



IREX
MONTENEGRO INDEPENDENT MEDIA PROGRAM
(MIMP)
(CA No. 170-A-00-01-00102-00)
Quarterly Report
October 1, 2002 – December 31, 2002

IREX submits this quarterly report in accordance with the requirement of the Montenegro Independent Media Cooperative Agreement No. 170-A-00-01-00102-00. IREX believes the report provides sufficient detail to allow USAID to adequately monitor the program and ask follow-up questions. IREX staff members in DC and Podgorica have been in close contact with USAID throughout the quarter on program implementation. IREX welcomes USAID comments and questions on the report, directed to Jill Jarvi, Senior Program Officer (jjarvi@irex.org), and Angela Roberts, Program Officer (aroberts@irex.org).

I. SUMMARY

In the first quarter of the Year 2 MIMP Workplan, IREX continued the work started in July 2001. IREX's strategy concentrates on developing capacity and sustainability for independent media, and its approach focuses on four Intermediate Results:

1. Journalists provide citizens with objective, balanced and fact-based information;
2. Supporting institutions function in the professional interests of independent media;
3. The legal and regulatory framework supports free speech and access to public information; and
4. Publishers and station managers manage media outlets as efficient, profit-seeking businesses.

Within these four areas, IREX's work concentrates on key partners, particularly the Montenegrin Broadcasting Company (MBC), the Association of Independent Broadcast Media of Montenegro (UNEM), the Montenegro Media Institute (MMI), and the Center for Entrepreneurship and Economic Development (CEED). Much of this quarter's efforts focused on MBC's election coverage of the parliamentary and presidential elections on October 20 and December 22, respectively, and the planning process for the implementation of the new media laws passed by the Montenegrin Parliament on September 16. The highlights presented below demonstrate that IREX is making strides to help the Montenegrin media provide citizens with the balanced and unbiased news and information necessary to participate in democratic and free-market institutions:

- **MBC Delivers Balanced Parliamentary Election Coverage.** Leading up to the October 20 parliamentary elections, the Montenegrin Broadcasting Company (MBC) received praise for focusing on the election process and the electoral rights of citizens and avoiding endorsements of political parties.
- **MMI Announces Broadcast Media Survey Results.** IREX funding enabled the Montenegro Media Institute (MMI) to collaborate with the BBC on its annual electronic media survey conducted by the Strategic Marketing and Media Research Institute (SMMRI) of Belgrade.
- **IREX Provides Further Assistance to Expand MBC's News Service.** IREX consultant Ted Illiff, a former CNN Executive Editor, traveled to Podgorica to advise the Montenegrin Broadcasting Company (MBC) as it introduced its live, hourly news updates, which include local and international news plus local weather conditions and sports. This type of hourly news bulletin is the first of its kind in Montenegro.
- **Diploma Course Curriculum Plan for Journalists Completed.** IREX Chief of Party Joe Raffelberg participated in the finalization of the curriculum plan for a new diploma course in journalism, the first certified, higher education program for journalists in Montenegro. The Danish School of Journalism in

Aarhus, Denmark, and the Montenegro Media Institute (MMI) will jointly undertake the implementation of the diploma course, expected to begin in Spring 2003.

- **Media Law Implementation Planning Underway.** Since the Montenegro parliament voted on November 12, 2002, to begin immediate implementation of the three media laws passed in September, IREX and media law consultant Hendrik Bussiek have been actively working with the Association of Independent Electronic Media in Montenegro (UNEM) to further its advocacy role in the implementation process.
- **RTCG Council Members Nominated and Engaged.** In accordance with the new Law on Public Broadcasting Services, eleven identified organizations nominated candidates to the Radio Television Crne Gora (RTCG) Council, which is charged with representing the interests of citizens in the transformation of state-owned broadcasters into public broadcasting services.
- **IREX Consultant Contributes to MBC's Comprehensive Coverage of Montenegrin Presidential Election 2002.** IREX broadcast consultant Stanislava Benicka returned to the Montenegrin Broadcasting Company (MBC) to advise staff on presidential election programming.
- **Winners of Journalist Award for Best Economic Article or Program Announced.** IREX, in cooperation with the Center for Entrepreneurship and Economic Development (CEED), presented the first annual Business Writers Awards to five journalists.

II. MEDIA ENVIRONMENT

The issue of media reform very much influenced the media environment during the first quarter.

Since the Montenegrin Parliament passed the three new media laws (Media Law, Broadcasting Law, and Law on Public Broadcasting Services) on September 16, there has been momentum and pressure from civil society to proceed with the implementation. To protest the parliament's original decision to delay the implementation until May, members of the Association of Independent Broadcast Media of Montenegro (UNEM) maintained a transmission boycott with a daily 30-minute blackout from mid-September to October 14. UNEM also called for immediate implementation through TV advertisements and roundtable discussions.

