



IREX
MONTENEGRO INDEPENDENT MEDIA PROGRAM
(MIMP)
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Quarterly Report
April 1, 2003 – June 30, 2003

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 third quarter of the Year 2 MIMP Workplan, IREX continued its scope of 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 weekly magazine *Monitor*, the Union of Independent Broadcast Media of Montenegro (UNEM), and the MINA News Agency. Much of this quarter's efforts focused on the launch of two new programs on MBC, *Ksenija* and *Ekonometar*, as well as the technical support to stakeholders in the implementation of the media laws. 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:

- **IREX Invited to Serve as Liaison for Media Law Implementation Activities.** In April, the working group for the implementation of media laws in Montenegro invited Joe Raffelberg, IREX chief of party, to serve as the liaison between the Montenegrin members of the working group and the international donor community to ensure a constant flow of information between the two sides.
- **MBC Holds Share of TV Viewer Audience.** The Montenegro Media Institute (MMI) released TV broadcast survey results for the period April 7-15 as compiled by the Strategic Marketing and Media Research Institute (SMMRI). The survey results indicate some shifts in the TV market between January and April 2003, particularly among second tier stations such as MBC, Elmag, Montena, and Sky Sat. Only MBC, IREX's primary television client in Montenegro, maintained its position, increasing its overall market share by 2 percent. The others lost overall market share by 9 percent to 48 percent.
- **First Major Decision of RTCG Council Signals Transformation of Old Institutions.** The Radio Television Crne Gore (RTCG) Council voted in favor of discontinuing the parliamentary channel in compliance with Article 3 of the new broadcasting law, which mandates that the new public broadcaster can only operate two channels. This decision is indicative of the newly independent broadcaster's determination to operate according to professional standards rather than government

influence. The RTCG Council's vote caused political turmoil with opposition parties refusing to give interviews to RTCG and threatening to boycott parliamentary sessions. In an effort to diffuse the conflict and inform party leaders and the public at large of the legislation mandating this change, IREX media law consultant Hendrik Bussiek gave a presentation to RTCG Council members and the press in attendance on the transformation process.

- **MBC First to Conduct Interview with Montenegro's New President.** Two days after his election, Montenegrin president Filip Vujanovic gave his first television interview on May 13 to MBC as the special guest on the weekly talk show *Upit(a)nik*. Vujanovic's decision to give MBC the interview underscores the station's increasing importance as a leading source of news.
- **MBC Launches Montenegro's First Women's Magazine Program.** On May 26, MBC premiered *Ksenija*, a thirty-minute women's magazine program developed and produced in-house with the financial and technical assistance of IREX. The press published positive reviews of the premier.
- **MMI Delivers Multiple Training Sessions for Montenegrin Journalists and Media Professionals.** In coordination with IREX, MMI maintained an active training schedule for TV, radio, and print media professionals, in addition to the delivery of its six-month diploma course in journalism which began March 31.
- **MMI Releases Annual Print Media Survey Results.** MMI announced the general trends and results of the annual print media survey for the period June 9-15 as compiled by Damar, a local market research agency. Damar polled approximately 2,800 Montenegrins on perceptions of professional standards in print media, which included newspapers and magazines from Montenegro as well as major Serbian periodicals available in the Montenegrin market, and reader preferences in an effort to assist editors and managers in establishing editorial policies and marketing strategies. MMI distributed detailed results to each media outlet represented in the survey and extended an offer for consultation on how to interpret and apply the findings.
- **MINA and MBC Launch Economic and Business Journal Program.** The MINA News Agency and MBC are cooperating to produce and broadcast a regular 15-minute economic and business news program, *Ekonometar*, with the financial and technical support of IREX. The first edition, which aired June 10, focused on the increase in consumer prices as well as provided a summary of the week's key economic events and stock exchange trends.
- **IREX Facilitates Discussions Between New Northern TV Network and MBC.** IREX is facilitating discussions between the new network of five small independent TV stations located in northern Montenegro (NTV) and MBC about future cooperation. MBC plans to provide its current affairs programming to NTV for rebroadcast in exchange for timely and accurate news from the region.

II. MEDIA ENVIRONMENT

This quarter was marked by new challenges in the implementation of the media laws. IREX media law consultant Hendrik Bussiek captured the reality of the situation in his recent report: "As was expected and anticipated... the struggle for the implementation of the new media legislation in Montenegro is getting tougher. Various political institutions in the Republic are finding out that they have indeed lost or relinquished power over crucial tools of influencing public opinion, in particular the former state broadcasting and local print media." The recent decision by the council of Montenegro's new public broadcasting service, Radio Television Crne Gore (RTCG), and the resulting political crisis reflect the major political and cultural shifts underway.

On May 26, the RTCG Council made its first major decision signaling its transformation into an entity operating according to professional standards rather than government influence. It voted in favor of discontinuing the parliamentary channel, or RTCG's third channel, in compliance with Article 3 of the new broadcasting law, which mandates that the new public broadcaster can only broadcast on two channels.

