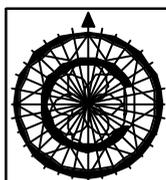




**STRENGTHENING INDEPENDENT MEDIA
IN BOSNIA AND HERZEGOVINA
(USAID MEDIA)
Contract No. 168-C-00-03-00110-00**

**Quarterly Progress Report
Oct. 1 - Dec. 31, 2003**

Operated by Chemonics International Inc.



CHEMONICS

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A. Executive Summary

The first quarter of the USAID Media Project ended with all activities on or ahead of schedule, with one exception, caused by USG travel restrictions. The first quarter was taken up by a number of important start-up activities, including staff hiring, office space and equipment acquisition, the signing of major subcontracts, initiation of contacts with media partners, and assessment of the needs of the various potential partners.

A1. Start-Up Activities

- All staff positions were filled and people were at work by October 24 (most by October 13).
- Office facilities were leased and occupied by October 14. (We operated from temporary quarters, but were at work from October 1.)
- The project was registered in BiH during the first week of October.
- A project bank account was opened the day after registration.
- Furniture and equipment sufficient to function in the new offices was in place by October 14. (We had enough equipment in place by October 1, to function in our temporary quarters.)
- All furniture, equipment, and other assets were inventoried and tagged.
- On October 8 and 9, we conducted a start-up workshop attended by all staff, the Home-Office Project Administrator, and the USAID Democracy Officer and CTO. It concluded with a reception for all media stakeholders.
- All office and computer equipment purchases were completed and installed. Telephone and Internet services were installed.
- Accountant and other office staff received training on Chemonics financial accounting system for monthly, quarterly, and other reports. The accounting system was up and operating smoothly by November 1.
- Subcontract agreements with our two key implementation partners, International Center for Journalists and Media Centar Sarajevo were negotiated, finalized and submitted to USAID.

A2. Work Plan, Grants Manual and PMP

- The Year 1 Work Plan draft was submitted on November 10. After modifications, it was approved in final form on November 24.
- During this reporting period, the team designed and finalized the USAID Media Grants Manual for submission to USAID. The Grants Manager, Amela Imamovic, spent three days in Amman, Jordan, with Chemonics Grants Specialist Rebecca Sherwood, where she was trained in the principles, tools, and approaches of grants management. Together with field technical specialists, the Grants Manager put all components together and harmonized the text with local conditions and practices, as well as the specific needs of potential grant recipients. The USAID Media grants manual received technical clearance from the CTO and has been submitted to the Contracting Officer for final approval. USAID Media was three months ahead of schedule in submission of this deliverable.

- The USAID Media staff began drafting a Performance Monitoring/Management Plan (PMP) for the USAID Media Project's Year 1 Work Plan.

A3. Technical Activities

- A subcontract between Chemonics and Media Centar Sarajevo was agreed and signed by both parties. A completely executed copy will go into effect upon approval by USAID's Contracting Officer.
- With the USAID CTO, our technical team began the process of choosing media partners for this project.
- Our Business Specialist researched and reviewed basic information (contact information, products and services, coverage area, etc.) on existing professional audience research companies operating in BiH as input for low-cost audience research training and other research-related activities scheduled for January 2004. More details are provided in Section B of this report.
- The Business Specialist and the COP reviewed information available on the Media Development Loan Fund (MDLF), identified MDLF activities and services that may complement USAID Media and its media partners' activities as envisioned in the Year 1 Work Plan, and provided feedback to the USAID Mission regarding possible involvement of MDLF in a loan guarantee program that could be open to media companies
- The Business Development Specialist began drafting the Scope of Work for a subcontractor who will prepare the *Guide to Media Development Financing*.
- The Broadcast Specialist and Print Specialist, at times accompanied by the Business Specialist or the COP, held orientation sessions with more than 20 potential media partners to introduce the project, describe its components, and explain the criteria for becoming partners. Details of those sessions were included in monthly reports submitted earlier to USAID.
- The Business Development Specialist met with and assessed the business development needs of the following potential media partners:
 - IAA, International Association of Advertising Agencies
 In coordination with the Broadcast Specialist:
 - BORAM, Advertising and Production Agency
 In coordination with the Print Specialist:
 - Coordinative Body of Journalists' Associations
 - Start Magazine, Sarajevo
 - Urban Bug magazine, Sarajevo
- The Print Specialist, at times accompanied by the Business Specialist, held orientation sessions with the following potential media partners:
 - ONASA, News Agency, Sarajevo
 - Journalists Labor Union in BiH
 - Start Magazine, Sarajevo
 - San, Daily Newspaper, Sarajevo
 - Oslobodjenje, Daily Newspaper, Sarajevo
- The Print Specialist discussed with Media Centar Sarajevo the further development of the digital archive at MCS. The main idea is to transform the