Based on UNEM's protest, the Montenegrin Parliament voted on November 12 to begin immediately with implementation activities. As a result, UNEM and the Secretariat of Information signed the "Joint Initiative for the Implementation of the Set of Media Laws," which designated a working group comprised of two UNEM and two government representatives. The working group finalized an implementation plan and budget and is now soliciting funds from both the government of Montenegro and the international community to finance the implementation activities.

In addition to the media law implementation planning, first steps in the transformation process were made in the first quarter. In accordance with Article 16 of the new Law on Public Broadcasting Services, candidates to the Radio Television Crne Gora (RTCG) Council, which is charged with representing the interests of citizens in the transformation of state-owned broadcasters into public broadcasting services, were nominated by the December 9 deadline. On December 30, the Montenegrin Parliament formally appointed the following members: Dr. Petar Vukoslavcevic, Dr. Olga Perovic, Radmila Vojvodic, Esad Kocan, Savo Gregovic, Branislav Calic, Svetozar Bulatovic, Ljubomirka-Mira Asovic, Nikola Perkovic, Predrag Zecevic, and Dr. Serbo Rastoder.

November also saw the signature of the "Joint Initiative for the Development of the Draft Law on Free Access to Information which designates a working group to complete the first version of the draft law by the end of December. The working group consists of representatives of governmental ministries and the non-governmental sector including UNEM and the Association of Young Journalists (AYJ). Once realized, the law will provide all interested citizens access to information and documents at the disposal of state authorities or institutions in Montenegro. Enactment of this law should further develop the area of investigative journalism.

The adoption of the new Broadcasting Law also sets the stage for outside competitors to apply for frequencies in Montenegro. In addition to Serbian TV Pink, which is already operating in Montenegro under a temporary license, B92 and BK TV plan to enter the Montenegrin market under the new law and will submit applications soon. Such action concerns Montenegrin TV owners who are currently prohibited from obtaining licenses for the broadcast of their programs to Serbia. In the December UNEM assembly meeting, members addressed this issue and voiced grievances about what they see as an onslaught of competition from Serbian TV. They discussed networking as one possible defense measure.

III. PROGRAM ACTIVITIES

IREX's media development work in Montenegro focuses on training, consulting, and administering small grants to journalists and media outlets to improve the professional quality of independent media.

Intermediate Result 1

Journalists Provide Citizens with Objective, Balanced and Fact-Based Information

The success of independent media ultimately is tied to the quality of their journalism. In addition to improvement in reporting skills, IREX encourages independent media to increase comprehensive news and public affairs coverage, particularly on topics such as women's issues, economics, business, and investigative reporting, and provides development support to key partners to improve facilities and equipment. IREX's assistance includes specialized training, on-site consulting, and small grants.

1.1 Journalists Follow Accepted and Recognized Professional Standards

1.1.1 TV Training

In October, broadcast consultant Stanislava Benicka concluded a seven-week consulting engagement at MBC. In addition to overseeing the transfer of the news desk operation to MBC's new facility in downtown Podgorica and consulting on the introduction of a new prime-time program schedule, Benicka focused on the preparation and supervision of MBC's coverage of the Montenegrin parliamentary elections.

Under Benicka's direction, MBC adopted editorial guidelines to foster balanced and unbiased election reporting. The guidelines included educating viewers on the election process, focusing on the issues while maintaining impartiality, following newsroom direction to determine coverage, and investigating candidates' records and platforms.

Applying these principles, MBC and Benicka mapped out a series of programming formats for the parliamentary election campaign and for election day. All but one of the reporting activities was realized. MBC news reporters used their catalogue of election issues to deliver 15 short reports on key development issues such as the gray economy, political party financing, tourism, self-government reform, and women in politics. Each report contained the positions of the government, an independent analyst, and the main candidates. MBC produced live road-show broadcasts from four municipalities where Montenegrin citizens voiced their opinions on the election issues. MBC developed twelve, three-minute interviews with experts on the election process and the electoral rights of citizens, and aired these segments before and after the main evening news bulletins. The station also broadcast five mini-documentaries on electoral candidates, which were produced by M-Production and Obala, two independent production companies. MBC was unable to realize its planned debate among top electoral candidates because participants declined to participate.

The culmination of the parliamentary election coverage was October 20, election day. At regular intervals, MBC correspondents reported reactions and updates via live link and telephone from political party headquarters, polling stations throughout the republic, and independent monitoring centers. After the polls closed, MBC remained on the air until 2 a.m. to broadcast its six-hour "Countdown 2002"

program to bring viewers preliminary election results as received from the Center for Democratic Transition (CDT), the Center for Monitoring (CEMI), and the state Republic Electoral Commission. From the MBC studio, turnout results were summarized using a graphics package provided by the MINA news agency and two special guests provided political commentary. In addition, MBC political analysts and politicians in Serbia were interviewed via telephone to capture the Serbian viewpoint of the elections. On post-election day, MBC broadcast a special ten-minute edition on the political and economic issues facing the new government.

