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## INTERNEWS NETWORK

### Empowerment and Mobilization of Media in Azerbaijan (EMMA)

October 1, 2002- December 31, 2004

### FINAL PROJECT REPORT

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## Executive Summary

This is the final report for media projects undertaken by Internews Network in Azerbaijan for the period October 1, 2002 to December 31, 2004, under a two-year grant and a three-month no-cost extension. Internews' project, entitled "Empowerment and Mobilization of Media in Azerbaijan" (EMMA), undertook a broad range of activities to support the development of both print and broadcast media, working with both Baku-based and regional media. In addition to supporting the professional development of the media, Internews collaborated with international and local NGOs to help them get their messages to the Azeri public.

The EMMA project addressed the many needs of Azerbaijan's struggling independent media during this period, from legal expertise and advocacy, to business skills to modern professional equipment that supports efficient news production. In collaborative projects that no individual media outlet could have undertaken alone, Internews supported the creation of informational content that significantly broadened the information landscape, giving Azeri citizens more and better information about the events that affect their lives.

Some highlights of the work of Internews in this period include:

- Establishing three local newspapers serving the regions of Ganja, Masalli and Nakhchivan, which previously had no independent print media;
- Creating an Independent Press Center in Ganja, which provides training, equipment and support to print and broadcast media in Azerbaijan's "Western Capital" and launched Ganja's first daily TV news program;
- Focusing public attention on critical issues otherwise ignored in Azerbaijani media -- gender issues and the situation with media itself, in two weekly TV programs;
- Advocating for the creation of truly public broadcasting in Azerbaijan, in accordance with European standards.
- Successfully creating a temporary press center providing timely information on the difficult Presidential elections in 2003;
- Supporting seven regional TV stations in the production of live "town meeting" programs leading up to the municipal elections in 2004; and
- Continuing to bring Azeri citizens balanced news about their neighbors, through production of the Perekrestok ("Crossroads") pan-South Caucasus news exchange.

These two years saw Azerbaijan's media make many important gains in professionalism and strength. However, much work remains to be done. Pressures on the independent media from a highly repressive government and the challenges of an under-developed economy, especially outside the capital, continue to make the work of independent media extremely difficult.

The government's hostility to civil society in general and to independent media in particular was demonstrated by the repeated refusal of authorities to register a broadcasters' association, despite the best efforts of Internews lawyers and broadcasters. The legal environment for media generally continued to be dismal, and the work of the Internews-founded Media Rights Institute during this period was critical to preventing further erosions of the rights of journalists and media.

## Media Situation in Azerbaijan

The media in Azerbaijan remain unevenly developed and not yet able to fulfill all their functions in society. Significant gaps continue both in the quantity and quality of media available. Internews work over the past two years has addressed both of these issues.

Officially, there are 1,900 newspapers registered in Azerbaijan, however, only 50 of them are published on a regular basis and, as this project began, only about 15 newspapers had a regular circulation of over 3,000. Despite regular harassment, the print media do include some opposition voices, with a handful of publications regularly publishing articles critical of the authorities at the highest level, including the President. However, the quality of the journalism and the range of editorial content both leave much to be desired. Political events enjoy broad coverage, but social issues are often disregarded. Investigative journalism of the type taken for granted in the West is still rare. Journalists readily admit to cutting corners when researching and fact-checking articles.

A total of 14 non-governmental TV companies broadcast in Azerbaijan – 10 of them in the regions and four in Baku. They compete with the two Baku-based national state TV channels AzTV1 and AzTV2 and also a municipal TV station in Khachmaz. The stations outside Baku are much less well developed than those in the capital, but they are all producing some kind of local news and information programming. Radio is the least developed medium with five non-governmental radio stations, four of which produce daily news, competing with two governmental radio stations, Araz 1 and 2 Radio.

Given the government's history of closing and otherwise harassing stations, the broadcast media understandably fall prey to self-censorship, with the management of TV and radio stations hesitant to risk criticizing the President and his immediate circle. On the other hand, stations do increasingly cover local issues and have been willing to carry programs such as those created together with Internews that address serious social topics.