current MCS archive into a digital database. Details are in Section D, Anticipated Activities for the Following Month.

- The Broadcast Specialist conducted orientation sessions with potential media partners, acquainting them with the USAID Media Project and its priorities.
 - Mreza Plus
 - CRA
 - NTV Hayat, Sarajevo
 - Radio Q, Visoko
 - Radio Kameleon, Tuzla
 - NTV Jasmin, Vitez
 - TV Pink, BiH
 - Radio Stari Grad, Sarajevo
 - Radio Slon, Tuzla
- The Broadcast Specialist conducted specific planning sessions with selected potential media partners aimed at BiH local productions in TV, film and radio.
 - Media Centar regarding TV production
 - EFM Student Radio
 - Film writer Enver Puska
- The Broadcast Specialist met with the BORAM Advertising and Production Agency to discuss a specific project of organizing training for trainers in methods of running a one-man show (or “combo operator”) format on the radio. More details are provided in Section B.

B. Detailed Technical Activities

Survey of audience research companies. USAID Media conducted a preliminary survey of audience and readership research companies in BiH, using a desk research method, for the purposes of drafting the scope of work for an audience and readership research expert and the design of a subsequent Train-the-Trainer audience research session.

A total of four research companies were identified: Mareco Index Bosnia (MIB), Prism Research (PR), Partner International (PI), and Puls. MIB and PR are both Bosnia-Herzegovina companies, while PI and Puls are based in Serbia and Montenegro (Belgrade) and Croatia (Split) respectively, but operate in BiH through their representative offices.

Most media partners indicated they used either MIB or PR services. Both MIB and PR provide broad range of media research services, including television and radio diary, TV ad monitoring, computer-assisted telephone interviewing (CATI), and other ad hoc surveys. The companies are also active in public opinion, social, and market research. MIB is a member of Taylor Nelson Sofres Group, Gallup International, WAPOR, and ESOMAR. PR also adheres to ESOMAR codes of professional practice. PI provides diary, market share, market potential, and editorial policy analysis research. It has a representative office in Banja Luka, but no longer in Sarajevo. Limited information was available about Puls services in BiH.

Contact information was obtained for all research companies to schedule follow-up meetings to obtain more detailed information about the services they provide, when the audience research expert arrives in BiH. We expect some or all of these companies may indirectly contribute to the USAID Media project by providing professional research services to selected media partners.

Needs assessments of media organizations. Meetings with potential print and broadcast partners confirmed the findings of the January 2003 media assessment in BiH: these organizations need to improve their newsroom organization, reporting skills, and production quality.

The Mreza Plus independent TV network announced its intention to launch a statewide newscast and asked for project help in creating a pilot show by the end of April 2004. The goal is to ensure that all elements of an efficient and organized newsroom are in place for a joint newscast by participating stations.

BORAM intends to introduce a “one-man show” format for radio to help major private radio stations reduce operating costs. The project will organize training for trainers, who will then visit individual radio stations to assess their technical capabilities, human resources, and program format and tailoring their training accordingly.