The intense and concentrated efforts of Benicka, IREX advisors, and MBC staff led to an overall positive assessment of the MBC parliamentary election coverage. The Parliamentary Elections 2002 Media Monitoring Report (August 31 to October 12) published by the Association of Young Journalists (AYJ) showed that MBC delivered the most balanced news during the observation period. AYJ monitored six TV stations in Montenegro (TV CG 1 and 2, TV Elmag, TV Montena, TV IN, and MBC) and compared balance, sourcing, and content. AYJ found that MBC achieved the highest share of original coverage and reporting at 80 percent, compared to TV CG's 65 percent, Montena's 53 percent, IN TV's 47 percent, and Elmag TV's 10 percent. AYJ also reported that MBC's pre-election coverage focused on the election process and the electoral rights of citizens and stayed away from political party endorsements. This trend was sustained, based on AYJ's subsequent media monitoring report (October 14 to October 20), which confirmed that MBC avoided political marketing and provided objective coverage of the election. This view was also supported by Marina Filipovic, an ANEM representative in Podgorica; Natasa Novovic, RTV CG editor-in-chief; and Snezana Rakonjac, ONASA news agency correspondent from Podgorica. Additional data is expected through broadcast surveys.

On December 9, Stanislava Benicka returned to MBC to work with news staff on presidential election programming based on the previously agreed upon editorial guidelines described above. Specifically, she provided on-the-job training to editors and reporters in developing election related stories, ideas, and scripts; managed MBC's coordination with the MINA news agency for the election day graphics package; and supervised presidential election day coverage on December 22.

During Benicka's first few days back on-site, she observed warning signs. The number of original pieces produced had fallen compared to mid-October; the stories were primarily rewrites of news agency texts and the news content was dominated by the political agenda. In response, Benicka devoted the first week of her consultancy to working with the editors. She instituted mandatory morning editorial meetings with the news staff to evaluate the prior night's news production and persuaded the editor-in-chief and the program director to personally supervise the late afternoon news production in rotating shifts to strengthen editorial supervision over the final news bulletin.

Benicka simultaneously coached the news staff on the presidential election reporting activities. Campaign reporting emphasized the importance of voter participation, which MBC identified this as the primary election issue, given that some political parties declared a boycott of the election and that the Montenegrin election law requires 50 percent voter turnout. MBC examined potential consequences of an election boycott, such as the estimated 1.5 million EUR cost to citizens if a second round was necessary, and looked at electoral systems of other countries. MBC again conducted three-minute interviews with experts, this time including questions on the role of the president in the Montenegrin government. MBC also followed a standard set of questions to interview nine of the eleven presidential candidates (two candidates declined MBC's invitation). The presidential election day coverage followed the same format used in October for the parliamentary elections, with live broadcasts from the MBC studio until 11:30 p.m.

The overall assessment of the MBC presidential election coverage is positive. Results of the AYJ media monitoring report (December 4 to December 22) indicate MBC's successful delivery of comprehensive and balanced election reporting. AYJ's findings show that among Montenegrin TV stations, only two – MBC and TV CG – covered all eleven presidential candidates. MBC also ranked second in the number of original stories and reports at 78, behind state-owned TV at 118.

In November, broadcast consultant Ted Illiff, a former CNN executive editor, advised MBC for three weeks on the expansion of its news and information programming. On November 11, MBC began hourly news updates, which include local and international news plus local weather conditions, between 10:45 a.m. and 3:45 p.m. MBC is currently the only station providing hourly news bulletins and time will tell how viewers perceive this service.

Illiff coached the news staff on various elements including story development, format, sequence, video usage, teases, and newsroom logistics. Illiff also assessed MBC's facilities, operations, and management, and provided his recommendations to MBC's owners and IREX. Immediate action items, which will be addressed during the second quarter, are to redesign MBC's technical operations, train MBC personnel on how to use existing equipment, and provide on-the-job training to the program director on all aspects of the station's programming, including the revamping of the main evening newscast.

1.1.2 Radio Training

In October, broadcast consultant Rich McClear analyzed the results of the Broadcast Media Survey conducted by the Strategic Marketing and Media Research Institute (SMMRI) from Belgrade in September to produce a paper "Radio Listening in Montenegro". This paper examined national reach, preferred stations in Podgorica vs. the North and the Coast, and listening trends by gender, age, and region. He and consultant Suzi McClear used "Radio Listening in Montenegro" in their presentations to targeted radio stations to help management understand their ratings in the context of national listening.

Rich McClear performed individual consultations with Radio Panorama, Radio Fokus, Radio Bussola, Radio Ozon, and UNEM, providing customized graphs and spreadsheets for each station. Due to unforeseen IREX business in Kosovo that required Rich McClear's assistance, Suzi McClear continued the individualized consultations with Antena M, Radio Free Montenegro, Montena Radio, and Radio Mir.

