the show at 10 PM and cross-promoted it heavily within a similar soap opera. The March 1999 MIB ratings proved that this was a highly successful strategy, with Hayat taking the top ratings in the timeslot and maintaining a good audience even after the soap opera concludes. This increased audience gave a significant boost to Nova TV, Voice of America's Bosnian service, which begins at 11:30 PM.

Management/Marketing

NTV Hayat's director Elvir Svrakic is by far the most advanced commercial TV Station Manager in BiH. His knowledge of the advertising market in BiH is unmatched by either Bosnian or foreign experts. In one example of the station's farsightedness, Hayat took a clear leadership role in establishing a business relationship with NTV Banja Luka. Hayat is representing NTV Banja Luka's commercial advertising time availability to international advertisers and agencies.

Another indicator of Hayat's deserved reputation as a leader in the BiH television industry was their creation of a phenomenally successful promotional event. At the conclusion of the 140th episode of the popular prime time soap opera *Esmeralda*, NTV Hayat organized a tour and concert for Mexican actress Letitia Calderon that capitalized on the star power of the principal actress in the series. On the Monday evening when a Hayat-produced musical program featuring the star was broadcast, the station achieved a 48 rating and a 76% share of the total Sarajevo viewing audience, percentages that would be enviable anywhere in the world. Ms. Calderon's tour was a sophisticated business and marketing move by NTV Hayat. During the actress's stay, NTV Hayat reported daily on her tour activities, including several very well attended concerts, which NTV Hayat also taped and turned into programs for broadcast.

The MIB survey in June 1999 showed that NTV Hayat had the second highest cumulative overall ratings in Sarajevo, 19%, second only to TVBiH with 37%. They are followed by OBN with 16%, Studio 99 with 6%, and "Other" viewing options totaling 22%.

Radio Station Support

Internews worked with radio stations in two overlapping phases throughout this grant. Initially, at USAID's request, Internews selected five radio stations for individual support on improving production skills and overall organization. These stations were chosen primarily for their political significance due to their locations along the inter-entity line (except for Fenix, serving a Croat community within the Federation). The stations were:

Radio Dzungla, Teslic
SIK Radio, Mrkonjic Grad
The Best Radio, Sipovo
Pan Radio, Bjeljina
Fenix Radio, Travnik

The first phase of the radio support project was to get all stations to a basic level of technical capacity and news production competence. Equipment donations and related training had four major components, with Internews RA Imelda Reynolds focused on journalism training and management reorganization, and radio trainer Petar Jeknic working more on technical issues:

Computers - Internews donated and installed computers at: The Best (2), Sik (2 plus printer), Fenix (1), Dzungla (1), and Pan (1). Radio Trainer Petar Jeknic taught all staff basics of PC use including word processing, E-mail and Internet programs. Dzungla, Sik and The Best were also trained to do PC-based audio editing from mini disk using Sound Blaster and Sound Forge programs. Training sessions were tailored to meet the needs of each particular station. For many it was the first time they had ever used a computer. The stations eventually began using electronic mail to exchange news, bridging an information gap between the Eastern and Western parts of the RS.

Tape Recorders - Internews donated a Marantz portable tape recorder to each station. Training sessions covered use of the Marantz in the field and for telephone interviews, the importance of gathering news from the local community, and how recorded sound makes news more interesting and credible by using the voices of key figures rather than reported speech. The journalists covered real news stories interviewing key figures as well as doing "vox pops" (*vox populi* or "man on the street" interviews) on national as well as local stories. Journalists produced their first news bulletins including sound bites, reporter voice-over pieces and vox pops. Although some stations had owned tape recorders, they had little or no understanding of their value in news production. One station had even kept a recorder donated by another organization neatly packed inside its original box, to be taken out only for special events. Most stations rarely, if ever, had used the tape recorders for program production.

Wire Services - Internews initially provided each station with a three-month subscription to the BETA (Serb), BH Press (Bosniak) and STINA (Croatian) wire services. As the use and understanding of the importance of the varied wire services increased at the stations, Internews extended this subscription donation through the entire term of the grant. Training sessions focused on defining news priorities and on making stories and bulletins balanced by incorporating all sides. Journalists were shown how to make stories relevant to the local listening audience whether covering items from the local community, the RS, BiH, other Balkan countries, Europe or the rest of the world. Stations compiled bulletins concentrating on how the running order should reflect the audience's needs rather than reading stories as they appear in the order delivered by the wires services.

CD Music and Sound Effects Libraries - The radio stations were given CD music and sound effects libraries during the initial assessment visits. Subsequent training sessions covered the use of these tools to improve both information and commercial broadcasting:

- self promotion to create station identity and build audience;
- use of jingles to attract attention to News, Weather, Sport etc.;
- how to make more imaginative commercials for more effective advertising;
- building audience to improve advertiser reach to consumers; and
- helping advertisers sell with radio.

Stations were also assisted in finding ways to make their programming output more entertaining and informative through the use of presenters (hosts), quizzes (using effects etc.); introducing special programs for target groups (e.g. children, youth, sport etc.) and the idea of sponsorship of special programs, features, weather, time sport etc. These sessions included listening to Western radio station examples. All of the stations used their CD libraries to make new on-air jingle packages.

In other support to the stations' information programming, a radio version of *The Hague Diaries* was delivered on mini-disk for broadcast on the stations from October to December 1998. The sound track was taken from the audio track of this non-USAID funded Internews television production. This program showed stations that audiences could be interested in something other than the music-based fare that was their staple. Unfortunately, *The Hague Diaries* ceased production at the end of December 1998 due to lack of funding.

Station Networking

Over the course of training the individual stations to increase their internal management and production capabilities, Reynolds and Jeknic explored ways to solve the biggest problems of radio stations in smaller communities: commercial viability. To this end, Internews worked with stations both individually and jointly on commercial management issues. Radio managers and senior staff from Internews targeted stations met at a weekend (Jan 23/24, 1999) in Teslic, RS. to discuss management problems and solutions. Radio Resident Adviser Imelda Reynolds presented a document outlining ways stations can cooperate/merge to give themselves a realistic chance of becoming commercially viable as a first step for advertising networking. Sessions included information on pooling staff and equipment resources to reduce costs and exchange quality programs while maintaining individual identities. Examples include re-broadcasting programs/news/ establishing links for maximizing advertising income potential. At the seminar, stations discussed rate cards, respective audience reach, agency sales and commission structures for a potential network.

In other support to stations' commercial development Internews Radio Trainer Peter Jeknic designed and produced an audience research survey for each Internews targeted radio station. Jeknic then spent a week at each station organizing staff and helping them to gather the data. Approximately 200 respondents were selected in a public environment (schools, cafes, markets etc.) Categories were divided on the basis of age and sex, and based on common assumptions about the general population (i.e.: 50% male, 50% female; 15% are 20 – 25 in age, 10% are +55 in age, etc.). While the information is useful for internal station purposes, it can be considered flawed in that each station was responsible for conducting their own surveys, eliminating the crucial third party aspect to research.

Additionally, listeners in home were not included in the data as the surveys were taken in public places.

However, as important as the demographic information, stations got feedback about the needs of their listening audience. Jeknic analyzed the results and presented stations with a comprehensive report on audience listening habits and interests. These results were used to address audience preferences and place advertising according to target groups.

Radio Networking

Initially it had seemed that it might be possible to assist stations further in their commercial development by encouraging mergers of smaller stations in neighboring areas, helping them find ways to combine resources or staff. Ultimately, however, it became clear that the political and international donor environment made that an unworkable solution. This led to the idea of developing a joint marketing system that would help stations financially and build an infrastructure that could eventually be used to share programming.

With this goal in mind, all Internews radio stations were invited to attend a weekend seminar in February 1999, hosted by Radio Kontakt in Banja Luka, which had expressed interest in forming a network that might link with Serbian and Croatian stations. The meeting discussed the possibility of establishing a radio network for BiH. Internews worked with Radio Kontakt to try to prevent duplication and ensure one quality network was established rather than a series of competing networks that would reduce the effectiveness of each.

The next step towards building the commercial skills radio stations needed to make the network a reality was a marketing seminar held in Jelac on 27th/28th March, 1999. The seminar was attended by sales staff and managers from Dzungla, Fenix, TNT, Zos, Free Prijedor, Kameleon (Tuzla) and Antena (Tesanj.) Due to the beginning of airstrikes in Kosovo, the venue was changed at the last moment and some Internews target stations were unable to attend (Sik, Best, Pan and NTV Radio.) Their places were offered to stations that were being considered for inclusion in the radio network.

The seminar, led by American sales and management trainer Ron Klayman, included material on:

- How to research and approach clients
- Sales techniques to convince clients to advertise
- Using audience research to build target audiences attractive to clients
- Additional ways to increase revenue; and
- Structuring a radio network.

Internews also presented stations with a guide to contract writing designed by Internews's lawyer Inja Pasalic. The material presented the legal requirements that must be included in any contracts between stations, and possible ways to exchange revenue to avoid double taxation. Dino Lolic from TNT was appointed head of the fledgling network.

Meanwhile Reynolds continued to develop the structure for the possible network and to enlist the support of the international community. Reynolds suggested to OSCE in Sarajevo that FERN could be incorporated into a network as a national and international news provider, with a national rolling news program (similar to a CNN format with hourly bulletins) that could be rebroadcast by local stations. Over time, Internews

developed the basic concept of the network, modeled on Britain's Independent Radio News network, and cemented a partnership with OSCE whose FERN station became a network member. While the initial aim of the network is as an advertising and marketing vehicle, a secondary aim is that over time FERN will transition into the network's news provider, freeing member stations to focus resources on developing local news coverage.

BORAM Formation

Internews worked in partnership with OSCE to develop a network that had the potential to give international and domestic advertisers the opportunity to reach a pan-BiH audience using local stations. Stations invited to join the network were chosen after on-site visits and extensive consultation with international donors. Opinions were sought from BiH journalists, OTI, IMC, OSCE, OHR, EU, IREX, SOROS, UN, SFOR, UNHCR, and key leading radio stations themselves. Essential criteria for individual station selection included political moderation, acceptability to a broad range of international donors, and a proven commitment providing to news and information programming. However, perhaps the most important selection criterion was that the network must include successful stations from major markets—stations that have the potential to become the core of a vibrant commercial radio broadcast sector when the inevitable culling of the overcrowded radio marketplace takes place.

The initial list of BORAM member stations was:

- Stari Grad, Radio M, Sarajevo;
- Best, Sipovo;
- Beta, Zenica;
- Radio Bihac, Bihac;
- Dobre Vibracije, Mostar;
- Dzungla, Teslic;
- Radio Free, Prijedor;
- Hit Radio, Brcko;
- Kameleon, Tuzla;
- Kontakt Radio, TMK A , Banja Luka;
- Pan, Bijeljina;
- Pegaz, Trebinja;
- Sik, Mrkonj Grad;
- Osvit, Zvornik;
- Magic, Milici;
- Palma. Bratunac;
- Drina, Skelani;
- Studio N, Livno;
- Valentino, Ravne-Brcko;
- TNT, Travnik;
- Radio Zavidovici, Zavidovic;
- Zos, Dobo; and
- FERN, BiH-wide.

At Internews's invitation, on July 4th, 1999 the directors of the stations initially selected gathered in Sipovo to create the business basis for joint advertising. An agreement was signed and a system to divide advertising income among the stations was agreed upon. The stations designated Adnan Osmanagic, Radio Stari Grad, as the key contact for the network's advertising prospects and management of the network's business relationships.

The marketing network was officially named BORAM (Bosanksohercegovacka Radio Mreza). A price list, promotional brochure, and publicity items were developed. Internews and OSCE agreed to cover the costs for these materials. Press launches in both Sarajevo and Banja Luka were held in September 1999. Internews, with approval of USAID, provided BORAM stations with computer equipment that would ultimately permit the transmission of commercials and news programming via the Internet. In October, when it became clear that Osmanagic did not have time to generate or manage the BORAM Network advertising in addition to his other commitments, Amra Hacimic was hired as an administrator and station liaison, with Internews and OSCE jointly funding her position. In November, the stations reconvened at an Internews-sponsored meeting in Tuzla for discussions and sales training.

Following that meeting, Internews solicited & screened candidates, and hired Mair Oruc as the new Marketing Director, again jointly funded by Internews and OSCE. Oruc has both a financial and marketing background. His experience was supplemented with intensive training by sales training consultant Eddie Startup.

OSCE agreed to make a financial commitment to the network's development in fiscal year 2000, and its clout will be invaluable in persuading other donors to target their assistance to BORAM members. Internews and OSCE hope that BORAM will be an important first step in the consolidation of donor assistance to radio stations.

Broadcasters Association Building

The purposes served by professional trade associations in general and broadcasters associations in specific in countries around the world are clear and easily defined. In BiH, the idea of a broadcasters association was supported by the IMC, which wanted to have a smaller group of broadcasters that represents the industry as a whole that could act as a sounding board and source of feedback as the IMC develops a rulemaking and regulatory environment. However, experience in other countries shows that associations formed quickly and with too much of their structure imposed from outside often fail to achieve the respect of the community they are meant to represent or to develop locally appropriate goals. In Bosnia's politicized environment, with the added strains of the constant competition for donor funds, the risks of any association being attacked from the outside or split apart from within are particularly high and there are no guarantees of success. However, Internews work to create an association strong enough to withstand these pressures, developing a step-by-step plan intended to build consensus and commitment as well as a deeper understanding of the reasons for the association to exist.

An important element of this association-building process was a series of joint activities by stations. These included visits by station representatives to professional industry events, intended to create shared experiences and show key station personnel how and why the professional television community in the rest of the world interacts across commercial, ethnic and national boundaries for purposes of professional development. In the summer and autumn of 1998, three trips touched on key aspects of the television industry: programming, news production and technology. In addition to selecting participants and organizing and funding the trips, Internews provided participants with the background information and guidance they needed to make the most out of these international professional events.

DISCOP

In late June 1998, seven station directors attended the DISCOP program distribution exhibition. The stations jointly purchased one comedy series, a soap opera, and a package

of films. Internews seeded this purchase with a \$10,000 matching grant. The stations had to agree together on the best program genre, sales potential, and price. The total value of the programming purchases was nearly \$30,000. The stations executed all contractual arrangements, versioning, and distribution of the programs themselves. In June 1999, a second trip to DISCOP was arranged for programming personnel from NTV Banja Luka and NTV Hayat. These two stations had agreed with the 1998 participants to make a collective programming purchase on behalf of all the stations. The stations agreed to split costs of purchase amongst themselves, and to share responsibility for translation & duplication. To forestall distributors' attempts to increase profits by dividing the country into two entities for sales purposes, all negotiations were for BiH-wide rights. A soap opera and a dramatic series were purchased, with NTV Hayat being the contract signatory. This trip was also made in conjunction with personnel from Internews-supported production companies, exposing stations to the other side of their business – the creators of high end domestically produced programming (see production company support).