There were two major reasons for this limitation: to level the playing field for the public and private broadcasting sectors and to concentrate scarce resources on the production of quality programs. Records show that the parliamentary channel used its frequency for approximately 90 days per year to broadcast parliamentary sessions live; the rest of the year the frequency remained unused. Now the frequency may be tendered for private use. Therefore, the council decided to provide live broadcasts of the most important parliamentary sessions on one of the remaining two channels, pending editorial scrutiny.

The RTCG Council's decision to discontinue the parliamentary channel caused immediate political turmoil with opposition parties refusing to give interviews to RTCG and threatening to boycott parliamentary sessions if the RTCG upheld its decision. On June 15, the opposition commenced its boycott. Newspapers have covered the issue almost daily with the headlines reading "Unified in boycott," "Without live broadcast, there is no reason to take back our benches in the parliament," and "They receive their salaries in the street." Likewise, several TV stations including MBC and NTV Montena have dedicated prime time slots to discussion programs on the subject.

Observers in general, however, say that the entire debate on the parliamentary channel points to a deeper political crisis. Opposition leaders have yet to adopt a declaration on their joint activities and there is significant infighting among them. The ruling Democratic Party of Socialists (DPS) has remained silent on the debate, in part to foster the perception that it abides by the newly created and Council of Europe-approved media laws. In addition, the DPS is quarreling with its coalition partner, the Social Democratic Party (SDP), which has condemned the elimination of the parliamentary channel.

The working group for the implementation of the new media laws supported the RTCG Council's decision to discontinue the parliamentary channel and to broadcast only the most important parliamentary sessions on one of the remaining two public broadcasting service channels. The working group has also acted as a mediator in this case, organizing forums for public dialogue.

During this quarter, the working group also completed a series of informational sessions throughout the republic designed to advise local authorities and civil society groups on the transformation of state-controlled media to public service or private outlets. In total, the working group visited 13 municipalities; the meetings were well attended, with 30 to 50 participants each, and the discussions lasted for several hours. The municipal authorities have generally accepted the directive to transform their broadcast outlets to comply with the new legal requirements. There have been challenges, however, to the privatization of local print outlets.

The information center in the town of Berane, for example, initiated a constitutional appeal against Article 7 of the media law, which prohibits state authorities from founding and controlling print media. Berane argues that the legislation would "sentence the local newspapers in Montenegro to death." It claims that the broadcasting law allows local public service broadcasting, while the media law disallows print media published by local authorities. IREX media law consultant Hendrik Bussiek helped prepare the working group, providing arguments that support the provision in the media law, and point to the free market system for print media and the mixed system for broadcasting, as well as the different role the state has to play in both sectors. The Montenegrin Constitutional Court received the case on June 11 and postponed its decision until further notice. If the constitutional court decides that the article contradicts the basic law, one of the core achievements of the new media legislation would be in danger.

Meanwhile, negotiations on the sale of the state-owned newspaper *Pobjeda* began in earnest between the Montenegrin government and the German media group WAZ (*Westdeutsche Allgemeine Zeitung*), which owns over 130 titles in South-East Europe. WAZ is now interested in the privatization of the state newspaper after its good cooperation with the Montenegrin mass-selling newspaper *Vijesti*. In March 2003, WAZ purchased 50 percent of *Vijesti* plus one "golden share," which gives the company the decision-making majority with regard to business management issues. While such a development may cause concern in view of the fact that the WAZ group already controls the largest newspaper in Montenegro, the general feeling in the media sector is that the deal seems inevitable. Despite fears of media concentration, the majority of media workers welcome foreign investment as a means to

reorganize outlets that are poorly managed and face deteriorating circulation. Nonetheless, the working group for the implementation of the media laws is beginning research into the complex issue of media concentration.

Within the TV sector, a new entrant, Vektra, is expected to begin broadcasting by the end of 2003. The new television station will have cutting-edge digital equipment and produce programs geared to the young, urban population. Vektra is allegedly absorbing the majority of IN TV's staff, and IN TV will be sold. There are speculations that BK TV, based in Belgrade, will purchase the station as a means to further increase its presence in Montenegro.

Another change in the TV market is the formation of a new network of five small, independent TV stations located in northern Montenegro – RTV ORION (Kolasin), TV EHO (Berane), APR TV (Rozaje), RTV Glas Plava (Plav), and RTV Panorama (Pljevlja). The stations are joining together under the name "NTV Montenegro" with plans to exchange and purchase programming, expand their technical infrastructure, and attract advertisers.

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, and business, 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 April, five journalists representing four Montenegrin TV stations participated in a week-long South-East Europe seminar on television news reporting held in Budva. The workshop was a joint project among IREX offices in Montenegro, Serbia, Bosnia, and Macedonia, and Rick Thompson's T-Media.

In April and May, MMI conducted a two-part course on the "Art of Filming and Using TV Cameras" on-site at its training facility in Podgorica. Eight camera operators participated, representing IN TV, NTV Montena, MBC TV, TV Teuta, and TV Crne Gore.