Late in the quarter, IREX senior media advisor Vesna Banovic began working with Radio Antena M to develop a morning show format to be introduced in the spring. Banovic is applying ideas and techniques that she acquired at the National Association of Broadcasters European Radio Conference held in Prague October 20-22. Radio Fokus has also expressed interested in pursuing the morning show concept.

1.1.3 Print Training

From September 30 to October 4, consultant Mark Milstein, in cooperation with the Montenegro Media Institute (MMI), conducted MMI's first photojournalism workshop. The workshop, attended by six local photojournalists, focused on digital photography for professionals, with an emphasis on learning how to produce a publishable digital photo story. The workshop was structured around four learning objectives: understanding the technical aspects of digital photography, using photo editing software to perform basic editing techniques, using personal digital camera to develop and create a basic photo story, and understanding digital photo ethics. Although the information was well received by participants, most will not be able to apply readily the skills learned due to their limited access to modern equipment and editing software.

IREX supported MMI's organization and delivery of a four-day course on basic news reporting and editing held in Bijelo Polje on December 13, 14, 20, and 21. The trainer was Branko Vojcic, editor-in-chief of *Monitor* and member of MMI's trainer group. The course included discussions on the fundamentals of reporting and editing and hands-on practice through assignments. In addition to local journalists from the biweekly *Polje*, correspondents of the dailies *Vijesti*, *Pobjeda*, and *Publika* from Bijelo Polje and Kolasin attended. One journalist from Radio Fokus also participated.

1.1.4 News Agency Training

No activity during Quarter 1

1.2 Independent Media Provide Comprehensive News and Public Affairs Coverage

1.2.1 Women's issues

Two subgrants were awarded to advance reporting of gender issues. In December, the weekly magazine *Monitor* received financial support to continue its investigation into suspected centers of human trafficking across Montenegro. *Monitor* identified several cities within Montenegro as likely centers for trafficking in its report on the widespread problem of trafficking, published in November. The report also included the exclusive testimony of a female victim of forced prostitution. As a result of this story, several high judiciary and law enforcement officials were arrested, including the Montenegrin Deputy Prosecutor. The second award will enable M-Production to produce five, one-hour shows on women's issues for exclusive broadcast by MBC.

1.2.2 Investigative Reporting

In December, IREX awarded *Monitor* a subgrant to support its investigation into Montenegro's electrical power supply. The government imports power during winter. *Monitor* will make available to the public information on the suppliers, pricing, and tender processes, and investigate alleged corruption charges against the government and the players in the power market.

1.2.3 Economic, Business, and Privatization Reporting

IREX and the Center for Entrepreneurship and Economic Development (CEED) sponsored two major events: the Business Writers Award and the "Media and Business Community" roundtable.

IREX, in cooperation with CEED, presented the first Business Writers Award. The goals of the initiative are to motivate economic journalists to research, investigate, and analyze economic-related subject matter, and to reward those who demonstrate quality business reporting. Three cash prizes were planned for the best economic article or package. In November, CEED organizers publicized the competition and the award criteria of research, style, content, creativity, and impact via a direct mail campaign and newspaper articles. Over the course of four weeks, CEED received thirty-six submissions. In December, the award jury evaluated the thirty qualifying entries, which included twenty articles published in periodicals, two pieces from news agencies, and eight broadcast packages. The jury, Ljiljana Zugic (IREX), Petar Ivanovic (CEED), and Dragoljub Vukovic (MMI), assigned points based on the published criteria. In the end, none of the submissions scored in the 80 to 100 percent range. As a result, the jury unanimously decided not to award the first prize. Instead, the submission with the highest score received second prize. Two third prizes were awarded to journalists who tied, and two honorable mentions were awarded as incentive prizes. Below are the winners and the titles of their articles or packages:

First Prize (2,000 EUR)

Not Awarded

Second Prize (1,200 EUR)

Dragana Becirovic for "In the Buffer Zone under the Control of the Ministry of Interior Affairs" published in the daily *Dan*

Third Prize (800 EUR)

Angelina Filipovic for "Sweet Secret" published by the MINA News Agency
Jadranka Rabrenovic for "In the Name of the State" published in the weekly *Monitor*

Honorable Mentions (200 EUR)

Jelena Bobicic for "Business Association" program broadcast on TV Montenegro
Zoran Radulovic for "Block Tariff Per Capita" published in the weekly *Monitor*

The winners were announced and recognized at a CEED-organized business writing event held December 23 at the Hotel Crna Gora in Podgorica.

Later on December 23, IREX, in cooperation with CEED, facilitated the “Media and Business Community” roundtable and reception at the Hotel Crna Gora in Podgorica. CEED, along with the Montenegro Business Alliance (MBA), an association of entrepreneurs, and the Eco Press Club, an organization of economic journalists, invited business owners and managers, journalists, editors, and media managers to the event. During the roundtable discussion, the roughly twenty business and media participants shared their perspectives on the current business environment in Montenegro, the challenges of economic reporting, and the ways in which the two communities can work together. Participants agreed that there is a need to dispel the belief that media undermines the work of private entrepreneurs and promote the idea that cooperation between business and the media could lead to a fair business environment. A reception followed the roundtable to encourage informal discussion and networking.