IBC

In early September 1998, Internews sent four station engineers to the IBC (International Broadcasting Convention) equipment exhibition and sale in Amsterdam. This show is one of the largest European venues of new broadcast audio and video technology. Ordinarily, most BiH broadcast engineers do not have the chance to view, test, and operate equipment before they make their equipment acquisition plans. Station engineers from NTV Hayat, NTV Banja Luka, Pan Radio, and GLS TV were accompanied by Internews graphics and engineering technicians to act both as interpreters and technical advisors.

RTNDA

In late September 1998, news directors from OBN, NTV Hayat and NTV Banja Luka attended the annual RTNDA (Radio-Television News Director Association) conference in San Antonio, Texas, followed by one-week internships at the NBC and ABC affiliate television stations in Austin, Texas. This trip was in conjunction with Internews Belgrade, which sent three FRY news directors under separate funding from the Trust for Mutual Understanding. Internews consultant Ron Klayman, a former local TV station General Manager, was hired as the Texas-based facilitator for the entire training.

SEMPLE

Near the close of the grant in November 1999, Internews sponsored a delegation of marketing agents from television and radio stations, production houses, and uniquely, owner/agents from a Bosnian-owned advertising agency, to attend the SEMPLE regional marketing seminar in Portoroz, Slovenia. Media Pool, the association of marketing agencies in Slovenia, sponsors this annual event and invites representatives from international advertising agencies from all over the world to present information about the current state of industry, and how it specifically relates to Eastern Europe. Internews-sponsored participants included marketing directors from the BORAM Network, FERN Radio, TMK Radio, OBN Network, NTV Hayat, RTV Travnik, RTV Gorazde, Re-Fresh Productions, FX Concept, and MEA Film. As he had shown clear interest in learning more about the business of advertising, Senad Zaimovic of local advertising agency *Fabrika* was also invited to participate.

After reading the brochure detailing the seminar sessions, Zaimovic approached Internews with a proposal. He requested that we sponsor the registration fee for himself and two staff members, if he would pay all hotel and transportation costs for himself and his staff. Nearly a year later, Zaimovic still publicly states this was one of the best conferences he

ever attended in terms of professional education. That has translated into his strong support for the MIB Ratings service and in pushing local media into operating more professionally. As *Fabrika* now bills over 15 million DEM annually, the agency's influence on the developing market is substantial. While not all participants could apply the information as immediately as Zaimovic, all were very grateful for the superb education.

Internet Connectivity

Electronic networking was another basic component of the process of promoting contact among stations. Internews-targeted stations received computers and modems, and each secured its own e-mail account within two weeks of the donation. In addition to facilitating wire service delivery, e-mail and Internet access was instrumental in eliminating station isolation. Stations with common problems had not been able to communicate amongst themselves for resolution of those problems. E-mail connections helped to bridge those communication gaps.

Station Documentary Exchange

Following the donation of digital video equipment packages, another small project in support of cooperative connections among stations grew out of the PIR program. During training with the more experienced PIRs, stations showed interest in developing local documentary production. Targeted stations improved their quality standards sufficiently so that most produced at least one program that merited attention outside its local area. To encourage these efforts and to make the results available to station staff and audiences in other cities, Internews created a one-time project in summer 1999 to purchase broadcast rights for one program from each Internews targeted station. Most of these programs were about local culture, art, or history. In each case, a contract was signed between Internews and the station stipulating the geographic distribution, number of plays, and other contractual issues common in acquiring program rights. By signing such an agreement for their own productions, stations took one more step in the process of eliminating programming piracy. Signing a contract defining other broadcasters' rights to their own material gave stations a view of copyright issues from the other side. The collected programs were distributed by Internews to the 19 stations in its road system distribution network - most being AEM BiH members.

Association Charter Meeting

Alongside ongoing activities to build relationships between key broadcasters, Internews worked specifically on building both the will and the know-how needed to create the actual association. After months of research, targeted lobbying and planning, on April 9, 1999, Internews, with the support, advice, and input of the IMC (Independent Media Commission), sponsored a meeting of key broadcasters interested in the formation of an association to represent their common interests. Internews invited a group of leading stations carefully designed to ensure representation not only from all geographic and ethnic regions of BiH, but also adequate representation for stand alone & combination radio/television stations, both private and municipally owned. Notably missing from this industry conference was SRT, which had also declined to participate in the December Internews-sponsored Ratings conference.

Prior to the meeting, Internews assembled and translated materials to assist in developing a charter for the news association. These included charters from the broadcaster associations of four different countries – Azerbaijan, Bulgaria, Croatia, and the USA (Oregon State). Internews hired a lawyer to create a draft charter document specific to the

laws of BiH that would permit the association to operate as a voluntary organization, the only possible form for a trade association at the time. Legal commentary on that charter was provided by Katrin Metcalfe of the IMC.

At the meeting representatives of 28 television and radio stations from both entities and all ethnic regions of BiH edited, agreed on and voted to adopt an initial charter document, thereby voluntarily forming a Broadcasters Association. The stations themselves decided to include language that specifies that the membership works not only to support the development of independent media but in accordance with the regulations of the IMC and other international broadcasting regulatory bodies. The group appointed a temporary "Presiding Council" consisting of seven members. This Council was charged with refining the final charter document in preparation for presentation to a larger industry wide conference to be held in June. The members of the charter Presiding Council were:

1. RTV Kiseljak, Kiseljak (F BiH - Croat);
2. Radio Valentino, Brcko (F BiH - Croat)
3. Radio Pegaz, Trebinje (RS)
4. NTV Banja Luka, Banja Luka (RS)
5. Radio Kontakt, Banja Luka (RS)
6. NTV Hayat, Sarajevo (F BiH - Bosniak)
7. RTV Travnik (F BiH - Bosniak)

The other radio and TV stations attending the charter conference were:

TV Bell, Banja Luka
Radio Stari Grad, Sarajevo
NTV Studio 99, Sarajevo
Radio ZID, Sarajevo
HRTL Vitez, Vitez
CV 7 TV, Vitez
Radio TNT, Travnik
GLS TV, Srbac
RTV Maglaj, Maglaj
RTV Zenica, Zenica
RTV Gorazde, Gorazde
TV 101, Sanski Most
TV Zavidovici, Zavidovici
RTV Bugojno, Bugojno
Radio Kameleon, Tuzla
Radio Visoko, Visoko
Radio ZOS, Tesanj
Radio Dzungla, Teslic
OBN, Sarajevo
TVBiH, Sarajevo

Following the charter conference, in mid-April, Internews staff visited the NAB (National Association of Broadcasters) in the USA in order to establish links for both in-country and foreign exchanges of the leadership of the BiH Broadcasters Association and the NAB. Terri Rabel, VP of the NAB International Division, expressed clear interest in working with Internews to develop the Broadcasters Association. The NAB has worked with Internews in Russia, Kazakhstan, and the Ukraine to assist with the formation of similar broadcast industry organizations.

AEM BiH Formation – June 1999 Neum Conference

Less than three months after the initial charter was adopted and despite major political machinations designed to derail the creation of an association including both entities, on June 18 in Neum, BiH, 86 TV and Radio stations from both the RS and Federation voted to charter the Association of Electronic Media of Bosnia-Herzegovina. In one of the few open ballot elections held anywhere in BiH, the entire membership voted for a board of directors resulting in fair representation of Bosniak, Serb, and Croat broadcasters, along with fair representation of radio and television outlets.

The battle to create an association that meaningfully stretched across the inter-entity line began at the April conference and continued till the June event. At the initial charter conference, NTV Banja Luka station director Zoran Kalinic suggested that it might be better to first form a Federation and an RS association, then join the two at a later date. The other participants disagreed, and the draft charter for a country-wide association was accepted by all, including Kalinic, who also accepted a position on the temporary Presiding Council.

The following month, Internews learned that despite having signed on to the idea of a two-entity association, Kalinic was actively encouraging RS broadcasters to form a separate RS association. Upon investigation, it became clear that Rajko Vasic, RS Minister of Information, was promoting the formation of this association. The Minister was on record as opposing any attempts to consolidate media in BiH, either through uniform legislation, or through a trade association. The Dayton Agreement stipulates that entity media organizations remain under the auspices of each entity, but the formation of a BiH-wide association could threaten those powers. The IMC has faced similar problems in the RS, but most stations are abiding by IMC regulations. As Internews had been working closely with the IMC on the BiH-wide association, this was viewed as one more effort to dilute the media powers of the RS government.

Internews believes Kalinic was pressured to orchestrate the creation of an RS association mainly through his parallel business of an insurance company. This company was generating far more money as a business than the TV station and the withholding of contracts by the RS government and large companies wishing to maintain political favor could have bankrupted both businesses. However, this does not excuse the enthusiasm with which Mr. Kalinic promoted the RS association. Using the model charter Internews developed for the BiH-wide association, the RS broadcasters quickly registered an organization, elected a board of directors, and took their first action - to call for a boycott of the Internews-sponsored Neum conference in June for all BiH broadcasters.

Internews staff in Banja Luka and Sarajevo went into overdrive to counter this divisive attempt. Nearly every RS broadcaster was contacted and encouraged to attend Neum. Several stations reported veiled threats by hard-liners of future tax inspections, or increased broadcast license taxes should they attend. While never directly linked to this kind of pressure, Rajko Vasic, RS Information Minister, did give statements to both print and electronic media that were widely interpreted by RS broadcasters as an official sanction of the RS Association boycott of the entity-wide association. Perversely, some hard-line broadcasters in the Eastern RS who routinely oppose the RS government apparently took this as a positive reason for them to attend the conference. Public and private support from Robert Gillette of the IMC and Patrick Wingate of OTI was also helpful in encouraging RS stations to attend.

In the end, Zoran Kalinic of NTV Banja Luka attended one evening of the conference, essentially to submit his resignation to the Presiding Council and to make one last, unsuccessful attempt to convince other RS broadcasters to leave the conference. Since the founding of AEM BiH including 21 RS broadcasters, the RS association has essentially been dormant, and Internews' relationship with NTV Banja Luka has been suspended.

As the association was intended to represent all electronic media, regardless of medium or form of ownership, all 283 BiH broadcasters registered with the IMC as of May 5, 1999 were invited to attend the association's founding conference. Each station was sent a copy of the draft charter adopted in April, clearly laying out the proposed goals and structure of the organization. Of the invitees, 131 stations expressed interest and 91 stations actually did attend. Of those, 85 signed the document during the conference: 64 stations were from the Federation and 21 from the RS. The remaining 6 stations became members shortly afterward. As in April, SRT declined to participate in any way.

Robert Gillette, Deputy Director of the IMC and Helen Darbishire of the COLPI (Constitutional and Legal Policy Institute) from the Open Society Institute in Budapest, Hungary addressed the conference in the morning, then the temporary Presiding Council appointed in April took over running the meeting. The Presidency went through the charter, with the group discussing and making changes. Internews provided a lawyer to answer any technical legal questions during that process. After the final document was accepted by 86 of the 91 stations present, the group nominated and elected a permanent Presidency, Court of Honor, and Assembly chair. The group clearly recognized the need for these governing bodies to include both radio and television, as well as representation from both entities, and multiple ethnic groups. By consensus, the assembled body decided that there would be 4 Federation representatives (2 Bosniak, 2 Croat) and 3 RS representatives. Reportedly for the first time in any public gathering, all assembly members voted for all of the positions in an open election, meaning that Croats voted for Serbs, Serbs for Bosniaks, etc. rather than each ethnic constituency electing its own representative.

The seven-member Presidency then chose a Presiding officer, with Elvir Svrakic of NTV Hayat in Sarajevo elected unanimously. Svrakic is a leader among the larger Federation TV stations, but was relatively unknown to most RS broadcasters and most Federation radio broadcasters. However, his skillful stewardship of the afternoon meeting clearly illustrated his leadership skills.

The members of the newly elected Presiding Council were the same as the temporary Council chosen in April with the exception of NTV Banja Luka, which was replaced by ATV, also from Banja Luka:

- NTV Hayat, Sarajevo (Fed- Bosniak) (Director also elected President)
- RTV Travnik (Fed - Bosniak)
- RTV Kisseljak, Kisseljak, (Fed - Croat);
- Radio Valentino, Brcko (Fed- Croat)
- Radio Pegaz, Trebinje (RS)
- ATV, Banja Luka (RS)
- Radio Kontakt, Banja Luka (RS)

The Chair of the Assembly is:

- Radio Stari Grad, Sarajevo (Fed- Bosniak)

The members of the Court of Honor, responsible for maintaining membership, are:

Radio Dzungla, Teslic (RS)
Radio Osvit, Zvornik (RS)
Radio Beta, Zenica (Fed- Bosniak)
Radio Tuzla, Tuzla (Fed- Bosniak)
TV CV 7, Vitez (Fed – Croat)

Initial AEM BiH Activities

Internews provided all administrative and secretarial support to the President and Presiding Council for their official work on behalf of the AEM BiH. Immediately following the Neum meeting, newly elected President Elvir Svrakic took the initiative to immediately write all the members thanking them for their support, and asking for suggestions on what the AEM BiH should start working on to address their interests.

In September 1999, the AEM BiH Presidency held its first official meeting in Travnik to discuss the Recommendations of Rules and Guidelines submitted by IMC. At the meeting, members of the Presidency coordinated their recommendations and suggestions for amendments and annexes to the Rules. The IMC Draft was circulated to Association members, together with the AEM BiH Corrections and Suggestions and a report from the AEM BiH Presidency meeting with the IMC representatives. As the new IREX Pro-Media II project expressed immediate interest in taking over the advocacy advisory role for the AEM BiH, Internews withdrew from this activity.

However, in a purposeful action, Internews redirected all of its usual programming and educational distribution efforts through the AEM BiH. The reason was to show stations clear practical benefits of AEM BiH membership. All invitations to acquire these materials were approved by the AEM BiH President and sent out on AEM BiH letterhead under his signature. In the five months of the grant period following the creation of AEM BiH, this distribution included the training materials *Treasury for Those Who Make News*, the collection of 6 hours of selected local documentary production from Internews targeted stations, *TV Planeta* - 20 hours of legally purchased, subtitled Western documentary and educational programming selected from the INPUT international library (funded by the EU and others), and distribution of both the winter and summer versions of *100 Cities* news archive footage.

Supporting Indigenous Producers

Throughout the period of this grant, Internews worked to support the development of local production companies as a vital ingredient in the growth of a healthy TV industry. Internews support to selected production companies went far beyond delivering USAID-financed grants of equipment or funding. Ongoing consultation supported the development of professional standards of production and management and nurtured relationships with international partners and future clients. The goal was to give local companies the skills that will eventually help them make the difficult transition from donor funding to commercial self-sustainability.