1.1.2 Radio Training

Eight journalists from seven radio stations (Antena M, Bussola, Crne Gore, Fokus, Mir, Niksic, and Panorama) participated in a three-day course in Podgorica on honing on-air interview skills led by IREX senior media advisor Rich McClear. McClear opened the course by addressing what listeners want to hear, using a May 12, 2003, National Democratic Institute (NDI) public opinion survey as the basis for discussion. In addition, with each journalist he reviewed his or her station's listener profile, based on SMMRI research, to help the journalists target interview subjects and frame questions based on listener interests. McClear also covered interview formats, interview preparation – both for the journalist and the interviewee – techniques for controlling interviews, common pitfalls to avoid, and the ethics of interviewing, including secret recording and on-/off-the-record interviews.

In order to practice concepts discussed, McClear led brainstorming sessions on targeted topics and role-playing exercises. Together participants generated interview topics and questions related to economic issues. In his report on the seminar, McClear noted that while the participants generally knew their target audience in terms of age and gender, they did not know their interests. Participants claimed listeners are interested in politics; however, according to the surveys, listeners want to hear about the economy. This brainstorming exercise helped retool the participants' thinking about this topic. For example, McClear challenged the journalists to think beyond interviews with government officials and academics and to seek more desirable economic subjects such as successful local business people. Finally, McClear had each participant interview him.

During his field visit, McClear also met with the Radio Antena M director and producers to evaluate the station's new morning show, which is sponsored by IREX, and visited Radio Skala to assess the station's technical infrastructure. Overall, McClear observed that Antena M is doing much more right than wrong. He noted an effective combination of music and news; the practice of "teasing" top stories and promoting the program with on-air references to Antena M; consistent timing of program segments; and success in attracting artists, writers, and actors as live guests in the morning. He made a few suggestions around the edges of the program, such as a more aggressive pursuit in getting political leaders and experts on the telephone if they are unwilling to come to the studio, but recommended waiting until ratings become available in November before making changes to the format.

At Radio Skala, McClear observed opportunities to reduce operational costs by automating its broadcasts for more hours a day and introducing self-operation. That is, the station could broadcast with one person most of the time, excluding interactive formats such as morning radio show. McClear recommends on-site training to demonstrate to station management and personnel how to achieve self-operation by maximizing existing equipment.

Preparations have also been underway for IREX's Kotor Summer School scheduled from July 28 to August 30. Two senior editors from Radio Antena M and Radio Crne Gore will attend a special session for regional senior managers to discuss program techniques and editorial standards. IREX consultant Dusan Masic is coordinating this session.

1.1.3 Print Training

MMI organized three weekend workshops in the northern town of Pljevlja on "Basic Journalism – Reporting, Interviewing, and Story Development" in order to expose more local journalists and editors to MMI training. Local media in Montenegro often employ a small number of staff and seldom send their journalists/editors to attend courses in Podgorica. Similarly, most local correspondents and stringers for national outlets have never traveled to Podgorica for training. MMI trainers Dusko Vukovic and Ilija Despotovic led the news-writing workshops for 14 participants from five print outlets. Participants from two radio stations also attended.

1.1.4 News Agency Training

Through IREX support, MINA News Agency director Jasa Jovicevic traveled to Dublin, Ireland for the 56th congress of the World Association of Newspapers (WAN), which brought together publishers, managing directors, and editors from 99 countries. The theme of the four-day congress was "Winning Strategies for the New Business Environment." In addition to attending sessions on new technologies for producing and distributing news, strategies for attracting young readers, and ideas for generating revenue for on-line news editions, Jovicevic used the event to strengthen his contacts with potential partners, particularly with industry representatives from Slovenia and Croatia as well as with several marketing agencies interested in entering the Serbia and Montenegro market.

1.2 Independent Media Provide Comprehensive News and Public Affairs Coverage

1.2.1 Women's Issues

On May 26, MBC premiered *Ksenija*, a 30-minute women's magazine program developed and produced in-house with the financial and technical support of IREX. The show received positive reviews in the press. IREX broadcast advisors Vesna Banovic and Ljiljana Zugic have coached MBC from the start of the project, beginning with the program concept. *Ksenija* is a dynamic combination of short packages and features shot on-site, supported by archive materials. Natasa Nelevic, the program's editor, describes the guiding principal of *Ksenija* as the search for and portrayal of large and small issues facing Montenegrin women and their perceptions. Creators seek to motivate women to take control of their lives and discover their aspirations. The program creators named the show after the Montenegrin Princess Ksenija (1881-1960), who is considered a female role model in Montenegro for conveying her views on the world at the turn of the century through her photography. An additional reason for selecting the name is its meaning in Greek, *Xenia*, or alien, reflecting the feeling of many Montenegrin women that they are not fully integrated in society. *Ksenija* airs every other Monday at 9 pm. MBC will monitor and evaluate the impact of this program through focus groups with women.