Both the Business Writers Award and the “Media and Business Community” roundtable received broad coverage by both the print and broadcast media.

1.3 Facilities and Equipment for Gathering, Producing, and Distributing News Are Modern and Efficient

1.3.1 Development Support to Key Customers

In addition to IREX’s policy of assisting independent media to acquire the knowledge and skills necessary to improve professionalism, IREX works with a number of select independent media outlets that also merit assistance to strengthen their infrastructure and foster their independence. The Montenegrin Broadcasting Company (MBC), the weekly magazine *Monitor*, the Association of Independent Broadcast Media of Montenegro (UNEM), and the MINA news agency receive such assistance with readership surveys, business plan development, equipment, and staff recruitment.

a.) MBC

Programming

In October, IREX awarded MBC a subgrant to purchase current affairs programming from M-Production; the first three of eleven shows were delivered to MBC for broadcast in December:

- *Tourism – Which Way to Follow* addresses strategies for turning around Montenegro’s depressed tourism industry and was filmed in the tourist town of Budva.
- *Living in the Garbage Dump* explores the impact of poor waste disposal practices on the environment, health, and tourism.
- *Sex Trafficking* investigates the roots of human trafficking in Montenegro and the scandal which broke in November, linking several high judiciary and law enforcement officials to a prostitution ring.

In addition, IREX awarded M-Production a subgrant to produce five, one-hour programs on women’s issues for exclusive broadcast by MBC. This programming will be produced during the second quarter.

Both programming awards achieve multiple purposes. The funding further establishes M-Production as an independent production house while the quality and span of MBC’s current affairs programming is enhanced, thereby attracting targeted viewers and advertisers. The programming on women’s issues will provide MBC content upon which to establish its own women’s magazine show.

Equipment

After a lengthy tender process, IREX awarded a subgrant to MBC to co-finance the purchase of broadcast equipment from Teleconsult (Italy) to expand MBC’s signal transmission to northern

Montenegro. Three of the five transmitters arrived in Podgorica in December and are in storage. The other two will arrive at the end of January. Installation was postponed to spring due to current icy conditions in the mountains.

Opportunities for Cooperation

In December, two members of Telenorba's management team, Vanessa d'Alessandro and Dino d'Alessandro, met with MBC owners in Podgorica to discuss strategies for cooperative programming, networking, and management training. Telenorba is an Italian, Bari-based TV station already active in Albania. Telenorba invited the MBC owners for a follow-up visit to their station for further discussion.

b.) Monitor

In November, IREX funded *Monitor's* one-year subscription to the BETA news and photo services. The BETA news agency is a regional, independent news service, established in 1992 to provide full and objective coverage of events in the Federal Republic of Yugoslavia and Southeast Europe. Its Serbian-language general news service distributes more than 300 news items daily covering local economic and political issues, as well as those from neighboring countries, Southeast Europe, and the world. The photo service is a daily selection of pictures of major events in Yugoslavia, the neighboring region, and the world and includes pictures taken by BETA and Associated Press photographers. The news and photo service subscription will aid *Monitor* in broadening its sourcing to improve the quality of its reporting and publish photos relevant to its content.

IREX awarded *Monitor* an additional subgrant in December to support the weekly magazine's ongoing investigative reporting, which is its trademark. Please see 1.2 "Independent Media Provide Comprehensive News and Public Affairs Coverage" above for details.

IREX Podgorica is also assisting *Monitor* with the recruitment of a layout designer.

c.) UNEM

In December, subgrants for new technical equipment were awarded to UNEM and three UNEM members – Radio Antena M, Radio Ozon, and Radio Fokus. UNEM needed two computers to accommodate the Media Working Group, which is using UNEM premises as a base for planning the implementation of the three new media laws passed. IREX trainers identified the need for new computers and equipment for the radio stations during on-site visits.

IREX continued its support to UNEM in furthering its advocacy role in the media law implementation process. Please see 3.2 "Media Licensing is Fair and Apolitical" below for more information.

IREX also arranged for business consultant Matthias Wirzberger to map out a business plan for UNEM. Please see 4.1 "Independent Media Utilize Strategic Business Plans" below for more information.

d.) MINA

In October, IREX awarded MINA a subgrant to fund technical infrastructure improvements and to hire additional news desk personnel to support stronger election and ongoing news coverage. The subaward financed MINA's custom news services during the parliamentary and presidential elections to MBC. The election package consisted of the following exclusive services to MBC:

- Digital audio service such as phone statements by political party representatives, interviews with key political people, and field reports from MINA journalists. These materials were provided in raw form for edit and broadcast by MBC.
- Custom election press clippings of Montenegrin and Serbian newspapers.
- English and Albanian news service in order for MBC to develop news programming in these languages.