Re-Fresh Production Company Launch

One of the most important successes of the production company development project was the reorganization of the magazine program *Fresh*. By the end of July 1998, mainly through the efforts of Ademir Kenovic and Paul Greenberg, a completely Bosnian crew had taken over production of this popular local program. Internews notified this crew that we would continue to subsidize the production in the new season/grant period only if the

crew established a registered company that assumed total responsibility for the end product. Production Director Gabor Pinter supervised this process, which included the following steps:

- Legal company registration was completed;
- Production crew was downsized to fit budgetary requirements;
- Contractual relationship was established with Internews to deliver 26 half-hour episodes;
- Payment terms and conditions were agreed;
- Office and production space was secured;
- Accounting/administrative staff was hired;
- Shared copyright was negotiated with Internews for program distribution for humanitarian purposes, with any revenues to remand to *Re-Fresh*;
- Deadlines were set for production delivery;
- New formats/segments/talent were researched and agreed;
- Audience research was conducted in the RS with the aim of refining the show format;
- A more favorable OBN regular time slot was negotiated; and
- A client relationship was established with OBN, securing additional revenue opportunities through advertising time sales commissions.

As part of the contract agreement, Internews donated equipment (nonlinear edit system, camera, lights, mixer, etc.) and advised Re-Fresh on the purchase of additional equipment. Internews also worked with Re-Fresh management on developing a business plan for company's overall operations. Regular consultations with Pinter resulted in significant cost-cutting. Also, under constant pressure from Internews, the team finally improved their internal management structure by naming one person to head their production team. In late December, Srdjan Vuletic, one of the prize-winning young directors at the Sarajevo Film Festival, was named head of production.

The new company Re-Fresh successfully launched the season, as scheduled, on September 28 1998. The first program featured all new graphics (in a catchy fruit and vegetable motif), new talent (Soros Media Center Director Boro Kontic delivers the segment on media), and a re-design of segments to better showcased existing talent (Ozren Kebo's *Phenomena* segment). In the MIB Ratings of November 1998, *Fresh* was rated the second most popular TV show in Sarajevo during its time slot, and the third most watched program in all of Bosnia-Herzegovina. In addition to the broadcast slot on Monday nights at 8:30 PM on OBN, Internews continued to distribute the program to more than 17 additional BiH stations that are not OBN affiliates. One such new broadcaster is GLS TV in the Republika Srpska.

In addition to supporting improvement in operational management and marketing, Internews continued to assist Re-Fresh in improving the program's content. Specific improvements achieved include:

- A system to ensure fully cleared copyright of footage and music as well as all aspects of talent release, author rights release, etc. for each program for future domestic or foreign sales release;
- Weekly production evaluation and program quality critiques;
- Improvements and consistency in visual storytelling style;
- Improved story idea research;
- More consistent use of the principles of investigative journalism;

- More elaborate lighting, improved visuals, richer camerawork;
- More research and attention to interests of the BiH population; and
- More consistent use of music.

Re-Fresh Productions completed production of the second season of 26 episodes of *Fresh - Made in BiH*, successfully fulfilling contractual obligations to Internews. However, through successful advertising and other revenue producing ventures, coupled with tight budget controls, the company decided to deliver an additional 14 episodes of the series in order to maintain an on-air presence through June 1999 while they continue to raise funds for the next season's production. The extra programs were created using a mix of new and previously broadcast segments.

Re-Fresh continues to grow as a company. They have begun preliminary production of new concepts for pilots from their earnings. With Internews assistance, they have sent demo tapes and established contacts in Croatia, Hungary and Slovakia for possible sales of their previous programs. TVBiH has expressed interest in purchasing prior episodes of *Fresh* for their satellite channel. HRT has expressed interest in the segments of the programs that are Croat-oriented. After a very promising start, events in Kosovo precluded any further discussions with Montenegro television. The company has also sought out revenue opportunities in less glamorous areas – such as consumer videotaping of weddings and funerals. Re-Fresh Productions raised approximately \$66,000 in income from both advertising sales and ancillary business income.

However, Re-Fresh is well aware that their future lies in expanding their potential market. In spring 1999, Re-Fresh completed work with French producer Patrice Barrat on a program that revisited his award winning *Street Under Siege*. Internews Europe has also hired Re-Fresh productions to translate and subtitle 20 hours of quality documentary programming for the EU funded project *Independent On-Air – Phase 2*. In mid June 1999, "Fresh" received the annual award for "Best Television Program" from the BiH Union of Journalists.

Re-Fresh Productions is the certainly the most mature of the companies in terms of programming product and promotion. At DISCOP, the company distributed slick glossy brochures and demo tapes that were equal to any being distributed by major program distributors. The company has established contacts in Europe and other parts of the world through its relationship with the leading lights of the Sarajevo Film Academy.

The company was required to raise additional income to equal at least 10% of the Internews cash donation as a condition of the award. Re-Fresh far exceeded the target, with additional income equal to 25% of the initial cash award. The company chose to reinvest these funds into a pilot for a second series, a reality-based police/action genre, for which they planned to seek sponsorship commitment to go into full production.

At the end of the grant period, Re-Fresh Production was attempting to raise funds to begin shooting the third season of *Fresh*, but without direct international support for production expenses, it seems unlikely to continue. Meanwhile, they have completed the pilot for the police series as well as a short film and are working on two feature films.

As with the other two supported production companies, Re-Fresh was hired to support the "In-Depth" series with Internews targeted television stations in the fall of 1999.

Production Company Development Process

To continue the process of production support and institution-building, Internews began a process designed to identify two more local production companies deserving of support. The beginning of this process was a workshop in September 1998 for local producers and other industry professionals. The 38 participants were invited to engage in an information exchange about production as a viable business enterprise. Key to the success of the seminar were two presenters with complementary experience: Gyorgy Gat, a very successful Hungarian entertainment program producer, and Michael Seeber, from a respected documentary production company in Austria.

Gyorgy Gat shared his experience in the production, sales and overall development of a local situation comedy in Hungary, an economic environment that is close enough to BiH to be relevant. Gat's program *Familia k.f.t.*, which can best be understood as a Hungarian equivalent to the Cosby Show, has had over 360 episodes broadcast in prime time on Hungarian state TV. Gat also produces a daily talk show and another sitcom for TV2 in Hungary. His firm, TNG ("The Network Genius"), employs nearly 1,100 people. Gat's 3-hour presentation received outstanding feedback and he was invited to visit several local production companies and film studios.

Michael Seeber, co-founder and co-managing director/producer of Prisma Film, Vienna, specializes in documentaries and features. He was well received in part due to his track record at the Sarajevo Film Festival. His 10 years of experience in developing and selling documentaries and feature films was inspiring to the production companies, since most of them produce documentaries and features as an essential part of their businesses. Seeber was offered a number of co-production possibilities in Sarajevo, which he hoped to develop through his contacts with commissioning editors worldwide. Seeber explained to participants the mechanisms for co-production financing.

The seminar also created an important dialogue between creators and users of programming. The production companies were briefed by three major TV broadcasters (TV BiH, TV Hayat, OBN) on their specific program needs and the formats they would like the producers to consider. OBN's Joe Russin discussed the need for low-budget programming and explained concretely how to approach OBN with a proposal, including a well designed scenario, a complete line-item budget, and credentials of the production company. Issues of copyright protection within BiH and internationally were addressed by Dubravka Halepovic of the Sine Qua Non Authorship Agency and Meg Gaydosik of Internews.

A substantial practical portion of the seminar was devoted to educating production companies on proper presentation formats for realistic budgets and treatments. Participating production companies were invited to submit proposals to Internews for series pilots. They were specifically told to avoid talk show and music program formats, which were already overabundant on BiH screens.

Following the seminar, Internews received total of 20 proposals for new productions, all of which were reviewed for potential funding. A large proportion of the proposals were rejected on budgetary grounds, with costs far too high. Production Director Pinter worked with those companies whose proposals had promise and were within budgetary parameters to refine budgets and ideas. Eventually by late November 1998 three productions were "green-lighted" and given financial support for production and delivery of finished programs. Two of the companies were given support for pilots only, and the third given support for full production of 13 episodes. The proposals selected represented

three different genres:

FX Concept - *Familia d.o.o.* ("Family, Ltd."); the first post war Bosnian sitcom (series)

MEA Film - *Moj Dom* ("My Home"), a home improvement magazine show (pilot)

Deblokada - *Upon the Return of Mrs. Vildana*, a teenage spy drama. (pilot)

Based on the evaluation of the finished product, along with the company's plans and budgets for continued production, MEA Film was granted funding for a full 13 episodes. Deblokada was not. Deblokada had been funded to shoot and complete post production on a half-hour pilot of a teenage detective/adventure dramatic program called *Upon the Return of Mrs. Vildana*. The program idea was selected because youth-oriented programming that is not music- or talk-based is clearly absent in the Bosnian market. Unfortunately, despite extensive work with the company on production management skills, Deblokada was unable or unwilling to reduce its series budget to acceptable levels. The final product was of limited audience appeal and clearly far too expensive for sustained production.

Over the rest of the course of the grant period, while continuing to work with Re-Fresh, Internews provided extensive support to the two new selected companies to continue production, assisting with planning, budgeting and management of the program production process. Essentially, Internews staff played the roles of executive producer for each series, especially during the initial development phase, and of business advisor to each company.

FX Concept/Familia d.o.o.

FX Concept is a group of young, promising filmmakers who have proven their skills in the past on two Internews projects, the UNHCR-funded series *Years of Return* and *The Hague Diaries*, as well as projects for clients such as USAID's press office. Director Ahmed Imamovic invested personal capital earned from previous projects into office space and basic production facilities.

Following the September seminar, FX Concept decided to take on the challenge of developing the first post-war Bosnian television comedy. At the seminar Imamovic was introduced to Gyorgy Gat of TNG Ltd., the successful Hungarian producer of the comedy *Familia k.f.t.* Imamovic and Internews then visited Gat's studios and facilities in Budapest, where the visitors had complete access to production premises and to information on budgets, labor contract models, and marketing strategies. After protracted negotiations, a contract was signed allowing FX Concept to produce *Familia d.o.o.* based on Gat's existing Hungarian series *Familia k.f.t.* Gat made good on his earlier offer to give licensing rights to his program for the first year free of charge on the understanding that Internews would ensure the reliability of the Bosnian production company chosen to produce the comedy.

The program looks at the triumphs and troubles of an extended family coping with life in a transitional society. Gat's production expertise, eight years of experience in producing weekly programs in Hungary, and his success in marketing his own productions were essential to this project. As part of the contract, Gat provided scripts for 20 episodes, from which 13 were chosen for adaptation for the Bosnian market in the first season.

Initially, Internews granted FX Concept funds for pre-production and production of the first five episodes of this sitcom. As part of the requirement for this initial funding, Internews guided the company through an extensive preparation process that laid the groundwork for both production and marketing efforts:

- detailed cost analysis and joint budget meetings resulted in a reduction of more than 50% from the initial production budget;
- a contractual relationship was established with Internews to deliver thirteen half-hour episodes, with payment terms and conditions specified;
- cast and crew were selected and deadlines established for production delivery;
- a basic production equipment package was ordered;
- a permanent studio site was secured in a former cultural center in Vogosca;
- sets were designed and constructed; and
- Gyorgy Gat returned to Sarajevo to meet with the producer, actors, and key clients.

On the business side, a legal company registration was completed, accounting and administrative staff were hired and, after three revisions, a business plan for 1998-99 was completed. At regular meetings, a detailed marketing strategy was developed. Pinter consulted with Eddie Startup (Internews' visiting Ratings & Sales consultant), Gat, Joe Russin (OBN) and Imamovic to develop sales strategies for both broadcasters and advertisers. The company hired a marketing person with experience in the Slovenian, Croatian, and BiH advertising markets and a promotion/press package was created including the sitcom story idea, biographies of principal actors and writers, plus letters of recommendation for FX Concept, including one from the USAID Press Officer. Both OBN and TVBiH were approached as vehicles for the series, with final negotiations placing the program on OBN on Saturday evenings, following the network's newscast. Additional distribution occurred on a one week delayed basis via Internews courier to 17 non-OBN affiliated local television stations, including stations in the Republika Srpska.

After this laborious pre-production process, *Familia d.o.o.* began full-scale series production in January 1999. Original concept author Gyorgy Gat returned to Sarajevo as a consultant during the first days of shooting. He was instrumental in advising changes to several production aspects including: lighting, actors, costume, make-up, pacing, camera work, time-saving techniques, technical scripting, and appropriate use of a laugh track.

FX Concept worked with OBN to design and implement an advance promotion campaign that included on-air promotion, press parties, participation in the Tuzla media fair, and numerous print articles. The company researched, contacted, and constructed a data base of over 220 potential sponsors, offering them specifically tailored and priced sponsorships. Several advertising commitments were reached even before the series was broadcast.

The producers had set out to create a program that involved all three ethnic communities not only in front of the camera but on the production team. More importantly, they wanted to create a program that emphasized the humor in everyday aspects of life for the average family in post-war Bosnia-Herzegovina. An article in the Croat daily newspaper *Nacional* previewing the April 1999 premiere noted: "Exclusively from Sarajevo: the Americans are financing the first Bosnian humorous soap 'Familia d.o.o.' The cast is both Bosnian and Croat, and everybody is convinced that it will do more for Bosnia-Herzegovina than all previous negotiations."

Shortly after the successful launch in April 1999, *Familia d.o.o.* was rated the #4 most watched program on the OBN network, behind *TV Info*, the network's flagship news

program. (Source: MIB June BiH audience survey). At the June DISCOP conference, FX Concept concluded negotiations with Gyorgy Gat to continue the production of *Familia d.o.o.* beyond the first season, pending additional funding. Internews indirectly supported continuation of the series by employing FX Concept as one of the companies that worked on the “In-Depth” reporting series with television stations in the fall of 1999. The company has reinvested profits into better production facilities and equipment. They have delivered their productions on time and at a consistently high production level. Most importantly, they have also gradually learned, then educated their cast and crew about realistic budgeting, high performance standards, and understanding the logic of the market economy in the television production business. At the end of November 1999, with all costs accounted for, the company's cash balance was equal to their initial investment, along with assets that included a well-equipped production facility, pre-paid rent on their studio set, and receivables of \$12,500. The company is committed to continuation of the series, once additional funding is secured.

MEA Film/Moj Dom

MEA Film director Ismet Begtasevic is an experienced art director and producer who previously worked as a film director's assistant, event producer, and production assistant for a major Western motion picture (*Welcome to Sarajevo*). MEA Film specializes in contract service jobs. Prior to applying to Internews for funding, the company had already established a basic core production team, along with working relationships with many freelancers. Their original proposal was called *Home* - a lifestyle series that clearly had potential. It included looking at homes in various parts of present Bosnia, along with their historical, cultural, or religious backgrounds along with information on basic home improvements. Following the September seminar, they submitted a modified proposal for a low-budget half-hour home improvement magazine, entitled *Moj dom* (“My Home”). With all of the reconstruction in progress and even routine home repair delayed by the war, this “how-to” program had clear commercial potential and Internews granted the company funding for the pilot.

There is a definite market niche in BiH for a home improvement magazine program of this kind. MEA Film did research on the genre via a variety of Internet source material about *This Old House* and *Home Time*, both American home improvement/how-to consumer programs. A pilot program was delivered, but needed substantial improvement before being put on air. However, in a clear sign of the potential of this project the MEA team had secured several commercial sponsors even for this pilot program.