This project period saw Azerbaijan's media suffer the full spectrum of pressures that an authoritarian state can bring to bear on elements posing a challenge to its hegemony. The flagrantly mismanaged presidential election took place on October 15, 2003 and was followed by violent clashes between protestors and state security officers and multiple arrests. Leading up to the presidential elections few newspapers were able to maintain relative independence and government pressure on media outlets was acute. The state's oppression of print and broadcast media that attempted to give more than cursory coverage to opposition candidates included intimidation, arrests, beatings by police, occupation of an opposition newspaper's editorial office and spurious litigation.

After the Presidential elections, Rauf Arifoglu, chief editor of one of the leading opposition newspapers *Yeni Musavat* was arrested and subsequently imprisoned for over a year. Although he was accused of being one of the organizers of the civil disobedience actions and insurrections that followed the election, in reality, he was singled out for critical articles he had published.

## Objectives

Internews work under the EMMA project addressed the following objectives, related to USAID Strategic Objectives:

Strategic Objective 2.1, including 2.1.2.2, “Adoption and implementation of key laws and policies,” and 2.1.2.3, “Increased public awareness of legal, policy and political advocacy framework.”	
EMMA Objective	Deliverables
1. Improved Media Legal Environment and Media Advocacy	Legal and regulatory framework supportive of free media.
	Journalists & media outlets able to have cases tried fairly through legal system.
	Heightened public awareness of media issues.
	Journalists associations effectively advocate for members.

Intermediate Result 2.1.3, “Increased Access to Objective/Varied Information” and lower-level results, 2.1.3.1, “Increased professionalism of media” and 2.1.3.2, “Increased regional linkages.”	
EMMA Objective	Deliverables
2. Improved Journalistic Professionalism	Voluntary professional standards created, adopted and observed
	Journalists are self-regulating through the Press Council
	Increased reporting and editing skills in target outlets.
	Improved quality of news produced by target non-state media
3. Management of Media Outlets Improved & Financial Viability Strengthened	Increased market/advertising potential of targeted media.
	Increased financial stability for regional media outlets.
	More effectively and efficiently managed media outlets.
4. Expanded Sources of Information Available to Media Outlets & Journalists	Journalists use more and varied information from domestic and international sources.
	Journalists understand local NGOs to be information sources.
5. Increased Regional Media Linkages.	Increased understanding between citizens of southern Caucasus.
	Cross-fertilization of ideas and approaches to media from throughout NIS
	Increased understanding of women’s rights and issues across Azerbaijan.
	Increase in regional news and advertising exchanges.
6. Increased Public Access to Objective News in Under-	Increased objective information available to the public regarding Azerbaijan’s second largest city, Ganja

Intermediate Result 2.1.3, “Increased Access to Objective/Varied Information” and lower-level results, 2.1.3.1, “Increased professionalism of media” and 2.1.3.2, “Increased regional linkages.”	
EMMA Objective	Deliverables
served Regions.	Increased unbiased information in underserved areas, including Ganja, Imishli, and Sheki
Intermediate Result 2.1.1, “Issue-based Formal and Informal Associations/Advocacy Groups Organized and Active.”	
EMMA Objective	Results Expected
7. Increased Information on Issues of Public Importance	NGOs more effectively use media in advocacy campaigns.
	Public more aware of targeted NGO issues.
	Media understand power of NGOs through experience with industry associations (see Ob.1)

## Program Description

### Training

Professional training, which has been part of Internews’ work in Azerbaijan for many years, continued to be important during the period of this grant for several reasons. Not only are most of Azerbaijan’s independent media generally staffed by people with little or no prior experience and training, whose skills need to be built over time, but stations and newspapers experience significant staff turnover and constantly have new staff needing basic training. During this period, Internews was essentially the only source of professional media training available in the country and Internews staff worked closely with media outlet managers to determine what kind of training was needed for both existing and new staff. The resulting mix of seminars included basic, specialized and technical courses for journalists and other production staff as well as courses for both business and editorial managers. During this project, in contrast to its previous work, Internews devoted significant resources to training for print media professionals. This cycle of seminars supported the development of several target independent newspapers and the staff of the three new papers launched with Internews support.

Over the course of 27 months, Internews held a total of 34 seminars for the staff of Azerbaijani media, averaging more than one event per month and reaching over 500 media professionals. These seminars complemented an ongoing program of mentoring and consulting by Internews staff that supported both managers and journalists in their day-to-day work. A summary of the seminars by topic is below.