- Visual package of broadcast-ready charts, diagrams, tables, and text scrolls.
- Coordination with MBC to expand the geographic coverage of election events.
- Special daily/weekly features/analyses on economic/business issues that affect the election campaigns and elections.
- Access to standard information services.

MINA successfully delivered all of the services to MBC. Due to the demand for Serbian-language reporting, MBC did not utilize the English and Albanian news services.

1.3.2 Albanian Language Efforts

In October, IREX awarded Teuta TV, a local Albanian station, a subgrant to support professional training for employees and the purchase of Albanian-language programming. Training was delivered by Emina Hodzic, Fadil Turusknic, and Dzelvet Tuzovic on writing and hosting TV broadcasts, video camera operation, video montage editing, and broadcast production. The station also used the subgrant funds to purchase 110 episodes of the Albanian series “Flowers for Lucia” in an effort to increase the quantity and quality of its Albanian-language programming.

1.3.3 Roma

In December, IREX broadcast advisor Mladen Zadrima worked with the Democratic Roma Center (DRC) to develop a subgrant proposal to promote its radio program “Roma Speak.”

INTERMEDIATE RESULT 2

Supporting Institutions Function in the Professional Interests of Independent Media

Reform of media and journalism is a long-term process and must be driven by local institutions representing the media community. In light of this, IREX continues to build the capacity of supporting institutions such as the Association of Independent Broadcast Media of Montenegro (UNEM) for the protection and promotion of the rights of independent broadcasters and the Montenegro Media Institute (MMI) for training. IREX also assists the Association of Young Journalists (AYJ) on media monitoring projects. Consulting and small, targeted grants provide the core of IREX support for these institutions.

2.1 Broadcasters Association Provides Training to and Representation for Independent Broadcasters (UNEM)

2.1.1 UNEM As Provider of Training

No activity during Quarter 1

2.1.2 Small Grants for Group News Agency/Program Purchases

No activity during Quarter 1

2.2 Publishers Association (Montpress) Represents the Interests of Independent Media Outlets

No activities planned during MIMP Year 2

2.3 Indigenous Training Institutions Provide Journalism Training (MMI)

2.3.1 Co-Sponsored Seminars and Workshops

IREX funded two training events organized by MMI. The first was “News Reporting and Editing,” led by Branko Vojcic on December 13, 14, 20, and 21. Please refer to IR 1.1 above for additional information. The second was a lecture on December 24 by Peter Verschoor on the “Digital Future of Journalism.”

Verschuur challenged journalists to think “broader than broadcasting” while making the case to adopt digital technology to increase competitiveness in today’s media market. He stressed that radio, TV, and Internet are no longer separate media entities and should not be considered as such when responding to an information need. The presentation was well received, demonstrated by the number of questions asked and the comments provided.

2.3.2 Diploma Course

In November, chief of party Joe Raffelberg participated in the finalization of the curriculum plan for a new diploma course in journalism, the first certified, higher education program for journalists in Montenegro. The course will consist of sixteen weeks of general, print, and broadcast media training followed by a two-month internship, provided participants meet basic standards during the course. The Danish School of Journalism in Aarhus, Denmark, and the Montenegro Media Institute (MMI) will jointly undertake the implementation of the diploma course, expected to begin in Spring 2003. In December, MMI, the Danish School of Journalism, and IREX started to draft the diploma course curriculum materials.

The provisional budget for the first course is 100,000 USD, of which IREX will provide just over half to fund course trainers. In addition to the Danish School of Journalism, MMI and IREX have approached the Open Society Institute (OSI) as a potential donor.

2.3.3 Research and Media Journalism Monitoring

The Montenegro Media Institute (MMI) delivered its print evaluation report to IREX in October. IREX subcontracted MMI to evaluate the quality of articles published in three daily newspapers (*Vijesti*, *Pobjeda*, *Dan*) and two weekly periodicals (*Monitor* and *Revija D*) during a 15-day period. Per the agreed methodology, analysts assessed four, randomly selected articles per issue over the monitoring period. Considerations were made according to the various sections, e.g., politics, business, society, culture, and whether articles were taken from agency news services or other print media outlets. The evaluation of the articles was based on scoring several factors including sourcing, facts, presentation, investigative approach, genre, tone of speech, and Code of Ethics compliance.

The MMI print evaluation report suggests that most print media still need to develop further their professionalism and journalism skills. An area in which all media need to improve is balanced coverage; the majority failed to present the “other side” of the story. Results show that the area of best performance is sourcing -- in the past, anonymous sources were the norm. However, it was noted that due diligence is not consistently performed. The report also found that the media, with the exception of *Dan*, have made improvements in using the proper genre. For example, a number of articles in *Vijesti* and *Pobjeda* differentiated between fact and opinion. The evaluation results will be used for future benchmarking studies of print media.