For the pilot, the company had recruited some of the most experienced and well-known names of the pre-war Bosnian film industry, however the team learned that established names do not necessarily guarantee success. Over the last five years, most international programs of this genre have updated their pacing, graphics, editing, and anchoring. However, the Bosnian filmmakers had never seen a well-done, modern program of this type and it became clear to Internews that the producers did not fully understand the genre. They believed in the concept and had secured advertising commitments, but continued to view the production as more of a straight news & information program. Internews's New York office videotaped several programs from the Home & Garden and other networks, including the popular PBS *Home Time*, and shipped the tapes to Sarajevo.

After critical analysis of the pilot, Internews and MEA Film agreed on a number of improvements that needed to be achieved in order for the series to move from pilot into Internews-supported series production status. After viewing the sample U.S. programs,

the producers' response was immediate, and Internews assisted the company in implementing the necessary changes. The company hired a new young director who took full advantage of sample tapes and critical advice from Internews. A major re-casting of the hosts was undertaken, humor was inserted as an element of the show, and the pacing was radically improved. Producers explored the possibility of periodically visiting and taping the reconstruction process of a fully devastated house.

Additional changes included improved research and preparation and more information on the (still limited) locally available materials for individual house reconstruction. MEA Film also implemented a promotion strategy which proved almost too successful, given the near immediate copying of the title *Moj Dom* in a local newspaper's feature section on home improvements.

Moj Dom premiered to very positive reviews in April 1999. A contract was signed with OBN that included both cash and marketing time provided by the broadcaster for this series. According to MEA Film owner Ismet Begtasevic, nearly \$20,000 in cash sponsorship contracts were signed by mid-May 1999, with several signed even before the first broadcast of the program.

Throughout the production period, Internews provided advice on pre-production priorities, scheduling, product research, the need for technical consultants, use of music and graphics, visual storytelling style as well as raising the technical standard of the script and voiceovers. Internews also gave MEA Film extensive technical support by permitting editing of their program on Internews equipment during off hours. As with FX Concept, Internews assisted with international and domestic print exposure for the program, resulting in articles in *Time* magazine, and in the European edition of *Variety*, among others.

At all times during the production, the MEA Film team was attentive, professional, and receptive to Internews suggestions. They never missed a deadline and were extraordinarily proactive and successful in securing initial sponsorship, showing a real drive to develop a series that could become self-sustaining even in Bosnia's limited market. Their income/cost ratio was the best of all the candidate series submitted to Internews, and continued to improve throughout the grant period.

MEA Film also won the contract to produce the re-opening ceremony of the Zetra Sports Complex (the former 1984 Olympic stadium), but this project was postponed, then significantly scaled back due to the NATO actions in Kosovo.

While at DISCOP in June 1999 Ismet Begtasevic, producer of MEA Film met with the Central/Eastern European distributor for the popular franchise *Wheel of Fortune*. Internews Production Director Gabor Pinter also arranged a visit to the set of the Budapest production of *Wheel of Fortune* and set up meetings with King World's local representative for the program. The show is a proven moneymaker in 54 countries and already vastly popular in Bosnia already via HRT's Croatian version. MEA Film plans to secure rights to produce the program in Bosnia once HRT's broadcast signal becomes less pronounced in Bosnia. After returning to Sarajevo, the company developed rough budgets, explored sponsorship options, and held preliminary discussions with broadcasters to see if the project will be feasible. In a clear mark of business maturity, the company reluctantly concluded that it was not yet possible to profitably produce this kind of program in BiH.

MEA has reinvested all profits, as well as additional owner's capital, back into the company. They have chosen not to accept barter advertising in order to generate real cash income. This policy is essentially good business practice, but it could prove difficult in the fragile Bosnian market. However, the director believes collection of sponsorship money owed the company will not be an insurmountable problem. MEA film had a signed contract with their chosen broadcaster OBN. OBN stressed that their difficult financial position may make payment for the program impossible. However, due to viewer popularity, MEA Film did succeed in receiving a modest OBN payment for each program, which continued through the end of this grant.

MEA Film consistently delivered cost-effective programs, with the first 13 episodes produced at an average cost of \$4,800 each. With additional re-cuts (re-edited sections made into new programs) the average cost per episode was brought down to \$2,700 per program. At this cost, the program has a good chance of becoming self-sustaining even in the Bosnian economy. MEA keeps office and general operating costs low, further strengthening their bottom line. The company is clearly oriented towards long-term commercial survival, with a dozen sponsorship contracts signed. In addition to the TV program, the company made plans to develop a companion magazine version of *Moj Dom*, creating further commercial interest in the project. (The magazine was eventually launched in January 2000)

DISCOP/Co-Pro

In 1999, a new production element was introduced at the Budapest-based DISCOP program market. Called "CO-PRO 99," the sub-conference was designed to introduce producers to distributors or co-production partners. Most European broadcasters maintain a system of commissioning production, in addition to advertiser-supported programs. BiH production companies have had limited contact with these institutions, and needed to establish both credibility and contacts. All three Internews-supported production companies attended DISCOP/CO-PRO 99. All were required to develop a press kit and demo tape profiling their companies. Internews assisted with advice on the creation of these promotional materials.

A total of 86 distribution companies attended DISCOP/CO-PRO, along with TV stations from 25 countries and about two dozen other producers (potential co-production partners). Internews helped set up appointments, and worked with the production companies ahead of the event to identify objectives and priorities. For the three target production companies, the market had two purposes. The first was to make contact with existing program distribution systems for the ex-Yugoslav population, both regionally and in the Diaspora. The second purpose was to establish contact with potential co-production partners.

Relationships were established, projects pitched and complete information packs (demo tapes with English subtitles, credentials, contacts and brochures) presented to television producers and distributors as potential clients for Bosnia-based productions.

The production companies participated actively in CO-PRO workshops and explored business opportunities with co-producers from the USA, UK, Germany, Hungary and several other Eastern European countries. There is much to be done to rebuild Sarajevo's pre-war reputation for quality film and TV co-production. Internews staff and the producers spent time dispelling misconceptions held by many international participants about local conditions, accommodations, professional crews, technical facilities and production locations. As with many people not familiar with the current situation in

Bosnia, several co-producers were unduly concerned with personal safety and political unrest.

At DISCOP/CO-PRO the producers gained experience in promoting their programming, creating affordable promotion materials, and refining methods to pitch their productions. Feedback from professionals at DISCOP/CO-PRO indicates that the Bosnian producers' direct, energetic and professional approach created a positive impression and opened doors for future co-production and sales opportunities.

Business Planning/Extended Seasons

In July 1999, Internews required all three supported production companies to complete a detailed analysis of their own financial position after nearly a year of Internews support. The exercise proved to be laborious, but a definite eye-opener to companies used to working on an informal job-to-job cash flow basis. Each company was required to construct a monthly income statement showing gross revenue broken out into Internews donation, program and advertising sales, trade or barter, and other revenue, less transaction taxes, to arrive at a net revenue figure. Expenses were broken out into technical, program production, sales & marketing, and general administration. The process was painstaking, but the result will be better income and expense planning for long term growth. Each company was required to earn at least 10% additional income as a match to the Internews grant support and each far surpassed that goal. The companies have chosen to invest in their future through equipment acquisition or new project development. At the end of the initial grant period, each company was showing positive cash flow, and a profit. While it cannot be expected that any of these companies will be truly self-sustaining based solely on advertising income any time soon, they are certainly running far more efficient operations. Each company can budget and deliver a cost-efficient commissioned production.

Each of the three production companies targeted for support in this grant period achieved significant results. All three reduced production budgets to a more realistic market-based figure. In the case of Re-Fresh Productions, production costs per episode for the program *Fresh* were reduced to approximately one-third of the cost per episode during the initial 1997-98 season. Each of the companies secured some advertising sponsorship for their programming, some more successfully than others. Each company also diversified revenue sources, to fulfill the condition of earning additional income outside of the Internews grant. These included advertising production, industrials, and shooting "wedding/funeral" videos as a source of income.

The clear change in attitude from expecting to receive international community funding as their right, to the harsh realities of a market-based environment was nothing less than amazing. Each of the companies negotiated for partial payment for their product from their broadcaster (OBN), which ought to be the normal source of production funding in a commercial broadcast environment. However, OBN's own problems with cash flow and subsequent late payments to the production companies affected the financial stability of each company.

During the grant extension period, Internews continued to offer expertise, technical support, and advice to each of the companies. Each company was offered limited matching funds in order to further the production of *Fresh*, *Moj Dom*, and *Familia d.o.o.* Internews donated funds to act as a partial sponsor for 6 of the planned 13 episodes of the 99-00 season of each program. By donating only a small portion (\$1,500) of the funds required for full production of each episode, Internews was attempting to push the

companies into securing other forms of sponsorship revenue. The companies did secure modest additional income, but unfortunately, it was soon clear that market conditions were so poor that Re-Fresh and FX Concept would be unable to start full-scale, full season production. The exception was *Moj Dom*, the least costly of the three programs, which continued in production. However, the other two companies put these funds to excellent developmental use. Re-Fresh used the funds to re-tool and revise their program's concept, testing several new ideas and formats. FX Concept used the funds to hire scriptwriters to create scripts for the next 13-episode season of *Familia d.o.o.*, which was eventually produced in 2000.

In the fall of 1999, Internews was able to provide other support to the production companies. Internews paired each of the three production companies with Internews targeted stations to produce the "In-Depth/Investigative" reporting series. (See In-Depth Reporting Project below) The companies were contracted to work on-site at three stations to assist station news personnel in making programs based on the Western model of investigative journalism.

Each company provided a complete professional production crew and journalist to help each station's designated journalism team research, develop, shoot, and edit a 30-minute program. Each company received \$10,000 for each of three programs, from which they were required to budget and cover all their travel and production expenses. This financial infusion helped to keep the production companies viable during the transition to the new IREX/ProMedia II media development project .

By the end of the grant period, MEA Films' *Moj Dom* had ample opportunities for advertising sponsorship due to the content of the program, which is exclusively about home improvements and associated products. Due to the overall economic state and lack of marketing sophistication on the part of clients, however, their revenues do not yet completely cover their production expense. FX Concept's *Familia d.o.o.* was hoping to take advantage of its position as the first TV comedy produced in post-war Bosnia and to secure a majority of their revenue for the next season through advertising, but the advertising market remained depressed. Finally, while the long-running *Fresh* continued to enjoy viewer popularity, continued production after the end of the grant was not secure. *Fresh's* specific editorial function, as defined by Internews in 1998, was to promote recognition of the similarities rather than the differences between the peoples of BiH. Despite the program's high viewership, the genre of a news/information magazine has less obvious direct appeal for commercial sponsorship and the commercial advertising market in BiH is not sophisticated enough yet for advertisers to base their buys strictly on audience delivery. Consequently, the program faces serious financial shortfalls. As noted above, all three programs suffered due to OBN's difficult financial position.

Thus, at the conclusion of the grant, *Moj Dom* was continuing in production, airing weekly on OBN. *Familia d.o.o.* had all pre-production prepared for a second 13 episodes, pending funding to hire cast and crew. *Fresh* remained on hiatus.

Support to Independent Filmmakers

With the aim of promoting the rebirth of the local production community, Internews provided modest funding to young filmmakers presenting their work at the Sarajevo Film Festival. In August 1998, one of those filmmakers, Pjer Zelica, won the grand prize for best BiH-produced short film. With modest financial support from Internews, the collection of locally produced short films was subtitled and distributed on VHS copies and via the Internet (www.domovina.net). Due to this expanded distribution, Sarajevan

short films were included in the following European and American film festivals and screenings:

- Sundance Film Festival (January 1998)
- Goteborg Film Festival (January-February 1998)
- Bosnian Film Retrospective – Kinoteka Ljubljana (October 1998)
- Prague Indies Film Festival (October-November 1998)
- Intercultural Film Festival Nuremberg (November 1998)
- LIFF Ljubljana (November 1998)
- Alpe Adria Cinema (January 1999)
- Clermont-Ferrand International Short Film Festival (January-February 1999)

In support to the Sarajevo Film Academy, Internews donated approximately \$3,000 to support the completion of two short features by graduate directors. Internews did not select the films, but was pleased that both projects are by directors associated with either MEA Films or Re-Fresh Productions. The two films were Daniela Gogic's *Weird Buy*, a 30-minute feature based on a Bosnian short story, and Aida Begic's *The First Mortal Experience*, a 15-minute original feature.

Television Ratings

Reliable data on audience preferences is the cornerstone of commercial television broadcasting. Continuing a project begun under the previous grant, Internews worked with a local research company to create television ratings for Bosnia, including both national data and local profiles of ten key markets. This project is a vital first step in building the infrastructure of commercial television as well as supporting the development of individual television stations. In addition to helping create ratings that were accepted by several user communities, Internews actively promoted the use of these third-party ratings to all stations, including those outside our immediate sphere of influence, and to international advertising agencies, which are beginning to establish offices in BiH.

The first audience survey was completed on schedule for the ten major media markets in BiH, with research conducted from July 20th to August 2nd. The cities surveyed were: Sarajevo, Banja Luka, Tuzla, Zenica, Mostar E/W, Travnik, Bihac, Bjeljina, Prijedor, and Gorazde. The results were made available in late August. The survey contained viewer information in 15-minute increments, identified by age and gender. But the format of presentation was not "user friendly." Internews requested, and MIB (Mareco Index Bosna - the survey firm) agreed to host, an analysis briefing for the charter clients of the survey: Coca-Cola, OBN, SFOR and Internews. Only Internews and OBN had individuals with significant experience in television ratings, and the two organizations jointly suggested a complete re-design of the data presentation. MIB and their partner agency BBSS of Sofia Bulgaria were used to doing broad-based opinion research and were not familiar with the very specific needs of a television viewer data framework.

Following the client meeting, Internews Resident Advisor Meg Gaydosik designed a spreadsheet model showing how to calculate rating and share, the two indispensable figures for any television research. She also provided substantial input on how to present the data in a radically different, more user-friendly way. Gaydosik coordinated approval amongst the other charter clients (Coca-Cola, SFOR, and OBN) to ensure all the end users would accept the results.

MIB delivered this vastly improved analysis in late September and then used the new format in the second research period, in October. The redesigned ratings were once again in 15-minute viewing increments, but tallied by gender, and by five age categories (12–17, 18–24, 25–39, 40–54, and 55+). Age categorization is important to commercial advertisers in order to determine when the target audience is viewing. Ten media markets of BiH were again surveyed, with Internews paying to include Gorazde. This market does not have appeal to the other charter clients, but it was deemed valuable for TV Gorazde to understand their local audience's viewing patterns in order for the station's development to continue under Internews' support. Data collection for the second survey took place as scheduled October 19 to November 2 and results were tabulated by December 3 for presentation at an Internews-sponsored TV Ratings Conference December 5-6.