During this quarter, M-Production delivered to MBC the remaining four one-hour programs on women's issues agreed to under an IREX subgrant. Following are the titles and brief synopses:

- *Infertility* explores the recent increase in public discussion on infertility and reports on the available methods to treat infertility. The program also informed viewers on the new law that legalizes the establishment of sperm banks.
- *Boss in a Skirt* profiles four Montenegrin women with successful careers – a bank board member, a business owner, a politician, and a marketing manager – and explores the challenges and prejudices they have faced in Montenegro's traditional society.
- *Family Is Where Its Home Is* examines the three legal institutions of guardianship for children without biological parents – full adoption, partial adoption, and foster care, which has only been recognized in Montenegro in the last two years.
- *A Woman – Murderer* documents the drives that have led women to kill. In cases of infanticide, the victims are generally illegitimate children; the mothers generally are fearful of societal condemnation and ignorant of available options for childcare such as adoption. In cases of murder, the victims are often men who have abused their partners physically or psychologically; the women react out of desperation. To understand the motives that led to such heinous crimes, M-Production interviewed a court coroner, Dr. Dragana Cukic, who several years ago published a well-known book on this trend, as well as women serving prison terms for murder.

1.2.2 Enterprise and Investigative Reporting

During this quarter, IREX awarded two subgrants to print outlets to support enterprise and investigative reporting activities. The first subgrant to the Albanian-language magazine *Kronika* will enable its journalists to investigate and report on the alleged illegal payments for permits to build on municipal land in Ulcinj. The second examines the management practices of a Budva-based, state-owned firm that is responsible for protecting and administering Montenegro's coastal area and, to date, has not disclosed financial reports on investments in the region. There are allegations that the company has made no investments in the Municipality of Ulcinj. *Kronika* will additionally translate these investigative articles into Serbian, publish them on its website at www.kronika.cg.yu, and make them available to other media outlets. By doing so, *Kronika* will broaden its readership and foster cooperation with other media outlets. It is also considering future cooperation and co-productions with MBC.

The second subgrant to *Polje* will support reporting on two topics related to economic revitalization and development in northern Montenegro. The largest state companies in this region are now bankrupt and the natural resources such as minerals and lumber are depleted. The first topic addresses how to focus the attention of state and municipal authorities as well as local communities on the promotion of agriculture. The second topic covers how and whether mountain tourism is a viable development option for the area. With both themes, *Polje* will interview representatives of government agencies, non-governmental organizations, private companies, etc. for suggestions on means to enable development.

Two radio outlets were also the recipients of IREX subgrants to promote enterprise and investigative reporting. Skala Radio in Kotor will launch a weekly morning talk show and investigate and report on alleged corruption in regional schools. Skala Radio will broadcast the morning talk show on weekends as a week-in-review program of current events in the coastal region. The program format will allow listeners to call in to voice their opinions and ask questions of special guests with expertise on selected topics. Planned topics include the impact of Montenegrin economic reforms on the local economy, ecological issues, and the protection of architectural treasures in the area. The station also plans to present a four-part investigative report on alleged corruption in the educational system. The project crew will collect its information through interviews with school administrators, teachers, students, and parents.

Radio Fokus also received an IREX subgrant to implement format changes to its morning show by engaging two journalists as presenters, prolonging the air-time by two hours for broadcast between 7 A.M. and 10 A.M., and integrating informative content into its mix of entertainment and music.

1.2.3 Economic, Business, and Privatization Reporting

On June 10, MBC premiered *Ekonometar*, a 15-minute economic and business news program jointly developed and produced by the MINA News Agency and MBC and funded through an IREX subgrant. Airing on MBC each Tuesday at 9:05 pm, *Ekonometar* explores a selected topic, aimed to educate viewers on how the issue directly impacts them as citizens, and provides a summary of the week's key economic events and stock exchange trends. During June, the program creators focused on the increase in consumer prices, the government's decision to uphold the new value added tax (VAT) on tourism, and the "cost" of having children. IREX chief of party Joe Raffelberg and senior broadcast advisor Vesna Banovic are providing ongoing feedback to MINA on the content and presentation of the program. To date, they have advised MINA on ways to present and provide context to graphs, encouraged associating an identifiable face with the program, and suggested including more consumer-oriented programming presented in layman terms.

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 their 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 Union 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.) TV MBC

The April 2003 Strategic Marketing and Media Research Institute (SMMRI) ratings for TV stations in Montenegro showed that MBC was one of three among the eight stations surveyed that increased its audience share since the January 2003 survey. Among its competitors, only MBC maintained its position, increasing its overall market share by 2 percent. The others lost overall market share by 9 percent to 48 percent. Of particular note is MBC's 13 percent ratings hike during prime-time from 6:45 PM to 10:45 PM, which is attributable in part to its news program, *Naslovna Strana*. Through regular coaching by IREX chief of party Joe Raffelberg and staff, MBC continues to expand its programming in order to attract and retain viewers and to work towards future growth and sustainability.

MBC took the first step towards establishing a board of trustees to safeguard the independence of the station and to secure professional expertise from members. It invited a number of prominent professionals and independent intellectuals from a variety of disciplines to serve on the board, and all

accepted the invitation. MBC plans to organize its initial board meeting before the end of the year, though this meeting might be delayed due to management's focus on expanding the northern footprint.