Seminar topic	Number of Seminars	Female Participants	Male Participants	Total Participants
Photojournalism	2	6	16	22
Print Investigative Journalism	1	13	6	19
Print Media Seminar On Municipal Elections	1	8	8	16

Newspaper Design Workshop	1	4	8	12
Print Economic Journalism	1	7	9	16
Basic Print Journalism	1	6	11	17
Basic Broadcast Journalism	3	34	22	56
Workshop for News Program Directing	1	12	12	24
Month-Long School of TV Newsroom Management	2	12	13	25
TV Talk Show Production	1	5	8	13
Broadcast Presentation and Diction Workshop	2	25	8	33
On-Site Training on Broadcast Journalism	1	5	9	14
Master Class on Journalism and On-Air Presenting	1	7	11	18
Internship on Broadcast News Journalism	1	5		5
Broadcast Journalism Training for High-School Students	1	7	5	12
Specialty Reporting Training On Conflict Resolution	1	10	4	14
Journalists' Rights and Responsibilities during Elections"	1	7	9	16
Reporting Training on Migration Issues (not funded by USAID)	1	6	8	14
Gender Issues for Journalists	1	11	8	19
Broadcast Election Journalism	2	10	20	30
Video Editing	2	4	22	26
Videography	2	1	32	33
Studio Design and Lighting Technique	1	13		13
Non-Linear Editing and Graphic Design	1	1	14	15
Marketing, Advertising & Management seminars	2	4	24	28
Total	34	223	287	510

### ***Print Media Training***

Alongside ongoing training of the new business and editorial staff of the three new newspapers, Internews held a series of seminars for print media professionals, including workshops on photojournalism and newspaper design. These events brought together journalists and other from the new papers with the staff of existing Baku-based and regional papers.

“Detailed information that we have got about the world experience concerning municipalities is very useful for our newspaper. In our writings on this theme we will give more space to comparison and research.”

Zahir Amanov, Editor-in-Chief, Janub Haberleri”, Masalli

As part of this series, Internews held a seminar for print journalists on investigative journalism. At the beginning of the training, most of the participants confessed they had resorted to not checking sources or reporting based on conjecture or rumor when pressed for time or short on funds. By the end of the course, through group discussions, they came up with possible solutions to these problems. After the seminar several reporters/trainees who attended published investigative articles in their respective papers.

### ***Business Training***

For one of its two annual seminars for media managers held during this period, Internews introduced a new focus on professional media research, a critical resource for managers in the developed world, which is poorly understood by Azeri media. In the fall of 2003, Internews commissioned the American research firm, InterMedia, to conduct a regional media survey commissioned by Internews. The survey examined the overall use of media, domestic TV viewership behavior, as well as existing and potential viewer preferences. The survey was based on a representative sample of the adult population in the cities of Ganja, Guba and Lenkoran.

In addition to informing the work of Internews, the survey was used as the basis for a workshop on market research in December 2003. The directors of eight regional television stations and three regional newspapers attended the three-day workshop with Dennis Israel, Director of Media Management Consulting from the InterMedia office in Washington, DC. He reviewed the methodology employed in the surveys and elaborated on media marketing strategies in a difficult economy. The group discussed research techniques based on the model of the recently completed surveys and the basics of selling advertising in a difficult market economy. The trainees also discussed packaging, promotional selling, cross-media cooperation, and association selling. As a continuation of this initiative, later that year Internews organized a public symposium entitled “Advertising in Regional TV Stations” that hosted the leading advertisers from various companies.

Ongoing support to the increased professionalism of media managers was provided by a full-time PR and Advertising Manager who regularly gave advice and consultations TV stations and newspapers on issues of advertising, marketing and management. In addition to these individualized consultations, the Advertising Manager represented the interests of regional media with Baku-based advertisers and agencies.

### ***Journalism and Production Training***

Production and journalism training for the staff of regional television stations continued to be the largest area of Internews training. During this period Internews focused on helping stations move to a new level of professionalism in their news production.

In the second quarter of 2004, Internews Azerbaijan supplied several regional TV companies with equipment allowing them to do non-linear video editing and graphic design. As most stations outside Baku had been working only on increasingly outdated linear videotape editing systems, this represented a significant technical improvement. To ensure that stations could

adequately use the new equipment, Internews conducted a 6-day workshop on “Non-Linear Editing” for video editors with basic computer skills, including some freelancers and editors from Baku stations. The seminar made clear that there is a great need for additional technical workshops to help regional media transition to contemporary technology.