Ratings Conference

The December 1998 TV ratings conference in Sarajevo was significant both as a means of promoting acceptance of the ratings standard and as a business-related training event for the broadcast industry. The previous donor tendency concentrate solely on journalism has resulted in a large knowledge deficit in this area, and many attending said this was the first conference they were aware of that dealt with the business aspects of broadcasting. All stations surveyed in the 10 markets (with the exception of HRT1,2,3, and RTS 1,2) were invited to attend the conference, along with local and international advertising agencies, and key media figures from the international community. For educational purposes, Internews-targeted stations that were not surveyed were also invited. Approximately 75 representatives from stations, advertising agencies, and the international community attended the event and participant evaluation forms indicated that nearly 90% of the participants would attend a similar conference again even if they had to pay to attend.

As for the ratings project itself, stations were initially skeptical about the results, but the presence and support of major advertisers like Coca-Cola for a unified ratings system soon overcame that problem. Additionally, at this conference, Coca-Cola went on record stating that they will not advertise on any station that broadcasts pirated programming. One other important outcome of the Ratings Conference was that the IMC was given a true picture of the HRT 1,2 & 3 signal distribution within Bosnia. IMC deputy director Bob Gillette noted that this was the first hard evidence of the extent of the HRT signal penetration, and that information was very useful to the IMC in their decision to curtail HRT broadcasting activity in Western Bosnia & Herzegovina.

MIB agreed to Internews's request to purchase additional copies of the data at a minimum price, in order to allow all TV stations attending the conference to get a true picture of their viewing audience.

The presentations at the conference were designed to give all participants an understanding of how ratings are derived, what they mean, and how they can be used to improve advertising sales efforts. To do this, Internews brought in veteran sales and marketing consultant Eddie Startup to support the presentations of the survey companies and USIA generously assisted by bringing Joe Russin back to Bosnia for this conference and subsequent additional OBN consulting.

Presentations included:

BBSS/MIB: What are Ratings

- Key elements of research: share, reach and frequency
- What was the methodology for gathering viewer information
- What are sampling errors/what are acceptable margins
- What are applications of ratings research
- Viewing patterns for BiH as compared to other countries
- General viewer statistics for BiH (including possibly the first statistical measurement of the impact of HRT 1,2,3 in BiH)

Joe Russin (recently of OBN) - Ratings and Programming

- How to program using ratings research
- Demographics / time periods
- Promotion and other tools to increase viewership
- Programming in a competitive environment

Eddie Startup (Sound Ideas)– Ratings and Advertising Sales

- Building a price list
- Spot vs. per second pricing
- Matching Audience and Advertisers
- Seasonal advertising/Solutions
- Advertising agencies & ratings

Internews gave all the stations from the surveyed markets that attended the conference a CD ROM of their market's ratings. These stations were: TV Tuzla, RTV Mostar, NTV Zeltel, TV Zenica, ATV Banja Luka, NTV Banja Luka, TV BN Bjeljina, RTV Travnik, TV Gorazde, TV USK Bihac, NTV Hayat, NTV 99, Sarajevo. The only major resistance to attending this conference came from SRT, who said this was "not interesting to them." Their main competitor, TVBiH, purchased the ratings as did the local advertising agency SVRA. The original four charter partners, plus TVBiH, expressed their intention to continue purchasing the audience research throughout 1999. At Internews's request, BBSS/MIB developed several price categories of participation in order to keep costs affordable for local stations.

Ongoing Research

As the regularly scheduled ratings sweeps continued, Internews continued to work with MIB to refine the research methodology and data presentation to reflect international standards and client needs. The third television audience survey was completed on schedule during March 15 – March 28, 1999. With significant assistance from Internews, the data presentation was further refined, bringing it much closer to products provided by large Western research firms such as AC Nielsen, Gallup Research, or Arbitron. In the third survey, overall sample size was increased from 1,320 to 1650, with the increases carefully targeted to reduce margins of error in specific markets. Program titles were added for each time period measured in each city. Demographic breakouts were re-calculated to show rating and share for each specific demographic in order to calculate the TRP's (Targeted Rating Points) that are required by international advertisers interested in reaching very narrow demographic categories. Other changes included a re-design of the age categories in each demographic, and the inclusion of Gorazde as a permanent sample site.

The March survey was also interesting as it unexpectedly coincided with the first week of the NATO airstrikes in FRY. This provided data of significant interest to the international community. The ratings made clear that FRY (Serbian) government broadcaster RTS

enjoyed increased viewership in the RS beginning March 25, but perhaps not to the extreme degree anticipated. In October/November 1998, RTS cumulative audience share for the measured two-week period was 15.79%. In March, during airstrikes, the RTS share increased to 20%. However, the survey was not mostly able to measure the number of stations re-broadcasting excerpts from RTS programming during that time period, which many stations did during their newscasts. Of equal interest is that HRT's cumulative audience in the RS remained nearly identical to the October/November figures (7.47% in Oct-Nov and 8% in March.)

In Spring 1999, MIB, the research firm, expanded their original client list from four to six to include TVBiH, NATO, SFOR, Coca-Cola, OBN, and Internews. Saatchi & Saatchi, just beginning direct operations in Bosnia at the time, expressed interest in a future purchase. Local advertising agencies also expressed interest in purchasing the data. Unfortunately, while local television stations clearly recognize the value of the ratings, they have not been nearly as responsive to purchasing the MIB data, even at an Internews-brokered reduced rate. The price for stations is approximately \$750 for each survey of an individual market. As noted by one station director, this amount of money is still a substantial investment relative to earnings. If they purchase the data, they must be able to earn at least that much in increased advertising through its use. With the advertisers still not as sophisticated as the stations, this will likely remain a problem for some time. Internews continues to educate stations informally on how to use the data to position their stations in client relations. As stations begin to sell time periods and specific programs instead of the station, they will appreciate the usefulness of such data. Time period/program specific advertising buys that target specific audiences are the hallmark of an established advertising market.

The fourth television audience survey was completed on schedule, with research from June 7 to June 20, 1999. The cumulative data over several surveys revealed several interesting points about TV viewership in the country. In addition to the city-by-city information, the ratings show consolidated information on viewing patterns in the RS, Federation, and across BiH. This national data showed the cumulative audience for the four nationwide signals (TVBiH, SRT, HRT, and OBN) as compared to aggregated "Other" viewing options. In the national data, "Other" includes both satellite reception (currently 15.9% of the population) and all local station viewing. Significantly, "Other" viewing options remain the predominant choice of viewers with a 42% share vs. the closest competitor, TVBiH, with a 31% share on a BiH-wide basis. By analyzing this data in the context of the city ratings, it is clear that the predominant choice of viewers across BiH is their local television station(s).

In other results from the fourth survey, OBN maintained a steady presence BiH-wide. In March, their overall ranking in the top ten was #4, with a market share of 10%. In June this climbed to 11%. In the Federation, OBN's share was 8%, in the RS it is not measurable. OBN disputed the national numbers, as they do not believe their affiliates' prime-time broadcasts of OBN programming are being consistently attributed to the network in the cumulative analysis. MIB has acknowledged this is a problem, but pointed out that OBN affiliates do not necessarily broadcast the OBN programs on a unified schedule and that there are questions as to the amount of OBN programming individual affiliates carry. Until OBN secures firm contractual commitments and broadcast verification from its affiliates, it will be difficult to resolve this matter.

Also revealed by the MIB data was that despite international efforts to curtail the broadcast in BiH, the viewership of HRT 1,2,3 was on the rise in the first half of 1999. In March, HRT was ranked as the #3 viewing option BiH wide, with a 10% share of the total viewing audience. In June, their BiH wide ranking remained at #3, but the share had risen to 13%. The figures for the Federation remained relatively the same, but the HRT share in the RS had jumped from 7% to 10%.

Other ratings highlights include a clear viewer commitment in every city to local news programming. Most local newscasts are programmed so that they do not conflict with any of the national newscasts of TVBiH, SRT, or OBN. In each city, local news usually outperforms anything the national channels broadcast during the local station news time slot. For example, on Monday June 13, RTT Travnik's local news has a 7.69 rating and a 40% share of the audience, in contrast to TVBiH's popular children's programming *Teletubbies* with a 5.38 rating and a 28% share. In Banja Luka, NTV Banja Luka's local news continues to dominate the time period from 7:00 to 7:30, i.e.: June 17th with a 13 rating and a 48% share vs. SRT's cartoons & mosaic programming with an 8 rating and a 29% share. However, at 7:30 p.m., as profiled in the last two ratings surveys, the entire audience switches to SRT for the news program, which enjoys a 35 rating and a 75% share. No other city sees such massive viewer loyalty to any national news program.

The fourth edition of the MIB survey included a 63 Megabyte CD ROM with viewer demographics from each city, entity, and the entire country. While the accompanying booklet is interesting, the CD ROM contains the most valuable information. As a result of Internews-assisted improvements and following a rigorous due diligence process, MIB was accepted as a local partner into the Gallup International organization. This association was an important step in giving the ratings work credibility with major international advertisers.

Additional surveys were carried out during the grant extension period, in September and November of 1999. These continued to show similar viewer trends, which further validated the methodology. In fall of 1999 it became known that many stations and local ad agencies had begun to pirate the data and use it in their own promotional literature. Although of course not as desirable as adding paying clients, the pirating shows that the data is gaining acceptance. MIB's Gallup certification clearly was important in making this happen. There was one notable new client in November – the local Sarajevo Ad Agency *Fabrika* bought results for entire country.

News Production Training Materials

While the PIR program was a successful method for training individual stations, it became clear that illustrative videotape materials in the local language could improve the long-term impact of this type of training. These materials would also provide a means to offer extremely low-cost information on news production to other stations and individuals not included in the targeted training program. To meet this need, Internews commissioned Horea Salajan, formerly a TV journalist and news director in his native Romania and an experienced BBC broadcast trainer, to create an integrated package of training tapes and written materials in the local language, designed to accompany Professional-in-Residence training programs or for standalone use. The training package, called *Riznica koje one prave vijesti* (“A Treasury for Those Who Make News”) covers the following topics:

Part 1 Working with the Cameraperson

The camera kit – contents, use and needs
Shot sizes – what they are - uses
Camera moves – when to use and why
Framing rules: “crossing the line,” “Golden Mean,” “head room,” “walking room”
Sequences: “real time,” “directed” and use of cutaways/two shots

Part 2 Interviewing

Single Camera Interviews
Synching for sound bites, interviews or as part of a package
Staged or set-up shots vs. “Grabbed” interviews
Vox pops (man on the street) do's and don'ts
“Stand ups” -When to use and how to film

Part 3 Creating a News Story

How to find the story
Preparing for videotaping
Finding a human example to illustrate the problem
Videotaping the story
Writing the story
Editing the story

Part 4 Press Conferences and Meetings

The press conference is not the story: use it to examine issues that matter
How to cover a meeting in a visually interesting way
What must be videotaped, what's not necessary to videotape
Illustrating the subject of the Press Conference with real-life examples.

Part 5 Writing to Pictures Exercise

A short training exercise that provides a basic script and an edited 30-second package to enable students to practice their writing to pictures skills.

Part 6 How to Film a Sequence Exercise

A practical exercise in assembling a visual story.

The result is a complete basic curriculum with locally relevant examples in the local language. All materials are clearly marked as being “copyright-free” for the purpose of increasing duplication and usage. By the end of the grant period, the complete training package of video, teaching manual and collection of handouts had been distributed to 53 stations and other interested parties. Internews continues to field requests for the materials from stations and training centers in BiH and neighboring countries, along with members of the international media assistance community. A master copy of the materials was also delivered to Internews Belgrade for duplication and distribution to stations in FRY.

TV Archive

In BiH, television news reports often seem more like radio bulletins. Typically the news anchor will read news reports about a distant city without any accompanying video images. If images are used at all, stations will often show only a still frame picture, since TV stations have extremely limited video archives. This lack of visual information from other parts of BiH not only makes local television news less effective and less appealing to audiences, it can subtly reinforce feelings of local isolationism and lack of connection to the rest of the country.

To address this need, in February 1999, Internews hired a local crew to travel and shoot footage of 100 cities around the country. The final edited version included approximately three minutes of each city's distinguishing landmarks, buildings, geographic features, and local population in public arenas. The 100 cities included cities in the problematic Eastern RS, where local police assisted the crews with security.

Initially, the archive was distributed to seven Internews targeted television stations. OBN also requested and received a copy of the footage.

Since the winter version of "100 Cities" was enthusiastically received and immediately put into use, in June, Internews decided to send the same crew to shoot the same cities for an updated summer version, since using images with snow and ice in the summer was not appropriate.

The summer version, along with the original winter version, was offered to television stations through the newly formed Association of Electronic Media (AEM BiH). Association President Elvir Svrakic sent a personal letter to all member television stations with the offer of the footage, provided that each station supplied dub stock to Internews to make the dubs. Response was immediate. In total 27 stations received the winter archive and 20 the summer version, which was distributed through AEM BiH to its members only.

Taking advantage of the AEM distribution of the 100 Cities footage, Internews also offered the broadcast rights to the slate of programs produced by Internews targeted stations to the AEM BiH membership free of charge.

Eventually, future projects building on the experience of the tape archive could form the beginning of a video news service for BiH. Until OBN establishes sufficient linkage points to deliver footage between stations in BiH, such an archival distribution system could be maintained by the Association.

In-Depth Reporting Project

Under the grant extension, Internews proposed a plan for an extensive training/production project to bring the skills of the indigenous production companies to bear on the work of targeted TV stations. The original focus was to be reporting on municipal elections, scheduled for November 1999. After these elections were cancelled, Internews and USAID agreed to redesign the project to focus on production of in-depth documentaries on local issues. The result was that eight stations produced a total of nine half-hour programs at a much higher professional level than they could have on their own. Eight of the programs were distributed to all participating stations, thus serving as a significant source of new indigenous programming as well as a training project.

Internews hired the three targeted production companies to work with television stations to produce 30-minute "in-depth" journalism programs. The television stations selected were: NTV Hayat, Sarajevo; RTV Travnik, Travnik; RTV Gorazde, Gorazde; GLS TV, Srbac; RTV Maglaj, Maglaj, ATV, Banja Luka; CV7, Vitez ;and TV Bel, Banja Luka. The programs were produced between September and November 1999.

The project was supervised by a team made up of three Internews Professionals-in-Residence: Konstantin Jovanovic, journalist; Muhamed Hacimic, cameraman; and Mirsad Tabakovic, editor. The Internews team supervised the pairing of professional field production units from each of the three production companies.

Each production company established field production crews that worked with the selected stations to produce in-depth investigative journalism programming. The production company crews worked side-by-side with the staff of the television stations throughout the entire production.

The Internews team, with its extensive knowledge of each station's capability, assisted the production teams in developing plans for what kind of programming can be produced in each community. Each TV station's journalists, in conjunction with the production companies' journalists and under supervision of the Internews team, developed specific program formats for the issues-oriented programming, based on the technical and personnel resources of the individual stations. TV stations were given budgets of about \$1,000 to cover salaries of additional staff for the period covered by this project and also received some additional equipment to support the production.