In April, IREX awarded MBC a subgrant to fund the recruitment of and remuneration for key engineering and marketing/sales personnel and the execution of its marketing plan for one year. MBC immediately hired an engineer who is responsible for maintaining its broadcast transmission and studio equipment. With this new hire on board, station owner Nino Radulovic, who previously fulfilled the role of technician while managing his other responsibilities, is better able to focus on strategic issues. As of June 1, MBC has staffed multiple candidates on a contractual basis, each vying for either the marketing/sales assistant or the graphic designer position. The best of them, in regard to knowledge, leadership skills and the number of accounts earned, will be promoted to head of MBC's marketing department. Once MBC completes its northern footprint expansion, it plans to run an aggressive promotional campaign of the MBC brand. To date, MBC has only been promoting its programming, e.g., ads in newspapers for *Ksenija* and other program promotions.

Programming

As described under IR 1.2 "Independent Media Provide Comprehensive News and Public Affairs Coverage," MBC premiered two new programs made possible through IREX subgrants – *Ksenija*, a 30-minute women's magazine program, and *Ekonometar*, a 15-minute economic and business news program developed and produced in cooperation with the MINA News Agency. In addition, MBC aired the four M-Production documentaries on women's issues summarized above.

During April, M-Production delivered to MBC the remaining current affairs programs agreed to under an IREX subgrant for programming purchase. The programs addressed the new government restrictions on betting and the ethics of journalism in Montenegro. According to SMRRI survey data, M-Production shows are among the most popular of MBC's lineup.

As a result of IREX facilitation between the new network of northern TV stations and MBC, it was agreed in June that MBC will provide its current affairs programming to the new network for broadcast in exchange for timely and accurate news from the region. The new network, "NTV Montenegro," consists of five small, independent TV stations located in northern Montenegro – RTV ORION (Kolasin), TV EHO (Berane), APR TV (Rozaje), RTV Glas Plava (Plav), and RTV Panorama (Pljevlja). MBC has started the program exchange with RTV Panorama in Pljevlja and will shortly begin cooperation with TV EHO in Berane. Exchange with the other stations will begin once the northern footprint expansion is completed.

Also in June, IREX awarded MBC a subgrant to renew its license agreement with the Associated Press Television News (APTN) for a period of one year from July 1, 2003, to June 30, 2004. MBC will continue to use the APTN service as a source for the latest information and footage on foreign affairs, business, and sports as it develops its informative programming.

Technical Infrastructure

After months of icy conditions in the northern mountains of Montenegro, MBC installed the new broadcast equipment, purchased from Teleconsult and co-financed through an IREX subgrant. Once fully installed and commissioned, MBC will be able to broadcast its programs to six additional municipalities – Pljevlja, Bijelo Polje, Berane, Moikovatc, Kolasin, and Rozaje.

b.) Monitor

MMI's annual print media survey for the period June 9-15 as compiled by Damar, a local market research agency, indicate that respondents rated *Monitor* the most reliable and objective among the six magazines included in the survey. The owners of *Monitor* are developing a proposal requesting IREX support to expand its reporting on union-wide issues and to market the magazine in Serbia.

c.) UNEM

UNEM has fully demonstrated its advocacy role in the media law implementation process. Since the Montenegrin Secretariat for Information ceased to exist in February, UNEM has become the key player in the working group for the implementation of the new media laws.

IREX awarded UNEM a subgrant to pay for its office rent and electricity for one year. This assistance will allow UNEM to continue execution of its planned activities and to provide space to the new self-regulatory body for the media in Montenegro, which is responsible for implementing the media sector's code of conduct.

d.) MINA News Agency

During the quarter, the MINA News Agency landed several scoops in print and broadcast media on major political and investigative issues. MINA's exclusive interviews and stories in the ongoing saga on trafficking in women made front-page news. In April, it conducted an exclusive interview with the former Montenegrin minister of internal affairs, Andrija Jovicevic, who blamed Montenegrin Prime Minister Milo Djukanovic of inaction in the infamous trafficking in women case that stunned the government and led to the suspension of a deputy attorney general. Jovicevic's decision to give his interview to MINA is recognition of the agency's impartiality and reputability. The provocative interview, which had significant consequences on Montenegrin political life, was published on all front pages of print media and aired during the first minutes of prime time news in broadcasting media. In addition, MINA's reports on a garbage dump outside the coastal town of Petrovac led to the eventual closure of the disposal.

MINA is further improving its content through the reporting of Nenad Marovic from the International Criminal Tribunal for the former Yugoslavia (ICTY) in The Hague. The IREX Hague Coverage Project, funded by the Charles Stewart Mott Foundation, is sponsoring Marovic's six-week stay during June and July. In June, the majority of reports from The Hague in Montenegrin media were credited to MINA.

Please see IR 1.2.3 "Economic, Business, and Privatization Reporting" for information on the June 10 premier of *Ekonometar*, a 15-minute economic and business news program jointly developed and produced by MINA and MBC.

1.3.2 Albanian Language Efforts

As described under IR 1.2.2 "Enterprise and Investigative Reporting," IREX awarded *Kronika*, Montenegro's first Albanian-language magazine, a subgrant to support its investigative journalism activities and to translate the resulting articles into Serbian for publication on its website and to make available to other media outlets.

In April, *Kronika* and MMI organized a five-day seminar for Albanian-language journalists in Ulcinj. The trainer from the Albanian Media Institute taught 12 participants how to improve professional skills.