As news production grows and becomes more professional at regional stations, their greatest lack is experienced mid-level editorial management. For this reason, Internews organized two annual six-week “Schools of Newsroom Management” led by Michael Delahaye, a UK-based TV training specialist with considerable experience at BBC/London. In this broadcast news production course participants were cross-trained in all aspects of news production, starting with camera operation and ending with newsroom directing. The comprehensive curriculum gives participants a broader vision of news operation so that once they return to their stations they can more effectively distribute roles among their staff.



Other training events addressed the continuing need for journalists to expand their horizons. In seminars on gender issues, conflict resolution and economic reporting, Internews challenged Azerbaijani journalists to address new issues in their work.

In 2004, Internews initiated an alumni association for former trainees and expressed its readiness to support the group. As a first step Internews launched a mailing list for alumni through which they can come together and communicate with one another.

## Television Production

The collaborative TV productions that Internews creates and distributes perform two functions. They serve to inspire and educate the Azerbaijani broadcast media community by providing an example of more far-reaching, higher quality productions than individual stations would have produced on their own. At the same time, they serve the audience, bringing valuable information about issues facing society to a broad public and providing a forum for NGOs and other organizations that are often denied a voice.

Internews produced four regular TV productions during this period:

***Media and Me:*** Internews continued producing this popular weekly program, which was launched in autumn of 2001. *Media and Me* aimed to give journalists, local media-related NGOs and government representatives a forum in which to discuss both current events and issues affecting the media. The program dedicated considerable attention to freedom of expression issues including legislation affecting the media, attacks on journalists, government-created unfair business practices and policy issues affecting the legal operation of news outlets.

The weekly half-hour show aired on national Space TV and eight regional TV channels and became extremely popular among policy makers and the Azeri public, giving it an authoritative voice on problems and solutions to media related issues. It was the first show of its kind in Azerbaijan.

***Bir Bol Iki (One Into Two):*** This half-hour television project launched in November 2002, efficiently tackled gender-related issues in Azerbaijan. The groundbreaking program examined societal issues that affect the equality of men and women, produced features on women who are changing society for the better, and profiled both men and women in Azerbaijan's history who have improved gender relations and equality. The weekly programs were broadcast in Baku on ANS TV and by eight regional stations.

***Internews Program Helps Aytan Find a Decent Job***

*At 29, Aytan Bagirova has already seen hardship in her life. Her husband left her with small baby and no means to sustain herself and her child. She managed to find a difficult and low-paying job of a bus conductor-but only after dressing up as a man in order to be accepted into the traditionally all-male realm of the Azeri bus business. After several years of severe destitution, humiliation and difficulties, she learned of Internews' newest television show on gender issues, Bir Bol Iki (One Into Two), broadcast every Sunday afternoon on ANS TV, as well as on regional television stations. Aytan contacted the show's producer, who aired her story on the program. Dozens of people responded to the program with telephone calls. One of those including the kindhearted owner of a small cafe who offered Aytan a job in his cafe, where she now works for better pay and without having to conceal her gender. Such reaction from the public is indeed encouraging for Internews and for the team that works on Bir Bol Iki.*

***Perekrestok (Crossroads):*** The only pan-South Caucasus TV program, *Perekrestok* serves to break down barriers and promote understanding among Armenians, Georgians, and Azeris. Broadcast in all three countries since March 1998, the series is often the only source of information Azeris get directly from Armenia and vice versa that has not been filtered through the often-nationalistic mainstream press. The weekly program is broadcast on Space TV and on eight regional stations and covers a wide range of political, social and economic issues examined by each country.

***Khabar Plus:*** In Ganja, the second-largest city in Azerbaijan, there was a shocking lack of information produced for the city's own residents. Internews filled this void by providing significant support to the Ganja-based non-state *Alternative TVC* to launch its own nightly news program. This need for this project was reinforced by results of the regional media survey conducted in Ganja, where residents expressed almost twice as much interest in local news as in the national news coverage provided by major television companies.

Working closely with station staff, Internews personnel guided the company through its first year of news production, assisting them in producing 15-minute newscasts six days a week beginning in December 2002. The program *Khabar Plus* airs twice a day (9.30 and 10.30 p.m.) and broadcasts were coordinated and overseen by Internews-trained staff from the Ganja Center for Independent Journalists.