After the topics for each report were proposed by a local journalist, and finally selected for treatment, the Investigative Team determined the best coverage approach and showed local station journalists how to build such programming. Of key importance was the process of showing local journalists how to build a story based on thorough research and how to get videotape that best illustrates that research.

Nine reporting projects from eight stations were approved. NTV Hayat, as a larger station, produced two programs. This decision was based on its larger population reach. NTV Banja Luka was originally scheduled to also produce two programs, but was no longer an Internews targeted station. In concurrence with USAID, ATV and TV Bel in Banja Luka were selected for inclusion in the project. All nine reports were completed to the satisfaction of the Internews team, however, only eight were finally distributed to stations. A decision was made in consultation with and approval by the USAID mission in Sarajevo to put the ninth program on hold in accordance with a personal request from its producer, Mario Mlakic, of CV 7 in Vitez. Mr. Mlakic expressed concern about possible reactions to the piece in Vitez, an extremely hard-line Croat area.

Each production company worked on three reports, as follows:

MEA FILM

NTV Hayat (Mirsada Suljevic)	A Missing Picture Frame
TV CV 7 (Mario Mlakic)	A Heart Without Hatred
ATV Banja Luka (Zoran Popovic)	This Is Not My House

FX CONCEPT

TV BEL (Boris Gagic)	30 Years Later
TV Gorazde (Ernad Metaj)	What the River Drina Brings
TV Travnik (Kenan Kavazovic)	The Travnik Chronicle

REFRESH

NTV Hayat (Kenan Cerimagic)	The "Skoda" Car, Yes or No
TV Maglaj (Admira Isic)	The Chronicle of Announced Death
GLS TV (Cvijeta Kovacevic)	How Did the War Pass Through Srbac

A detailed description of stories produced follows:

A Missing Picture Frame

MEA Film & NTV Hayat, Sarajevo
 NTV Hayat Reporter: Mirsada Suljevic

MEA Film Reporter: Dzenana Karup
30 minutes

The theft of and trade in art works and historical/cultural objects were thriving businesses during the war in Sarajevo. Items were sold for very little money, masterpieces from museums simply disappeared, other objects were stolen from private individuals. During the war, there was little public concern, as survival was more important. After the war, people began to realize that large amounts of money had been made by selling off the cultural heritage of Sarajevo. One artist was even offered the chance to buy back his own stolen work at greatly inflated prices after the war. Who was responsible for the sales? Who was involved in business of re-selling this art? The traffic in art worked through open channels of business even though Sarajevo was under siege. The story includes interviews with art experts, war-time army and police officials, artists, and theft victims. During the four years since the war, local police in Sarajevo have not achieved a single step forward in investigations on the theft of the cultural heritage of Sarajevo during and after the war.

This Is Not My House

MEA Film & ATV Banja Luka
ATV Reporter: Zoran Popovic
MEA Reporter: Dzenana Karup
30 minutes

The Knin Serbs were expelled from Croatia during operations *Bljesak* (“Lightning”) and *Oluja* (“Storm”). They were dispersed to all parts of ex-Yugoslavia and abroad, but particularly to Banja Luka in the RS. The region of Knin, Croatia has no Serbs living there now. The story is about the problems of Knin Serbs who now live in Banja Luka, but have no legal status there. They can’t vote in the RS or in Croatia. They are citizens of nowhere, people without a country - but at the mercy of two governments. The political officials and structures of Croatia don’t want to encourage their return to Knin as it would re-establish an ethnic Serb presence in Croatia. The RS officials also don’t want to encourage their return to Croatia because the Krajina Serbs would then vacate houses, forcing the RS government to encourage other minority returns. The Krajina Serbs are the pawns of both governments. Most of them do want to return to Croatia. The story reveals, in their own words, how the Krajina Serbs view the future, and how they feel about the governments of Croatia and RS.

The “Skoda” Car, Yes or No

Re-Fresh & NTV Hayat, Sarajevo
Re-Fresh Reporter: Ozren Kebo
NTV Hayat Reporter: Kenan Cerimagic
30 minutes

In a story touching on business as well as governmental corruption, the Hayat crew looked at the results of Volkswagen’s huge investment to restore a factory in Vogosca where Skoda Felicija cars are currently in production. Volkswagen rebuilt a lot of the machinery in the factory, along with the factory plant itself. However, daily production of Skoda cars in the main Czech factory is higher than total annual production in the Sarajevo factory. What does Volkswagen think about the situation now? Do they think the BiH government has deceived them?

The crew found documents showing the FBiH government promised to buy lots of Skoda cars for official use.: this hasn’t happened. Additionally, the original plan was for the

factory to become a major production & distribution center for exports of Skoda cars to other nearby countries as well as to Turkey. This also has not happened. The story showed who in the government is actually driving a Skoda. Top officials justify driving more expensive cars with excuses such as: "To be more efficient we need better cars than Skoda." How did officials pay for these expensive cars? Finally, in a strange twist, one of the few government institutions in BiH that often uses the Skoda Felicija is the police department of the RS. The Skoda story, together with GLS TV Srbac story, was chosen the best program in the serial "2000."

How Did the War Pass Through Srbac

Re-Fresh & GLS TV, Srbac

Re-Fresh Reporter: Ozren Kebo

GLS Reporter: Cvijetak Kovacevic

30 minutes

The region of BiH between Derventa and Bosanska Gradiska is rural and not often in the news. In the village of Bosanski Kobas, near Srbac, prior to the war the majority of citizens were Bosniaks, and the rest were Serbs. During the war, many Bosniaks stayed in the village, and since the war, many more have returned to their homes. One of the twists of the story is that many of the Bosniaks from Bosanski Kobas served in the RS army during the war. The story examined what happened to them and to Bosniaks in general in Kobas after the war. How are they treated by the RS government, the municipal government of Srbac and their neighbors? The answer is: in three different ways. The two ethnic communities of the village were never at war with each other. They remained one community. The crew also looked at the relationships between the neighboring cities of Davor (in Croatia) and Bosanski Kobac, separated only by the Sava River. These communities cooperated throughout the war and have continued to do so. A simple story with a lot of interviews shows how ordinary people coped with the war and how they are building the future.

The Chronicle of Announced Death

Re-Fresh & TV Maglaj, Maglaj

Re-Fresh Reporter: Ozren Kebo

Maglaj Reporter: Admira Isic

30 minutes

This story explores what has happened in small towns or regions where communities are living at subsistence level. The example is Maglaj, and its relationship to Natron, a pre-war giant paper production factory. Before the war, the whole town lived off the factory, and not just in terms of employment. Natron sponsored sports teams, educational facilities, cultural events, etc.. Maglaj was a true company town. The question is why is the Natron factory now in a state of suspended animation? Preliminary attempts to secure foreign investment have ceased completely and people want to know why. The most recent example was with the French company Gascogne. Gascogne wanted to invest in the factory, either as majority owners or as minority investors, but nothing ever happened. The question is: are foreigners to be blamed for failing to come to an agreement, or is it the politicians at the local municipality? Is there some involvement at the federal or entity level? The story also presented the FBIH entity plan for renovating the factory, along with accusations from all sides, including the former workers of Natron who now receive the sum total of 10 DM per month as unemployment compensation.

The Travnik Chronicle

FX Concept & RTV Travnik, Travnik

FX Concept: Ariana Saracevic

Travnik: Kenan Kovacevic

30 minutes

For a year, there had been a great deal of news coverage of the murders of Croats in the Travnik region, but the crimes remained unsolved. The victims were Croat returnees and a Croat policeman. Why have no arrests been made? The story investigates such questions with the municipal government. A symbol of the attitude of local authorities on this issue is the case of Muris Ljubuncic. Ljubuncic was charged with the murder of Ante Valjan, the Croat police officer. He was arrested, but later found not guilty. After his release, no other suspects have been charged or investigated. Was it an attempt by authorities to find a sacrificial lamb and conceal the real killers or was it just police incompetence? The story includes the views of the mother of the murdered policeman on why no one has been brought to justice.

30 Years Later

FX Concept & TV Bel, Banja Luka

FX Concept: Ariana Saracevic

TV Bel: Boris Gagic

30 minutes

The Ferhadija Mosque of Banja Luka remains controversial several years after its war-time destruction. The larger question of whether or not to rebuild such religious or cultural structures is the substance of this report. The story explores whether the destroyed Ferhadija Mosque represents a religious symbol in a predominantly Serb community, or more a historic/cultural symbol of Bosnia's past. That question is contrasted with the pending loss of a religious structure of another kind. In Bosniak majority Doni Vakuf, the congregation of an Orthodox church has all but disappeared. The local priest has offered the entire building for sale, generating much controversy both within and without the Orthodox community as to who actually owns such buildings.

What the River Drina Brings

FX Concept & RTV Gorazde, Gorazde

FX Concept Reporter: Ariana Saracevic

TV Gorazde Reporter: Ernad Metaj

30 minutes

The story focuses on local corruption during and after the war, contrasting a local war-time hero with profiteers. Abduselam Sijercic ("Pelam") was the first military commander in Gorazde and a very wealthy man before the war. He describes what happened during and after the war in Gorazde, which resulted in major losses for him. Meanwhile, the biggest Gorazde war-profiteers do not live in Gorazde any more, most are based in Sarajevo and go to Gorazde only for the weekend to relax. Statements by local Gorazde - SDA leaders who try to defend and justify members of that newly wealthy class seem ironic.

Internews Sarajevo Website

The Internews Bosnia website (www.internews.ba) was put into full operation in December 1998. The site includes a radio & TV station address book, links to other useful sites, a production company address book, TV training manuals in the local language,

IMC regulatory documents and other information for and about BiH media. Of particular interest to the stations was the inclusion of a complete listing of all known broadcast organizations, as many stations were not even aware of who their competition was. The IMC agreed to share its station database in order to update the Internews files. Most importantly, during a period when the IMC did not yet have its own website, Internews posted complete IMC licensing applications (in four languages) under a special IMC heading. Making the IMC documents available to stations was very important, and Internews got many calls about licensing regulations, which were re-directed as appropriate to the IMC itself. Once the IMC's own website went online, the Internews site continued to maintain a link to it.

Other Activities (Non-USAID Funding)

The professional expertise and technical capacity that had accumulated at Internews Sarajevo resulted in the organization being asked to participate in a number of projects not funded by USAID. This ranged from requests for advice to loans of the video editing suite during off-hours to two significant production projects, both of which contributed significantly towards the goals of the AID-funded projects by supporting local production companies. Internews's distribution system, bringing tapes to TV stations around BiH, was also made available to USAID and other organizations throughout the grant period.

Years of Return

Internews received funding from UNHCR to create and produce a series called *Years of Return*, on refugee return. Internews initiated production of this program, but in support of the goal of developing local production companies, quickly offered the bulk of the field production work to FX Concept. Each of the 13 *Years of Return* episodes presented a realistic view of the joys and problems that returnees could expect to face in the various communities of BiH. The series was completed by mid-September 1998 and distributed to OBN, 17 additional TV stations in BiH, and importantly, to 25 TV Stations in FRY. The United Nations Radio Network sought and received permission to excerpt sound bites from the television programs for radio programming on the topic. SRT re-edited 6 episodes of *Years of Return* into a one-hour program and broadcast it in prime time on September 22, 1998. The series was universally acclaimed for its frankness and clear message. The series was posted in Realvideo format on the domovina.net website, which is widely used by the Bosnian Diaspora.

In August, 1999, UNHCR commissioned a follow-up series of the *Years of Return*. Nine additional episodes were produced in Mrkonjic Grad, Martin Brod, Mostar, Travnik, Tuzla, Prijedor, Nevesinje, Ilijas, and several small communities in Croatia. This program was distributed to 23 BiH TV stations, including all Internews target stations, plus OBN and BH TV. The new series was shown on 30 stations in FRY and several small independent stations in Croatia.

Balkan Bridges

During this grant period, Internews Sarajevo continued to participate actively in Internews Europe's project *Independent On Air II*, funded by several European funders, an extension of a similar joint project with Internews Europe. The main focus of the project was the *Balkan Bridges* series, which was produced and broadcast throughout the former Yugoslavia. *Balkan Bridges* employed video conferencing technology to link ordinary individuals to talk about common issues. Internews Sarajevo was creatively involved in shaping the content of the series and then assisted in hiring and supervising local production crews, especially from the targeted production companies. Internews also

provided BiH distribution for the programs, which were shown on OBN, the 19 stations in Internews' courier distribution system as well as in FRY.

The programs with which Internews Sarajevo assisted were the following:

Link 1: Belgrade-Prishtina, *Give Us our Daily Bread* May 4, 1998

As tensions escalated over Kosovo, two ordinary people were linked via videoconference to talk about the situation. Two bakers were chosen, one Serb in Belgrade, one Albanian in Pristine, partly because for historical reasons the bakery trade in Yugoslavia is associated with Albanians.

Link 2: London-Sarajevo, *About Parliamentary Democracy* July 13, 1998

With Bosnian parliamentary elections approaching, Internews organized a link between Sejfudin Tokic, an active member of the Bosnian parliament and a vocal critic of corruption and nepotism, and Martin Bell, a member of the British House of Commons, who is well known in the Balkans because of his career as a war correspondent for the BBC. The two men discussed reconstruction, respect of tolerance, human and minority rights and parliamentary democracy. FX Concept provided Sarajevo production support.

Link 3: Montenegro-Croatia, *At Second Look* July 19, 1998

Herceg-Novi, Montenegro and Dubrovnik, Croatia are neighboring towns on the Adriatic coast. At the time the program was made a closed border separated the towns--the last totally closed border in Europe. After a difficult search for participants, Srecko Kljunak and Zdravko Beko, who fought on opposite sides during the war, agreed to take part. Srecko had been a musician and became commander of Croatian forces in the region during the war. Zdravko was a major in the Yugoslav Army during the war with Croatia. In civilian life he was the headmaster of a primary school, and an active member of the Communist Party. Since no Croatian producer was willing to take part, Internews Sarajevo assembled a Bosnian crew to produce the Dubrovnik side of the link.

Link 4: Doboje-Moscow, *In Case of War* March 20, 1999

On the eve of NATO's conflict with the Milosevic regime, this *Balkan Bridge* linked a well-known Bosnian Serb war correspondent with a Russian colleague. Cvjetko Udovicic freelances for various independent publications in the Republika Serpka, and has reported from all corners of the war torn former Yugoslavia. Vladimir Luksanov is a veteran broadcast journalist for the NTV network, respected for among other things his coverage of the war in Chechnya. During the program they discussed a wide range of issues surrounding the responsibilities of independent journalists at a time of war. Internews and FX Concept worked together on the BiH production portion.