Student-run radio station EFM has highly skilled technical and creative personnel who propose to produce a series of radio dramas using talented young people as actors, under close supervision by prominent BiH writer and producer Nenad Velickovic. The idea is to give young people a chance to learn all aspects of radio production and the ways sound can successfully create an image in the listener’s mind.

Most print media leaders said they are interested in obtaining project technical and professional support for newsroom reorganization. They would also like training in human resource management, taking into consideration their specific problems and designed to meet specific goals. The management of START magazine wants to improve newsroom performance by developing better communication and reporting, making better use of human potential, and creating a rationale for salaries and bonuses through a transparent staff evaluation process.

The daily newspaper Nezavisne Novine in Banja Luka has already reached a high level of newsroom organization; however, they face the problem of an inexperienced editorial staff. The management would like the project to organize onsite training for staff. The daily paper SAN from Sarajevo has similar needs and problems. Besides newsroom reorganization, SAN needs additional training for editors. Oslobodjenje, a Sarajevo daily, wants assistance with newsroom reorganization and plans to reduce the number of employees from 250 to 100.

All print media outlets admit they have poor knowledge of who their readers are and what they want to read. They would like training in carrying out simple, low-cost research on their own.

Needs assessments of media support organizations. USAID Media conducted preliminary business development needs assessments of the International Advertising Association BiH Chapter (IAA BiH), BORAM advertising and production agency, ONASA news agency, START magazine, and the Coordinative Body of Journalists’ Associations (CBA). The project plans to support IAA BiH through grants for specific projects and will rely on them as a potential source of consultants/trainers for marketing/advertising topics. BORAM does not have explicit business needs at the moment, but will be supported through the USAID Media production component, starting with “one-man show” radio production training. ONASA news agency, following additional discussions with its marketing manager, may be a

candidate for marketing/advertising training or consulting assistance. START magazine is organizing a promotional campaign and will need funding and consulting support. This magazine could also benefit from more comprehensive training in marketing department organization and advertising sales techniques. CBJA needs business plan preparation assistance and fund-raising training.

Activities with Media Centar Sarajevo. Our technical team met with Media Centar Sarajevo (MCS) officials and reached understanding on the Scope of Work for that organization as our major local partner for media training and assistance. While MCS already has a good reputation as a provider of broadcast journalism and production practice and training, the project wanted to encourage MCS to expand its services to include print journalism training, business assistance to media and advocacy training and assistance to local media and associations. The Scope of Work developed, with MCS agreement, includes those new areas. Media Centar personnel are also well-schooled in basic audience research techniques, which will be valuable in working with media outlets to help them use research to shape their editorial approach and their marketing activities. It is important that MCS develop a highly professional staff that will remain in place after this project concludes. The MCS subcontract includes a requirement that a person on the MCS staff be designated as project coordinator and liaison to USAID Media. Jadranko Katana, already listed as a Television news consultant in the Chemonics proposal for this project, has been selected for this position. Katana's excellent reputation as a television journalist and his intimate knowledge of the BiH media scene in general make him an excellent choice, particularly as we look forward to developing in-depth reports, investigative series and reality-based programs highlighting law and justice from the various media outlets.

C. Problem Areas

The USG-imposed freeze on TDY travel to BiH, which began in November and continued throughout December, caused some delays in program implementation.

- A scheduled "Training of Trainers" in audience and reader research had to be postponed from the first week of December until mid-January.
- A visit from the Director of Training of the International Center for Journalists (ICFJ) was postponed until after the beginning of 2004.