Intermediate Result 3

The Legal and Regulatory Framework Supports Free Speech and Access to Public Information

A supportive legal and regulatory environment allows media to operate without fear of censorship, harassment, or other undue pressures on their editorial policies. IREX works closely with independent Montenegrin media, associations, and organizations such as the Association of Independent Broadcast Media of Montenegro (UNEM) and the Montenegro Media Institute (MMI), to develop democratic media laws on broadcasting regulations, access to information, and the decriminalization of libel law. IREX’s approach is to empower these organizations to play a major role in the development of fair and democratic media laws and to engage directly and constructively with the government whenever possible.

3.1 Legal Framework Protects the Right to Gather, Produce, and Disseminate News

3.1.1 Promoting the Right of Access to Information

In December, the working group for the development of the Draft Law on Free Access to Information, under the chairmanship of the Association of Young Journalists (AYJ), completed its first draft. As the basis for their work, the group used a draft developed by media law consultant Hendrik Bussiek in May 2002 and a draft prepared by the Free Access to Information Program, a non-governmental organization which specifically targets this issue. At AYJ's request and with IREX's support, Bussiek provided his commentary on the working group's draft. Please refer to Section II "Media Environment" for details on the access to information law.

3.1.2 Implementation of Code of Professional Standards

As discussed under 2.3.3 "Research and Media Journalism Monitoring," MMI included adherence to the Code of Ethics (Codex) as one of the assessment factors in the print evaluation report. Their report confirms encouraging trends. During the monitoring period, no examples of hate speech were cited; tolerance was demonstrated in all survey samples except for one article appearing in *Revija D*; and respect for privacy was demonstrated.

3.1.3 Promoting Employment Rights of Media Workers

No activity during Quarter 1

3.2 Media Licensing is Fair and Apolitical

Since the Montenegrin Parliament voted on November 12 to begin immediate implementation of the three media laws passed in September (Media Law, Broadcasting Law, and Law on Public Broadcasting Services), IREX and its media law consultant Hendrik Bussiek have been furthering the advocacy role of the Association of Independent Broadcast Media of Montenegro (UNEM) in the implementation process.

Working from his home base in South Africa in November, Bussiek developed and delivered to UNEM a draft implementation plan, which included a timetable and a budget, for the three media laws. A working group, formed by UNEM and the Secretariat of Information, built upon Bussiek's draft and finalized a plan, which it is using to solicit financial assistance from the government of Montenegro and the international community to fund implementation activities. Targeted donors include the Organization for Security and Cooperation in Europe, the Stability Pact, the Council of Europe, the Open Society Institute, and the Democracy Commission.

Bussiek was on-site in Podgorica in December for consultations with UNEM and to work with the Radio Television Crne Gora (RTCG) Council candidates. Formation of the RTCG Council is the first step in the transformation process under the Law on Public Broadcasting Services. On December 13, Bussiek led an initial working session with the candidates. Participants discussed the challenges of and the potential measures for establishing credibility for the public broadcaster. In his final report, Bussiek writes that the RTCG Council candidates acknowledge their great responsibility not only to move broadcasting development forward in Montenegro but also democracy. He quotes Esad Kocan who underscores that the council must not be allowed to fail:

We introduce to Montenegro the new principle of legitimacy which we got from civil society organisations. We'll give this legitimacy to others. The test of our credibility will be the election of the Managing Board. Not one of them will have the label of having been installed by some majority in parliament. We need to overcome the logic of mediocrity.

IREX funding enabled representatives of ten non-governmental organizations which focus on minority rights to travel to Ulcinj to participate in the nomination process for their RTCG Council candidate. *Kronika* organized and facilitated the session at the Hotel Albatros on November 30. Prominent historian Serbo Rastoder was nominated by the group to represent the goals and needs of ethnic minorities in Montenegro as the new public broadcast services are formed. IREX funded per diem and transportation costs for the attendees.

3.3 Indigenous Non-Governmental Institutions Represent Rights of Media Outlets and Journalists

No activity during Quarter 1

INTERMEDIATE RESULT 4

Publishers and Station Managers Manage Media Outlets as Efficient, Profit-Seeking Businesses

Independent media must survive in the marketplace and therefore need to operate as efficient businesses. IREX provides targeted media outlets individualized consulting and training to develop and implement strategic business plans and to produce and use market research to improve sales and marketing.

4.1 Independent Media Utilize Strategic Business Plans

In October, business consultant Matthias Wirzberger concluded a series of individual consultations with the Association of Independent Broadcast Media of Montenegro (UNEM), the magazine *Polje*, TV Teuta (TVT), Radio Mir, and the Montenegrin Broadcasting Company (MBC). He met with the leadership of each outlet to develop business plans by assessing the organizational structure, services provided, market situation, strategy, management, and financials. The organizations are using the business plans created by Wirzberger as a tool for future business development. IREX media management and marketing advisor Velibor Zolak is using the deliverable for MBC as a baseline for his work with the TV station.