Link 5: Lake Ohrid (Macedonia)-Moscow, *To Be a Refugee* May 11, 1999

During the NATO conflict, Russian media clearly favored the Serbian version of the war, in which the expulsion of hundreds of thousands of Kosovar Albanians was invisible and NATO air strikes appeared a gratuitous and vicious assault on the Serbian people. In an attempt to redress the balance, this link connected a Kosovar refugee and a Russian colleague. Internationally known Kosovar actor Enver Petrovci was forced from his home in Pristine and during the link was living as a refugee with his family near Lake Orchid in Macedonia. Petrovci talked about his life with the distinguished Russian actor Alexander Filipienko in Moscow, who seemed stunned by what he saw on the screen in front of him. The two men touched upon the political and cultural issues at the root of the conflict, such

as the relationship between Orthodox and Muslim peoples, and Russia's traditional support for the Serbs. Internews arranged for FX Concept to work on the production.

Link 6: Skopje-Sarajevo, *Déjà vu* June 12, 1999

This program grew out of the observations of Sarajevo-based crew during the previous link. They noted that the mood in Skopje was eerily reminiscent of Sarajevo in the days just prior to the start of the Bosnian war. During the NATO conflict, tensions in Skopje ran high as the Macedonians supported the Serbs, even while thousands of Kosovar refugees flooded into the country. Dragisa Miletic is prominent as the leader of Macedonia's Serb minority. An instigator of anti-NATO protests at the US Embassy in Skopje, Dragisa is a radical nationalist who supports the policies of President Milsoevic. Vlastimir Mijovic is a Serb journalist, originally from Montenegro, who was denounced as a traitor for staying in Sarajevo during the siege. The conversation covered a wide range of issues surrounding the contemporary political situation in both Serbia and Kosovo. Although the discussion was friendly, the underlying tension about the role of nationalism could not be avoided. FX Concept worked on the production.

Link 7: Kotor (Montenegro)-Ljubljana (Slovenia), *First and Last* October 23, 1999

As Montenegro pondered its role within a changing Yugoslavia, this program linked two priests—Branko Zbutega, a Catholic from Montenegro, and Peran Boskovic, an Orthodox from independent Slovenia. This *Balkan Bridge* was a discussion about what independence means, pitting the reality of the first nation to secede from the former Yugoslavia, with the idealism of the last constituent part of Yugoslavia to be completing divorce. But perhaps inevitably for two men of the cloth the conversation is dominated by discussion about the role of religion in the conflicts in the Balkans and especially the position of minority religious groups, as both men represent minorities, in the entities where they live and minister. FX Concept worked on the Ljubljana side of the production.

Link 8: Belgrade-Sarajevo, *Vision 2000* December 9-11, 1999

The final program in the series looked at visions of the future in the Balkans through the eyes of two young couples, one Serbian and one Bosnian, as they ponder life in the 21st century. Irena and Rasa are students in Belgrade. He is training to be a civil engineer, she will graduate from the Academy of Arts. Through the Internet they made friends with Alen and Irena, a couple from Sarajevo who are both also art students. Alen works as a lighting technician, while Irena's dream is to be a theatre director.

This bridge made a virtue of a necessity. Because of the political situation it was impossible to take an Inmarsat unit into Belgrade, preventing a traditional videobridge. At the same time, it had become possible for people to travel between Belgrade and Sarajevo, though most residents of both cities were still fearful of the trip. Thus a decision was made to bring the participants together in person. This proved even more appropriate because neither couple had seen the other city since the onset of the Bosnian war.

The couples met first in Belgrade and then in Sarajevo and talked at length about their hopes and dreams. About wanting children, for example, but worrying about bringing them into their current situations. Beneath good cheer was a strong strain of pessimism about the future. Both couples have considered emigrating, in hope of building better lives elsewhere. Their honest and thought-provoking discussion encapsulated many of the issues facing young people in the Balkans on the eve of the new century. Internews Sarajevo worked together with the Belgrade based producers of this bridge.

INPUT (TV Planeta)

The second component of the Internews Europe project was distribution of top-quality documentary production from the INPUT programming collection, from public broadcasters and producers around the world. Internews Europe purchased distribution rights for the Balkan region for 20 hours of mostly Western documentary, educational and cultural programming. Internews Sarajevo brokered an agreement between Internews Europe and Re-Fresh Productions to provide Bosnian and Serbian language versioning and subtitling services for the programs, which were packaged as a series called *TV Planeta*. In BiH, the programs were provided to OBN, Internews targeted stations, and in a strategic move designed to show the benefits of membership - through the AEMBIH to its member stations. The same collection of programs was distributed to stations in FRY.

The Hague Diaries

From May 1996 to December 1998, Internews was instrumental in bringing video coverage of the International Criminal Tribunal for Yugoslavia (ICTY) in the Hague to audiences in former Yugoslavia. At various times, Internews Sarajevo assisted with distribution and eventually took over production of this separately funded Internews project. From August through December 1998, Internews Sarajevo produced a monthly wrap up program, hosted by well known journalist and ICTY expert, Vladimir Bilic. Tapes of courtroom proceedings were sent to Sarajevo for editing, anchor inserts, and background commentary. During the period of this grant *The Hague Diaries* were issued as a monthly wrap-up of Tribunal activities. The programs were distributed throughout BiH and to 27 TV stations in FRY. The project was funded with grants from the Dutch Government and the C.S. Mott Foundation. An innovation created by Internews during the grant period was the simultaneous production of an audio version for use by radio stations throughout BiH.

Distribution

In addition to the INPUT programming, the UNHCR-funded *Years of Return* programs, the *Balkan Bridges* programs and the *Hague Diaries*, Internews distributed video materials from USAID's privatization campaign to TV stations in BiH throughout the grant period. Other materials distributed at various times included a public awareness campaign by the OHR, and programming about Kosovo sponsored by OTI (Office of Transition Initiatives).

Europe by Satellite

Throughout the grant period, Internews provided a weekly *Balkan Bloc* of programs to Europe by Satellite. At various times, the bloc included the programs *Fresh*, the *Balkan Bridges* programs, the *Hague Diaries*, and the *UNHCR Years of Return* series, providing visibility in Europe for local producers, information about issues from the region, and most importantly, a direct link to the Bosnian Diaspora. EBS is available to home satellite TV viewers across Europe, to government and EU officials, and to EBU member stations who may re-broadcast the materials.

Various

Throughout the grant period, Internews responded to dozens of requests from various organizations needing information or expert advice about BiH media or standard practice in the broadcast industry in the West. Some examples of the types of assistance are listed below:

- In Summer 1998, Internews gave the IMC the Internews station questionnaire for use in drafting the IMC broadcast application forms. Internews later

provided substantial commentary on the IMC draft legislation for station licensing procedures. Gaydosik attended IMC's Media Conference in Neum in November 1998. Internews also initiated the first direct contacts between the new IMC and local broadcasters through a series of joint meetings in the fall of 1998.

- Internews participated regularly in USAID privatization roundtables and provided expertise for the Price/Waterhouse Media Privatization Study.
- In December 1998, Amir Ibrovic was invited and funded by The Media Peace Center in Johannesburg, South Africa to attend the Lifeline Media Conference. Attendees from over a dozen different countries attended to compare notes and strategies on media reform in transitional countries.
- The Soros Media Center requested and received extensive material for the Center's research library collection of Bosnian programming. This included both edited programs and raw footage from *The Hague Diaries*, the first season of *Fresh*, the *Balkan Bridges* programs, *Years of Return*, and the Balasevic/UNHCR documentary and concert program.
- Producer Shelley Hack, under contract to another US Government agency, contacted Internews Sarajevo to research options for locally produced Croatian oriented programming. Internews management briefed Ms. Hack at length on the general media situation, and in detail on the status of individual production companies, and assisted in setting up meetings with production companies.
- Caitriona Palmer of PHR (Physicians for Human Rights) met with Internews to discuss local media opportunities within BiH to publicize the availability of PHR's database on exhumation and identification.
- Technical support and post production facilities were provided to The International Children's Institute's educational program, which was producing a community audit video to "demonstrate where gaps in services are and how the community could do things differently to assist children."
- Dubbing facilities were provided to UNESCO's program bank throughout the grant period. As TV stations request programs, UNESCO provides the master and dub stock, and pays a technician to make copies using Internews equipment. Approximately 30 hours of programming per month throughout the grant were dubbed for station use.
- Internews provided equipment support to Siroki Brijeg of MC Media to produce a pre-election public service announcement for OSCE. Internews also provided equipment support to FX Concept for their production of a short program detailing the activities of USAID in the reconstruction of Central Bosnia.
- At OSCE's request, Amir Ibrovic and Meg Gaydosik joined discussions on election media guideline development. Internews recommendations, all of which were incorporated into the final OSCE Media Elections policy guidelines, included the following:
 - limiting candidate and party campaign messages to 30- and 60-second lengths;
 - differentiating between local and nationwide signals for compliance;
 - distinguishing between local and national candidates for airtime allotment; and

- discouraging and/or monitoring external broadcast signals (HRT and RTS).
- Resident Advisor Imelda Reynolds developed a media assistance questionnaire for the International Community and initiated its use in the RS. While the need for such a system had long been recognized, no one in the international community had been able to create such. OSCE embraced the idea, further developed the questionnaire, and hired a person specifically to coordinate international media assistance information. OSCE's coordinated donor database is now updated on a quarterly basis.

Attachments

Members of AEM BiH

Except where indicated, stations became members at founding conference on June 18, 1999.

Station, City (date joined)	Representative
1) Tuzlanska televizija, Tuzla	Semir Salihovic
2) TMK Studio A, Banja Luka	Mirko Kisian
3) TV Bell, Banja Luka	Nenad Novakovic
4) ATV, Banja Luka	Branko Lazic
5) NTV Hayat, Sarajevo	Elvir Svrakic
6) TV CV 7, Vitez	Mario Mlakic
7) NRTV Studio 99, Sarajevo	Adil Kulenovic
8) GLS TV, Srbac	Lazar Kusic
9) OBN, Sarajevo	Gabrijel Vukadin
10) TV Fiva, Sarajevo	Mevsud Kapetanovic
11) TV FS-3, Tuzla	Sinan Alic
12) NTV Jasmin, Vitez (22.06.99)	Jasmin Handzic
13) TV TK, Tuzla (16.07.99)	Edib Kravic
14) TV USK, Bihac(16.07.99)	Emin Huskic
15) JP RTV Maglaj, Maglaj	Faruk Zupcevic
16) RTV Grad, Sarajevo	Muhamed Ferizovic
17) RTV Gorazde, Gorazde	Muamera Kadric
18) RTV Vlasenica, Vlasenica	Zoran Jovanovic
19) RTV Travnik, Travnik	Sejad Suškić
20) RTV Donji Vakuf,	Dijana Duzic
21) JP RTV Zivinice, Zivinice	Elvedina Mulagic
22) HRTV Jaice, Jaice	Dijana Lacic
23) RTV Vogošća, Vogošća	Amir Misirlic
24) JP RTV Bugojno, Bugojno	Abdulmalik Abdibegovic
25) RTV Lukavac, Lukavac	Zijad Sejdinovic
26) RTV Cajnice, Cajnice	Radivoje Obrenovic
27) Radio Bor, Visoko	Goran Karlovic
28) Radio Naba, Zenica	Irfan Cabaravdic
29) Radio CD-CEMP, Zenica	Munevera Ferhatbegovic
30) Radio Ilijaš, Ilijaš	Fadila Fazlic
31) Radio Tuzla, Tuzla	Hajrudin Seleskovic
32) Radio DISS, Sarajevo	Nataša Krsman
33) Radio AMC, Maglaj	Adin Medjic
34) RTV Visoko, Visoko	Bejna Sahinovic
35) DD.radio Zivinice, Zivinice	Maksudin Hašimbegovic
36) Plavi Radio, Bihac	Ekrem Music
37) Radio Postaja Bobovac, Vareš	Mladenko Marijanovic
38) JP Radio Zepce, Zepce	Rusmir Agic
39) Radio Osvit, Zvornik,	Zorana Petkovic
40) Srpski radio Gorazde, Srpsko Gorazde	Slavko Heleta
41) Radio Mačic, Milici	Zoran Sarenac
42) Nezavisni Radio Slon, Tuzla	Damir Iapo
43) Radio Beta, Zenica	Enes Begicevic
44) Radio Duga, Zenica	Amra Ierim

Members of AEM BiH (cont)

Station, City (date joined)	Representative
45) ATV Banovici, Banovici	Amir Hadziahmetovic
46) Radio Kakani, Kakani	Mirsad Zaimovic
47) Slobodni radio Prijedor, Sanski Most	Jasmin Pašalic
48) Radio RTZ Zivinice, Zivinice	Ejub Huseinovic
49) RTV Rudo, Rudo	Aleksa Paponjak
50) Radio Palma, Bratunac	Aleksandar Zivanovic
51) Radio Sucani, Sekovici	Miladin Milic
52) Radio Zenit, Zenica	Maida Bairanovic
53) Radio Kontakt, Banja Luka	Predrag Knezic
54) The Best radio, Sipovo	Simo Kacar
55) JP Srpski radio Brod, Srpski Brod	Brano Jeremic
56) Radio Balkan, Banja Luka	Bojan Stancevic
57) Radio HIT, Brcko	Dragan Djuric
58) Nezavisni radio TNT, Travnik	Dino Lolic
59) Radio Bihac, Bihac	Nijaz Glumac
60) Radio Antena, Jelah	Fahrudin Hrvic
61) Radio M, Sarajevo	Musfek Mocevic
62) Radio Bosanski Petrovac, B.Petrovac	Ermin Hajder
63) Nezavisni radio Vitez, Vitez	Muris Salkic
64) HRTV – Radio postaja Vitez, Vitez	Davor Miškovic
65) Studentski EFM radio, Sarajevo	Armin Ibrahimpašić
66) Radio Hayat, Mostar,	Alija Lizde
67) NTV 101, Sanski Most	Rezak Hukanovic
68) Radio Studio N, Livno	Franco Mioc
69) Radio Fern, Sarajevo	Dalida Jugo
70) Radio BM, Zenica	Rasim Spahic
71) Radio Dzungla, Teslic	Drago Djuric
72) HRTV-Kiseljak, Kiseljak	Zvonimir Ribicic
73) Obiteljski radio Valentino, Brcko	Dragan Veselcic
74) Radio Stari Grad, Sarajevo	Adnan Osmanagic
75) Radio Adriatic, Neum	Sven Košicek
76) Radio Zos, Doboij – Jug	Azemina S. Mulahuseinovic
77) Radio Boston, Sanski Most	Kubat Senad
78) Radio Srebrenik, Srebrenik	Mirza Ibrišimovic
79) Radio Pegaz, Trebinje	Goran Ruzic
80) Radio Fenix, Prijedor	Marianovic Danijel
81) Radio Studio 88, Mostar	Amna Popovac
82) Radio Vrhbosna, Sarajevo	Vladimir Bilic
83) Radio Gracanica, Gracanica	Hasan Calic
84) Hrvatski radio Herceg-Bosna, Mostar	Milan Vego
85) HR Busovaca, Busovaca	Alen Debeljak
86) Radio 93, Brcko	Anto Krnjic
87) Radio Pan, Bijeljina	Radmila Zigic
88) FREE Radio, Prijedor (13.07.99)	Nenad Borovcanin
89) Radio Dobre Vibracije, Mostar (21.07.99)	Dalibor Bozic
90) Radio Sik, Mrkonjic Grad (19.06.99)	Dubravka Sikman
91) HRT Novi Travnik, Novi Travnik (23.06.99)	Mladen Pejic

Broadcasters Association Charter

DECISION ON FOUNDATION OF PROFESSIONAL ASSOCIATION OF BIH
BROADCASTERS

I. BASIC PROVISIONS

Article 1.