D. Anticipated Activities for the Following Month

- Our technical team will continue meeting with potential partners throughout BiH, explaining the USAID Media Project and our qualifying criteria.
- An international audience research expert will conduct a "Training of Trainers" seminar in audience research in mid-January. Selected USAID Media, Communications Regulatory Agency (CRA), and Media Centar Sarajevo staff will be trained. The expert will also assess selected media partners' audience research needs during this time.
- The USAID Media staff will complete the Performance Monitoring/Management Plan (PMP) and submit it to the CTO for approval.
- The Business Development Specialist will complete the Scope of Work for a subcontractor who will prepare the *Guide to Media Development Financing*. USAID Media will begin identifying an appropriate BiH subcontractor who will be awarded this project.

- MCS is very interested in obtaining a 10-year-old archive held by the Alternative Information Network, an independent news agency that was active during the war and postwar period throughout the former Yugoslav republics. This digital archive contains thousands of articles in the local languages and English, written by prominent journalists of the region. The founders of this agency will meet in Belgrade on 17 and 18 January to decide about the archive's future. The USAID Media print specialist, accompanied by Tarik Jusic from MCS, plans to join them at the meeting to obtain free or low-cost access to this archive by MCS.
- Subcontract agreements with ICFJ and MCS will be approved by USAID
- Grants Manual will be approved by USAID and work will commence on grant program implementation.

E. Progress During Quarter vs. Scheduled

All scheduled activities during the quarter were completed, with one exception. As noted in Section B., above, a "Training of Trainers" seminar in audience/reader research and a concurrent assessment of selected media partner research needs had to be postponed to mid-January due to the USG-imposed travel freeze. The seminar and assessments were rescheduled for mid-January. Some slippage of subsequent training by trainers who will participate in the seminar may occur in the coming quarter, but this is not expected to endanger the overall Year 1 schedule.

F. Supporting Materials

A task progress chart, showing activities completed, in process, or deferred during the quarter is included in Annex A. This is followed by a level of effort summary (Annex B) and a financial summary (Annex C).

G. Staffing Status

The only long-term U.S. expatriate staffer, COP Charles Northrip, arrived on September 29 and went to work immediately. Most local long-term staff were hired and on the job by October 8, and the project was fully staffed by October 26. There have been no terminations. A staff list is included in Annex D of this report.

ANNEX A

Task Progress Chart

| ACTIVITIES & DELIVERABLES Scheduled For This Period | PROGRESS TO DATE | | |
|---|------------------|-------------|----------|
| | Completed | In Progress | Deferred |
| Start up Project office | ? | | |
| Rent office space | ? | | |
| Hire local professionals | ? | | |
| Procure/install commodities | ? | | |
| Hire administrative staff | ? | | |
| Hold team-building workshop | ? | | |
| Attend print self-regulation seminar | ? | | |
| Draft and submit Year 1 work plan | ? | | |
| Discuss and define activities Media Centar will implement | ? | | |
| Set up accounting system | ? | | |
| Install software | ? | | |
| Train staff | ? | | |
| Set up grants program | | ? | |
| Complete Grants Manual | ? | | |
| Adapt grants and subcontracts manual in local language | | ? | |
| Approval of Grants Manual by USAID | | ? | |
| Introduce research into editorial and business decision-making | | ? | |
| Prepare scopes of work for research consultants | ? | | |
| Compile and review information on BiH research companies | ? | | |
| Conduct Training of Trainers seminar on audience/reader research | | | ? |
| Assess media partners' editorial training needs | | ? | |
| Assess media partners' production improvement needs | | ? | |
| Produce guide to media financing sources | | ? | |
| Prepare a Scope of Work for a subcontractor/grantee | | ? | |
| Subcontract with MCS approved and signed by MCS and Chemonics HO | ? | | |
| Subcontract with MCS approved by USAID | | ? | |