1.3.3 Roma

The Democratic Roma Center (DRC) completed its subgrant to broadcast its Sunday evening radio program, *Roma Speak*, on Radio Antena M. *Roma Speak* is an outreach tool for the nearly 18,000 Roma living in Montenegro, of which 7,000 have refugee status. In addition, the program educates Montenegrins on social issues of interest to the Roma community as it is broadcast in both Serbian and Roma languages. In its final report, the DRC expressed its appreciation to Darko Sukovic, the editor-in-chief at Radio Antena M, who provided DRC journalists pre-broadcast training on script writing and the selection of topics and music. The DRC also reports that its program received media coverage in both *Dan* and *Vijesti* and that Radio Crne Gore has extended an invitation to broadcast *Roma Speak* on its frequency.

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 Union of Independent Broadcast Media of Montenegro (UNEM) for the protection and promotion of the rights of independent broadcasters, the Montenegro Media Institute (MMI) for training, and the Association of Young Journalists (AYJ) for 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 this quarter.

2.1.2 Small Grants for Group News Agency/Program Purchases

In April, IREX issued a subgrant to renew one-year MINA news service subscriptions for 10 UNEM member stations (TV MBC, TV SkySat, RTV Montena, Radio Antena M, Radio Bussola, Radio Ozon, Radio Panorama, Radio Fokus, and Radio Mir). As an association, UNEM was able to arrange a discounted purchase. This news service will enable the media outlets to continue producing news and public affairs programming, thereby strengthening their position in a highly competitive market.

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

During this quarter, MMI coordinated the delivery of seven training events as listed in the table below.

Training Event	Timing	No. of Participants and Outlets Represented
On-site Newsroom Training at Radio Ozon (Kolasin)	April 7 – 11	4 experienced and 6 beginner journalists (Radio Ozon)
2-Part Training on the Art of Filming and Using TV Cameras (Podgorica)	April 14 – 19 May 26 – 31	8 camera operators (IN TV, NTV Montena, TV MBC, TV Teuta, and TV Crne Gore)
Basic Journalism (Ulcinj)	April 22 – 26	12 Albanian-language journalists (<i>Kronika</i> , TV Teuta, Radio Mir, Koha Javore, Radio Crne Gore, TV Crne Gore, TV Bojn)
Video Editing (Podgorica)	April 22 – 27	6 video editors (Radio Crne Gore, NTV Montena, TV Niksic, TV Elmag, NTVP Obala)
3 Workshops on Basic Journalism – Reporting, Interviewing, and Story Development (Pljevlja)	May 16 – 17 May 23 – 24 May 31 – June 1	14 local journalists and editors (<i>Pljevaljske Novine</i> , Radio Pljevlja, Radio Panorama, <i>Vijesti</i> , <i>Pobjeda</i> , <i>Dan</i> , and <i>Publika</i>)

Training Event	Timing	No. of Participants and Outlets Represented
Radio Interviewing (Podgorica)	May 19 – 21	8 journalists (Radio Antena M, Radio Bussola, Radio Crne Gore, Radio Fokus, Radio Mir, Radio Niksic, and Radio Panorama)
On-site Training at Radio Fokus (Bijelo Polje)	June 9 – 15	4 managers and 2 journalists (Radio Fokus)

2.3.2 Diploma Course

MMI's diploma course in journalism is well underway with 14 students actively participating in intensive training, including hands-on practice in MMI's radio and TV studios and lectures by MMI and Danish School of Journalism (DSJ) trainers, university faculty, and industry professionals. The picture below shows students working on a group assignment.



Following is the timeline and status for the implementation of the course.

Timing	Activity	Status
Nov. 2002 – Mar. 2003	Training of trainers and developing curricula with Danish School of Journalism	✓
Feb. 3 – 21, 2003	Campaign for recruiting course applicants	✓ 79 applications received
Mar. 4 – 5, 2003	Entry tests for applicants (interviews)	✓ 32 applicants tested
Mar. 15 – 16, 2003	Final selection of participants	✓ 14 participants registered
Mar. 31 – Jul. 20, 2003	Journalism diploma course training at MMI	✓ On schedule
Jul. 21 – Aug. 10, 2003	Summer holiday for participants	

Timing	Activity	Status
Aug. 1 – Oct. 10, 2003	Internships at local media outlets	Outlets participating in internship identified: MBC TV, MINA News Agency, TV Crne Gore, Radio Crne Gore, <i>Vijesti</i> , Radio Antena M, and Radio Free Europe
Oct. 13 – 24, 2003	Final two weeks of training, including evaluation of participants work in media and final practical exam	
Oct. 31, 2003	Award ceremony	

MMI is expanding its cooperation with the University of Montenegro as a result of the university's involvement with the diploma course. MMI has reacted positively to the university's call for assistance with the establishment of a journalism department due to start in October 2003. MMI is a working group member responsible for developing the curriculum.

2.3.3 Research and Media Journalism Monitoring

No activity during this quarter.