IREX funding enabled the Center for Entrepreneurship and Economic Development (CEED) to coordinate an advanced marketing workshop for 22 participants from 11 Montenegrin media outlets. The workshop was held October 4 and 5 at the Hotel Crna Gora. Many of the participants also attended the IREX-supported CEED seminar on marketing fundamentals in April 2002, and it was their evaluation feedback which made the case to organize the October follow-on session. Radoje Cervoic, a native of Podgorica who has considerable consulting, research, and lecturing experience in Italy and Montenegro, conducted the workshop using case studies from Montenegro and abroad.

Overall, participants rated the advanced marketing workshop a 4.82 on a 5-point scale and indicated in the evaluation that they benefited from the practical approaches presented and the ideas exchanged. Concern was expressed that people who possess decision making authority within marketing departments were not present. Only three of the 22 participants confirmed having direct connection with their editors. Lack of decision-maker participation could present a barrier to implementing marketing concepts.

4.2 Independent Media Utilize Market Research

IREX funding enabled the Montenegro Media Institute (MMI) to collaborate with the BBC on its annual Broadcast Media Survey conducted by the Strategic Marketing and Media Research Institute (SMMRI) of Belgrade. The survey results were published in October and were compared to survey results produced two years ago by SMMRI. The report showed an overall increase in radio listeners. While two years ago only 80 percent of the population listened to radio each week, 96 percent do so today. In addition, the average duration per day jumped from 106 to 171 minutes. Although the state radio and local stations experienced the highest growth in listeners, Radio Elmag remained the dominant broadcaster in the republic. These positive trends are attributable in part to the increase in the number of radio stations. In terms of television, survey results indicate shifts in market share. There was a 5.4 percent decline for state TV and a 17.9 percent increase for TV IN. Both TV Elmag and Montena lost nearly 50 percent of their viewers, and respectively hold 7.8 percent and 4.2 percent of the TV market. As a new entrant to the Montenegrin market, TV Pink captured 4.9 percent. MBC's position improved slightly with a 0.5 percent increase in viewers, with 4.6 percent of the market. The full report is available in Serbian at www.mminstitute.org.

Broadcast consultants Rich and Suzi McClear used the Broadcast Media Survey results to package information for UNEM radio members and MBC. Suzi McClear also used the results to provide one-on-one training to Aleksandar Pajevic, recently hired by MMI to manage its market research services. In accordance with its economic sustainability strategy, MMI is offering market research services to marketing agencies, media outlets, and non-governmental organizations as a means to increase revenue.

Other

- On October 16, 2002, Milorad Jovovic submitted his resignation. He served as the IREX media management and marketing advisor for one year.
- Velibor Zolak was hired to replace Jovovic as the media management and marketing advisor. Zolak brings a strong marketing background to IREX. Since starting November 25, 2002, he has focused on helping MBC develop a marketing concept.
- IREX senior media advisor Vesna Banovic attended the National Association of Broadcasters European Radio Conference held in Prague October 20-22. The conference provided a valuable opportunity for Banovic to network with European counterparts and to learn the latest information on marketing, sales, production, and programming.

IV. SUBAWARDS

The table below summarizes the subgrants and subcontracts, totaling 183,743 USD, awarded between October 1 and December 31, 2002.

Recipient	Purpose	Award Type	Ceiling Amount USD
CEED	Advanced Media Marketing Workshop	Subcontract	4,000
CEED	Business Writers Award for Best Economic Article or Program	Subcontract	5,000
CEED	Media and Business Community Roundtable and Networking Event	Subcontract	4,000
MBC	Purchase of Current Affairs Programming	Subgrant	5,500
MBC	Expansion of MBC's Footprint	Subgrant	93,008
MMI	Print Monitoring and Evaluation	Subcontract	2,800
MINA	IT Improvements and Additional Hires	Subgrant	7,258
Monitor	One-year BETA news and photo subscription	Subgrant	6,000
Monitor	Investigative Journalism (Human Trafficking & Montenegro's Electrical Power Supply)	Subgrant	4,000
M-Production	Production of Women's Issues Programming for MBC	Subgrant	15,000
Radio Antena M	Purchase of Computer Equipment and Digital Mixer	Subgrant	11,980
Radio Fokus	Purchase of Computer Equipment	Subgrant	2,000
Radio Ozon	Purchase of Computer Equipment	Subgrant	2,000
Telenorba	Scoping Exercise to Identify Opportunities for Cooperation with MBC	Subcontract	2,997

Recipient	Purpose	Award Type	Ceiling Amount USD
Teuta TV	Professional Training and Purchase of Albanian Language Programming	Subgrant	16,000
UNEM	Purchase of Computer Equipment	Subgrant	2,200