Professional Association of Electronic Media of Bosnia and Herzegovina (AEM BiH) has been founded by radio and TV stations having the status of legal persons for the purpose of achievement of common interests that work in accordance with existing regulations on the territory of Bosnia and Herzegovina..

Article 2.

The Association has been founded on a voluntary basis for the purpose of realization of goals defined by the Decision.

The Association is hereby authorized by its members to act on their behalf and within the mandate of the Association in relations to domestic and international institutions.

II. ASSOCIATION SUBJECT, ACTIVITIES AND GOALS

Article 3.

Duties and goals of the Association are:

- Improvement and advancement of the TV & radio program production, transmission and broadcast;
- Improvement and advancement of the program and services quality of the Association members for the purpose of domestic TV and radio program production development;
- Advocating and protection of general interests of the Association members before domestic and international institutions;
- Giving an initiative for establishment of optimal conditions for good quality and undisturbed work of electronic media through the legislation, giving an initiative for creation of a law that would regulate the related subject in an as much as possible way;
- Representation of members' interests and finding professional support for the purpose of protection of ownership rights of the Association members on the market, protection of authorship rights and other rights of intellectual property of the Association members as well as rights of subjects whose services are used by the Association members all for the purpose of negotiating and realization of most favorable conditions for the Association members business managing;
- Coordination for the purpose of creation of a unified technical standard for broadcasters in BiH;
- Coordination among the Association members, creation of mutual horizontal connection for the purpose of common interest and making common business arrangements;
- Creation of as much as possible TV & radio program in own as well as in joint production by the Association members for the purpose of achieving better quality program and decreasing program production costs;

- Joint presentation before foreign partners for the purpose of providing favorable market conditions for getting attractive foreign TV and radio programs, licenses and know-how technology from foreign broadcasters and other program distributors;
- Coordinated market research and public opinion survey, certain radio and TV programs ratings;
- Cooperation for the purpose of professional education and improvement of the Association members employees, organization of festivals, consultations, seminars, panel discussions, etc.;
- Active participation and cooperation among the Association members in achieving the electronic media free work; and
- All other activities that advance the work of electronic media members of the Association.

III. MEMBERSHIP

Article 4.

All TV & radio stations having the legal person status, acting in accordance with valid regulations in the BiH territory may become members of the Association.

The Association membership is on a voluntary basis. TV & radio stations join the Association by signing the admission agreement by a person authorized for representation.

Article 5.

The Association members are familiar with activities and goals of the Association. After signing the admission agreement they are obliged to comply with the established goals and activities of the Association.

Article 6.

Membership in the Association may be terminated by a voluntary leave from the Association or by expulsion by the Association.

In the case that any of the Association members disturbs, obstructs or does not meet agreed obligations toward the Association or the Association members, the Association Assembly may decide by the 2/3 majority votes to terminate the Association membership for such a member.

Membership in the Association is terminated in following cases:

if a member of the Association ceases to exist;

if a member of the Association does not broadcast its program over a period of six months.

Article 7.

Rights and obligations of the Association members are:

- the right to elect and to be elected to Association bodies;
- to be regularly informed on the Association activities and to participate actively in the Association work;
- to comply with the Association goals and obligations contained in the Association acts;
- to cooperate with other members of the Association;

- to protect and improve the Association's reputation;
- to pay membership fees on a regular basis.

IV. INTERNAL ORGANIZATION

Article 8.

The Association Assembly manages the Association work. It consists of one authorized representative of each member of the Association.

The Association Assembly meets at regular sessions that are held at least once a year and if needed, an extraordinary meeting can be called by at least 10 members of the Association Assembly.

Article 9.

The Association Assembly works in plenum and the Association Assembly President presides over the Assembly.

The Association Assembly decides on all essential issues by 1/2 majority votes of members present.

Article 10.

The internal organization of the Association is as follows:

- a) the Assembly
- b) the 7-member Presidency with representatives of:

Radio Pegaz, Trebinje
Radio Kontakt, Banja Luka
NTV Hayat, Sarajevo
RTV Travnik, Travnik
Radio Valentino, Brcko
ATV Banja Luka, Banja Luka
HRTV Kiseljak, Kiseljak

- c) the 5-member Court of Honor with representatives of:

Radio Dzungla, Teslic
Radio Osvit, Zvornik
Radio Beta, Zenica
Radio Tuzla, Tuzla
TV CV 7, Vitez

Article 11.

The Association Assembly elects the Association Presidency by 1/2 majority votes for the 2 (two) years period with the possibility of reelection.

The Association Presidency elects the Association President for 2 (two) years period with the possibility of reelection.

The Presidency manages the work of the Association and is responsible for its work to the Assembly. It is obliged to inform about its work all the members of Association in written every 6 months.

The Association Presidency elects the presiding one among its members.

The Association President shall inform the BiH public on the work of Association.

The Presidency makes all decisions by 1/2 majority votes of the Presidency members.

If something is of essential interest of protection of any party, the presidency makes its decisions by consensus.

V. ASSETS

Article 12.

By majority vote, the Association Assembly elects the Court of Honor that consists of 5 members for the 2 (two) years period and with the possibility of reelection.

Until the next session of the Association Assembly, the Court of Honor shall propose the Code of Behavior for the Association members and submit it to the Association Assembly for adoption.

The Court of Honor gives relevant opinions to the Association Presidency related to concrete cases that endanger and/or disturb the work of Association and its members in particular.

Article 13.

Assets needed for the work of Association are provided by all members of the Association through membership fees, sponsorship, donations, etc..

Each member of the Association is obliged to pay annual membership fee.

Membership fee shall be determined in a flat rate annual amount in the following ratio:

for TV stations - 100%

for radio stations - 50 %

The Association shall spend the membership fees money in accordance with adopted annual budget in which assets should be ensured for:

- expenses of the Association administration work;
- expenses of urgent support to TV and radio stations in case that their work is endangered; and
- regular Assemblies organizational expenses.

The membership fee amount shall be determined by the Association Presidency after consultations with all members of the Association.

Assets needed for certain projects within the scope of the Association activities are provided by members of the Association interested in them that is by Participants in a concrete project.

The association members shall regulate their business arrangements by separate contracts.

VI. FINAL PROVISIONS

Article 14.

Amendments and annexes to the Decision are made at the Association Assembly by 1/2 majority votes of all the Association members.

BORAM Agreement

**MEMORANDUM
ON
BUSINESS COOPERATION**

- I. Radio stations, signatories to the Memorandum agree for the purpose of achievement of their interests to establish a business cooperation that shall be regulated in more details by this Memorandum.

The subject of Memorandum is a close cooperation among radio stations that shall primarily be realized in a joint search for clients that are interested in broadcasting their radio commercials on radio waves that is in programs of radio stations, signatories to the Memorandum. The purpose of the Memorandum is creation of unified advertising network (hereinafter referred to as "the Network") that shall consist of the signatories to Memorandum, that will and under same conditions and based on the Memorandum, sign special contracts with clients interested in advertising materials' broadcasts.

For the purpose of better quality cooperation among themselves and achievement of as better as possible professional result of the obligation undertaken under the Memorandum, signatories to the Memorandum are obliged to perform with their obligations with attention of a good businessman and at their best knowledge and skills.

- II. Signatories to the Memorandum agreed to act as follows:

To try to find physical or legal persons interested to advertise their services and products on radio stations, signatories to the contract that is members of the Network.

To inform coordinators on possible clients that will sign a joint contract with possible clients on their behalf and on behalf of other members of the Network

To produce a radio commercial of duration, quality and at price agreed with a client at its own expense if needed

To provide, if needed, delivered or produced advertising material to be broadcast on other stations, members of the Network with a responsibility to keep the material quality as agreed with a client

To broadcast a commercial submitted by other member of the Network and in accordance with contract made with a client

To distribute among other Network members the donations accrued on their account and in accordance with a Contract on donation that shall be made with each particular donor.

If any member of the Network out of any justified reason is prevented to perform some of the above stated obligations, it is obliged to inform the central Network coordinator about it without any delay.

- III. Signatories to Memorandum agree that members of the network will sign joint contracts with future clients in accordance with the price list that is constituent part to the Memorandum.

- IV. Signatories to Memorandum agree to have a working meeting every 6 months at which a review shall be made on effectiveness of the Network work.

Members of the Network agree to share together the costs resulted from the Network organization in the percentage similar to their share in the Network income distribution.

- V. The Network has one central and several regional coordinators. The number of regional coordinators is determined by the central coordinator in accordance with real needs of the Network.

The Network members are obliged to make contacts with other members through the Network coordinator and to be at the Network Coordinator's disposal at any time with their information.

The Coordinator shall perform the following activities:

- organize the regional coordinators' network;
- be in contact with the Network members at least once a week through mail, fax or e-mail, to inform them on new clients and to collect information from them on contacts with clients;
- define possible clients and together with other stations in the Network determine the station to contact the particular client;
- collect all contracts copies and to proceed them to other members of the Network;
- address (a letter of credit) to all clients that were advertised in the Network;
- ask from clients to write a reference letter on advantages of being advertised through the Network that shall be used in presentations to new clients; and
- make a report on contract realization and on a special form for the client. The report shall be signed by directors of stations on which a commercial was broadcast within the Network and with data correctness warranty organize the Network archive in which copies of contracts, reports on contracts realization, reference letters will be stored be at disposal for realization of contacts among members of the Network in each concrete case.

- VI. In creation and realization of future contracts, signatories to memorandum are especially obliged to:

- In production of advertising material, to provide written consents and licenses for authorship rights of third persons if parts or complete authorship works of authors are used in a commercial;
- To guarantee that advertising material to be produced shall not contain anything slanderous or illegal in any other way. The contracting party that is a producer of advertising material undertakes responsibility for all possible disputable situations that might result after advertising material production and that are related to advertising material contents; and
- To behave with attention of good businessman, to finish advertising material production at their best knowledge and skills with maximum usage of their technical capacities and all for the purpose of better professional results achievement.

VII. If any of stations, signatories to Memorandum, behaves indifferently, disloyally and deceitfully toward other signatories to Memorandum that is if it does not comply with provisions of Memorandum, it shall be considered that its good will has terminated to be a signatory to the Memorandum.

VIII. On all important issues related to the Network work, the Network members decide by 1/2 majority votes of all members of the Network.

If the voting result is in ratio 50%:50%, the Central Coordinator has the right of final-deciding vote.

IX. Signatories to memorandum shall regulate all mutual business relations by special contracts in compliance with Law.

X. Members of the Network, as of their free wills signed the text of Memorandum by:

Name

Station

Radio Network Contract Form

ADVERTISER _____

PRODUCT _____

CONTRACT BEGINS _____ **CONTRACT ENDS** _____

STATIONS AIRING ANNOUNCEMENTS:

TOTAL NUMBER OF ANNOUNCEMENTS PURCHASED _____

LENGTH OF ANNOUNCEMENTS PURCHASED: _____

RATE PER ANNOUNCEMENT: _____

TIME PERIODS ANNOUNCEMENTS TO BE BROADCAST:

ADVERTISER TO MAKE PAYMENT TO: _____

TOTAL AMOUNT OF CONTRACT _____

SIGNED

SIGNED

NETWORK SALES EXECUTIVE

ADVERTISER

DATE _____

DATE _____

Internews Contract with Stations on TV Program Licensing (translation)

INTERNEWS SARAJEVO
Dobojska 40, 71 000 Sarajevo
Bosnia and Herzegovina
Tel/Fax: (387 71) 667 113, 667 258, 521 396

CONTRACT ON TV PROGRAM LICENSING

Signed in Sarajevo between Internews Network, Sarajevo from Sarajevo (hereinafter referred to as "the Distributor"), on the address Dobojska 40, represented by the project director, Mr. Amir Ibrovic and television station _____, located in ___(city) _____ at _____(address)_____, (hereinafter referred to as "the Producer") represented by authorized person___(director)_____ as follows:

- I. The Producer is obliged to submit to the Distributor for unlimited usage filmed material that is a TV program named "_____" the duration of which is ___ minutes

The Producer is obliged to deliver to the Distributor the mentioned material immediately after the Contract is signed and in broadcasting quality and DVCAM or BETA technical format.
- II. The Producer gives to the Distributor the material stated in Article I of the Contract for one year period, starting from June 10, 1999 to June 10, 2000. Within this period, the Distributor is allowed to distribute independently or through other TV stations as well as to broadcast filmed material that is subject of the Contract without any limitations.
- III. The Producer is obliged to enable the Distributor within the agreed period to dispose with the licensed program in the following manner:
 - to make an unlimited number of copies in broadcast quality —
 - to distribute free of charge copies of the material to TV stations in BiH to be broadcast via terrestrial individual stations
 - to authorize stations to broadcast the mentioned program (filmed material) an unlimited number of times within the agreed period, with attention paid that the material is broadcast exclusively in its original form, without shortages or omitting parts from the original program
 - to ensure that TV stations cannot use the program subject of the Contract for their own production purposes nor as archive materials, etc.
- IV. The Producer warrants to the Distributor that the program that the filmed material that is subject of the Contract is an original production, that it is thoroughly produced in its own production, that all audio and video material in the program is original authorship works and that it owns all authorship third persons rights that are possibly inbuilt in the program, including all necessary consents and permissions for their authorship rights usage.
- V. The program Producer warrants to the Distributor that the produced program, subject of the Contract, is an original authorship work, produced exclusively during the Contract period and that it does not contain anything illegal or infringing in such scope that would prevent the program Distributor to dispose with the final program without disturbances.

- VI. Contracting parties agree that during the licensed period, the Distributor holds all rights to negotiate with third persons and make contracts on usage of the material that is subject of the Contract. Contracting parties agree that during the licensed period, the Producer may freely broadcast the program subject of the Contract on his station without time or any other limitations.
- VII. The Distributor is obliged upon Contract signing for the purpose of compensation for the material given from Article I of the Contract to pay to the Producer the amount of \$_____ USD.
- VIII. The Distributor is obliged after the one year expiration stated in Article II of the Contract to return to the Producer or to destroy all copies of the program that is subject of the Contract.
- IX. This Contract is made in two copies out of which each contracting party keeps one copy. Contracting parties, as of their free wills sign all copies of the Contract.

Amir Ibrovic

Internews Network

Dobojska 40

Sarajevo, BiH

(Director)

(Station)

(Address)

(City, BiH)

Date _____

Date: _____