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 Union 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

On May 29 and 30, the Council of Europe (CoE) sponsored a final roundtable in Podgorica to solicit input on the draft access to information bill. Representatives including IREX media law consultant Hendrik Bussiek, the CoE media department's program advisor for South-East Europe, two foreign experts from the Netherlands and Sweden, and the access to information working group participated in the intensive workshop. To encourage discussion, Bussiek presented a number of concrete proposals for amendments to the draft bill, including exemptions, a public interest test, a provision for a public information officer, and the right to appeal in the case of refusal to disclose information. Both the CoE and the working group approved Bussiek's detailed list of exemptions as well as a more precisely worded article on a public interest test. During the debate, Bussiek's proposal to add an additional article to protect the interests of a third party was accepted and it was conceded that consideration should be given to introducing an ombudsman responsible for reviewing appeals. On the request of the working group, Bussiek developed another brief set of proposals as a result of the debate for further consideration.

The working group on access to information legislation is expected to present its final draft in the near future and will again ask CoE experts and Bussiek for comments. It will then pass on the draft bill to government that is expected to table it to parliament when it reconvenes after the summer recess.

3.1.2 Implementation of Code of Professional Standards

The working group charged with establishing a self-regulatory body to implement the Codex of Journalists of Montenegro successfully registered the organization as “NGO Journalists’ Self-Regulatory Body” on June 24. It also advertised the position for the organization’s coordinator, which it expects to fill by the end of July. Once staffed, the organization will share office space with UNEM.

3.1.3 Promoting Employment Rights of Media Workers

No activity during this quarter.

3.2 Media Licensing is Fair and Apolitical

The implementation of the media reform legislation remains a top priority. IREX has continued to provide the new entities – the Radio Television Crne Gore (RTCG) Council, the Broadcasting Agency, and the working group for the implementation of the media laws – technical support, and to seek funding for vital activities.

On April 12, RTCG Council members met with IREX media law consultant Hendrik Bussiek and other media law experts to discuss issues of concern to the council during a retreat organized by IREX and the Organization for Security and Cooperation in Europe (OSCE) Belgrade. As a result of the retreat, the council adopted the statute governing the relations among the council, managing board, and general director. Bussiek summarized his observations as follows:

“...one can confidently state that the members are fully aware of their responsibility to act in an independent manner. This was underlined by the president of the council in a press statement after the adoption of the statute where he stressed that they had neither asked for nor received any advice or assistance from state authorities but only from organizations such as IREX or the BBC.”

The council subsequently tendered applications for its managing board and selected five members from 22 candidates in June. It also started to work on program principles with considerable guidance from Bussiek.

The above-mentioned debate on the discontinuation of the parliamentary channel necessitated multiple meetings throughout June to strategize with USAID, RTCG council members, the working group for the implementation of the new media laws, and the National Democratic Institute (NDI). IREX talked privately to the head of the RTCG Council, as well as core members, to help them clear up misunderstandings following the council’s controversial decision, stressing that the decision did not end live coverage of parliament but rather entrusted the decision of what to cover to editorial management. In an effort to diffuse the conflict and inform party leaders and the public at large of the legislation mandating this change, the RTCG Council invited Bussiek to give a presentation on June 2 to the council members and press in attendance on the transformation process. Bussiek contextualized the conflict as typical of transformation processes, encouraged the council to exercise more transparency, and suggested guidelines for the coverage of important events, including parliamentary sessions, to be developed by the editors in charge.

On June 18, the RTG Council announced draft program principles, which outline its mandate, objectives, and professional standards. One principle stipulates that among other public events, important debates in parliament would be covered live based on editorial decision. The draft principles, based on Bussiek’s input to the council, were published in newspapers to encourage public discussion.

During the quarter, IREX and Bussiek also provided support to the Broadcasting Agency. Bussiek provided the Broadcasting Agency a discussion paper on the purpose of a broadcasting policy, possible goals and objectives of a broadcasting strategy, and primary issues to be addressed within a strategy document. This discussion lays the groundwork for Bussiek’s consultation with the agency.

IREX sponsored Ranko Vujovic's attendance at the European Platform of Regulatory Authorities (EPRA) Conference in Naples, Italy, May 8 and 9. As a representative of the working group and the Broadcasting Agency Council, Vujovic joined over 100 participants from 35 countries for a plenary session on the convergence of regulatory authorities and the self-regulation of TV content with respect to violence and the protection of minors. He also attended a working group session on public service broadcasting in the digital era. Vujovic benefited from meeting European counterparts in the broadcasting sector and concluded that Montenegro has one of the most progressive broadcasting laws in Europe. In addition, an invitation was offered for Montenegro to become an EPRA member.

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

No activity during this quarter.

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 with individualized consulting and training to develop and implement strategic business plans and to produce and use market research to improve sales and marketing.