ANNEX B

Level of Effort Summary

| Line Item | Arrival/Departure Date (Expatriate/TCN) Hire/Termination Date (Local) | Person-Days Used to Date | Quarter 1: Projected Person-Days | Total Authorized Person-Days | Total Person-Days Remaining |
|--|--|--------------------------------|--|---------------------------------|--------------------------------|
| LT Expatriates | | 54 | 59 | 520 | 466 |
| Charles Northrip (Chief of Party) | 09/17/03 | 53 | 59 | 520 | 467 |
| Rebecca Sherwood (Grants Specialist) | n/a | 1 | 0 | 0 | -1 |
| LT Local Specialists | | 184 | 273 | 3,153 | 2,969 |
| Amela Imamovic, Grants Manager | 10/01/03 – 03/31/06 | 43 | 56 | 639 | 596 |
| Drazena Peranic, Print Newsroom Mgmt. | 10/01/03 – 09/30/05 | 43 | 54 | 498 | 455 |
| Jasenska Coric, Accountant | 10/01/03 – 09/30/06 | 25 | 54 | 758 | 733 |
| Milivoj Siljegovic, Broadcast Newsroom Mgmt. | 10/01/03 – 09/30/05 | 43 | 54 | 498 | 455 |
| Rozvita Gabric, Media Business Dev. | 10/20/03 – 09/30/06 | 30 | 54 | 758 | 728 |
| ST Expatriate/TCN Specialists | | 0 | 34 | 455 | 455 |
| <i>Chemonics</i> | n/a | 0 | 5 | 87 | 87 |
| <i>ICFJ</i> | n/a | 0 | 29 | 368 | 368 |

| Line Item | Arrival/Departure Date (Expat/TCN) Hire/Termination Date (Local) | Person- Days Used to Date | Quarter 1: Projected Person-Days | Total Authorized Person-Days | Total Person-Days Remaining |
|--|---|------------------------------------|--|---------------------------------|--------------------------------|
| | | | | | |
| ST Local Specialists | | 2 | 0 | 43 | 41 |
| Jadranko Katana | As needed | 2 | 0 | n/a | n/a |
| Neven Randic | As needed | 0 | 0 | n/a | n/a |
| Home Office Technical and Management | | 17 | 27 | 98 | 81 |
| Olya Smolyanova (Senior Project Manager) | 09/25/03 – 10/05/03 | 8 | 10 | 28 | 20 |
| Karen Byrne (Project Administrator) | 09/29/03 – 10/10/03 (days shared with FILE project) | 5 | 10 | 22 | 12 |
| Kelly Nafie (Assistant Project Administrator) | n/a | 0 | 0 | 5 | 5 |
| Ismael Kennesy (Field Accountant) | 11/9/03 – 11/15/03 (workdays split with FILE project) | 3.5 | 4 | 11 | 7.5 |
| Contract/Grants Specialist | n/a | 0 | 2 | 11 | 11 |
| Publications Specialist | n/a | 0 | 2 | 5 | 5 |
| Graham Karlin (Information Systems Specialist) | 09/25/03 | .38 | 2 | 5 | 4.5 |
| Procurement Specialist | n/a | 0 | 2 | 11 | 11 |
| TOTAL LOE | | 257 | 393 | 4,269 | 3,971 |

ANNEX D
USAID Media Staff

| Name | Position | Start Date |
|--------------------------------|---|-------------------|
| Charles Northrip | <i>Chief of Party</i> | <i>29.09.03</i> |
| Milivoj Siljegovic | <i>Broadcast Newsroom Management Specialist</i> | <i>01.10.03</i> |
| Drazena Peranic | <i>Print Newsroom Management Specialist</i> | <i>01.10.03</i> |
| Rozvita Gabric | <i>Media Business Development Specialist</i> | <i>20.10.03</i> |
| Amela Imamovic | <i>Grants Manager</i> | <i>01.10.03</i> |
| Jasenska Coric | <i>Accountant</i> | <i>27.10.03</i> |
| Sandra Dizdarevic-Puska | <i>Translator / Interpreter</i> | <i>09.10.03</i> |
| Amer Mehicevic | <i>Driver</i> | <i>22.10.03</i> |
| Sabina M. Hrustemovic | <i>Administrative Assistant</i> | <i>08.10.03</i> |