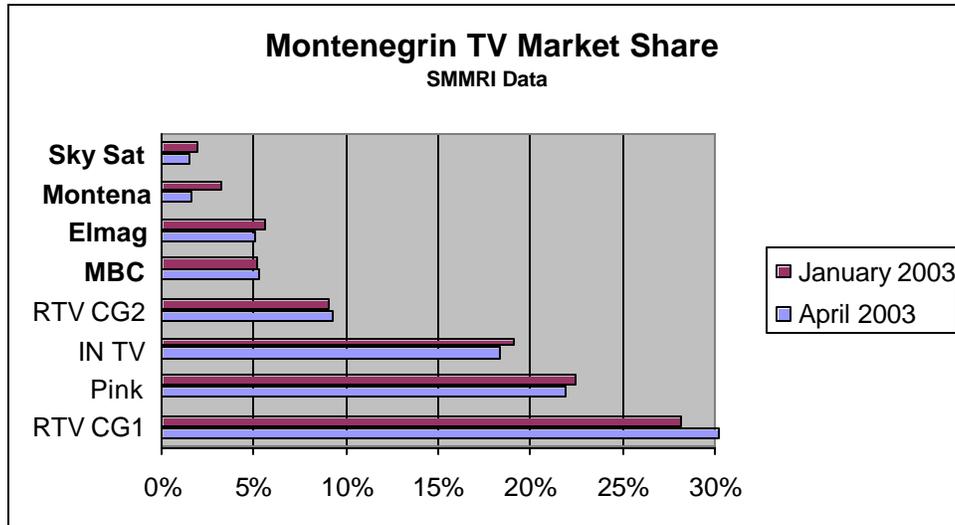
4.1 Independent Media Utilize Strategic Business Plans

MBC marketing staff has successfully started using the client database developed by IREX business consultant Matthias Wirzberger during his assignment in March. The Microsoft ACCESS database tracks current customers, future customers, acquisition targets, competitors, and customers of competitors. MBC has contacted some 80 percent of potential customers so far.

4.2 Independent Media Utilize Market Research

IREX awarded two subgrants to the Montenegro Media Institute (MMI) to manage the collection and dissemination of research for both the television broadcasting and print markets in Montenegro. MMI is purchasing quarterly TV broadcast survey results SMMRI and making the market research available to TV stations and to the general public on its website at www.mminstitute.org. SMMRI's research is based on program viewing logs recorded by a random sample of 1,200 Montenegrins aged ten and older over a seven-day period. MMI receives the collected data electronically for analysis using SMMRI's database, which allows MMI to view results by signal reach as well as by gender, age, region, income, and education. The market research allows TV stations to monitor trends and develop more effective marketing and programming strategies.

During this quarter, MMI released TV broadcast survey results for the period April 7-15, which can be compared to the first quarter research conducted in January 2003. The graph below shows the shifts in the overall market share between January and April 2003, particularly among the second tier stations such as Sky Sat, Montena, Elmag, and MBC. Only MBC maintained its position, increasing its overall market share by 2 percent; the others lost overall market share by 9 percent to 48 percent.



MMI also coordinated the second annual print survey, which included newspapers and magazines from Montenegro as well as major Serbian periodicals available in the Montenegrin market. MMI commissioned Damar, a local market research agency, to poll approximately 2,800 Montenegrins during the week of June 9-15 on perceptions of professional standards in print media and reader preferences in order to assist editors and managers in establishing editorial policies and marketing strategies.

The survey results indicate that two-thirds of Montenegrins read a daily newspaper, and while all newspapers gained new readers, *Vijesti* and *Dan* remain the market leaders. With regard to magazines, a new Montenegrin entrant to the market, *Revija D*, replaced Belgrade-based *Svet* as the most-read magazine. Respondents rated *Monitor* as the most reliable and objective among the six magazines included in the survey. Overall, 71 percent of people polled believe that newspapers and magazines provide inadequate coverage of key political and social issues such as unemployment, crime, and corruption. MMI distributed detailed results to each media outlet represented in the survey and extended an offer for consultation on how to interpret and apply the findings. The survey summary is available in Serbian at www.mminstitute.org.

Other

- Velibor Zolak, IREX marketing and media management advisor, resigned in May to pursue an opportunity as media advisor to the President of Serbia and Montenegro.
- In May, IREX submitted to USAID a modification narrative and budget to increase MIMP's budget ceiling by 245,000 USD. The additional funds will expand IREX's technical assistance for media law implementation, media self-regulation, and institutional capacity strengthening for MBC.

IV. SUBAWARDS

The table below summarizes the subgrants, totaling 196,003 USD, awarded between April 1 and June 30, 2003.

Recipient	Purpose	Ceiling (USD)
Kronika	Investigative journalism and translation of Albanian-language investigative articles into Serbian	2,000
MBC	Recruitment and remuneration for three key staff members and promotion activities for one year	62,532

Recipient	Purpose	Ceiling (USD)
MBC	Production of eleven episodes of a new women's magazine show, <i>Ksenija</i>	24,970
MBC	Renewal of APTN license agreement for one year	24,970
MMI	Quarterly SMMRI surveys of the Montenegrin television broadcasting market	8,568
MMI	Annual print survey in Montenegro, upgrade of an MMI computer for use during the diploma course in journalism, and development and presentation of the Montenegro Public Institutions Reference Book	16,495
Polje	Investigative journalism	2,000
Radio Fokus	Promotion and production of morning radio show	6,000
Skala Radio	Production of new, weekly morning talk show and an investigative reporting project on corruption in regional schools	8,160
UNEM	Renewal of MINA news service subscription for ten UNEM member stations for one year	32,400
UNEM	Office rent and electricity for one year	7,908