## Elections

During the period of this grant, both Presidential and municipal elections were held in Azerbaijan. Internews worked extensively to support the media in improving their coverage of these elections, despite a highly tense political situation surrounding the Presidential elections, and extensive harassment of and pressure on the media. The election was widely viewed as flawed and led to violent opposition protests.

Internews support for election coverage before the 2003 Presidential election included the following:

- *Training on Election Coverage and Media Rights* – In spring 2003, Internews held a one-week seminar on Basics of Political Reporting and Elections for reporters from television stations. Most other training events in 2003, such as the School for Newsroom Management in June, included special modules on election coverage. Finally, one Internews staff producer and two reporters from Ganja attended an elections coverage training held by the Swedish journalism training organization SIDA in Georgia.
- *Regular productions*: All Internews productions included elections coverage. “*Bir Bol Iki*” looked at women’s attitudes and levels of participation, and how women in other democracies use their voice. “*Crossroads*” featured weekly election-related news stories, and candidate interviews. “*Media and Me*” examined the media’s role in covering the elections.
- *PSAs*: Internews worked with IRI and IFES to produce and place voter education PSAs on regional stations.
- *BBC Radio Broadcasts*: In collaboration with BBC, Internews produced a series of 20 short (7-10 minute) information programs, which were broadcast daily in the month before the elections through BBC Radio. Twenty stories were done during the presidential elections and thirty-two were done during the municipal elections. Themes included six voter education pieces, as well as other issues: voter attitudes, the election campaign, women in the elections, etc. There were also special reports from the many regions of Azerbaijan, as well as a block devoted to refugee issues.
- *Press Center*: Housed in the Baku Press Club, the Internews Press Center served as a clearinghouse for candidate and party information. Open six weeks prior to the elections, and for two weeks after, the center provided no-cost Internet connectivity and produced an information bulletin on major election-related events, summarized news, and monitored press coverage. This bulletin was disseminated by email to numerous media outlets, NGO’s, embassies and election related organizations;
- *Regional Newspapers*: interviews with presidential candidates were printed in three Internews-supported regional newspapers – “Ganja Basar” and “Jenub Khaberleri”, and the recently opened “Bizim Nakhchivan”;
- *Media Rights Institute (MRI)*: Internews’ MRI conducted a series of four briefings for 20 journalists on the rights and responsibilities of journalists during an election campaign. MRI also created a special brochures for Media outlets – “Legal Basis Of Media Participation During Elections” and distributed 400 copies of the 80-page Azeri-language publication in the summer of 2003.

For the municipal elections in 2004, Internews made a special effort to get regional television stations truly involved through a series of groundbreaking local productions.

Internews worked on-site with seven regional TV stations to create TV programs on issues related to the municipal elections. The programs were not formal candidate-to-candidate pairings, but more like town meetings with current elected representatives, new candidates and a wide variety of participants from the local community. Planning began in October, with program production occurring in November and December.

An Internews team, usually consisting of a producer, cameraman, film director, video editor, journalist, driver, and consultant on election coverage, spent five days working with the production team at each of the participating stations. Sometimes, Internews Director Ilham

“It was very effective for our region since the majority of the population lacks awareness on municipalities, their role and responsibilities. The Internews help was invaluable: our production team got hands-on skills from Internews skilled professionals who worked with us very hard these days in organizing, shooting and editing of this television program. Now we shall pay more attention to these factors.”  
--Vahid Mamedov, Mingachevir TV

Safarov had to make several trips in order to convince the local authorities to actually participate in the programs, but eventually all agreed. Internews provided the smaller stations with additional TV equipment and personnel to improve the quality and content of the broadcasts.

The programs included videotaped segments on local issues and discussions between guests and the studio audience, moderated by a presenter. Program guests included members of the local municipal government, new candidates, local election commissions, representatives of the executive branch, NGOs and media professionals, as well as

recognized community leaders. The questions and discussion among the participants of the debate programs focused on a variety of topics, including:

- The role and functions of the municipalities;
- Elections and voter expectations of the newly elected members of the municipalities;
- Pressing issues, problems, and concerns in the community;
- What can the municipalities achieve: success stories and unresolved issues;
- Problems within the municipalities;
- Municipalities vs. the executive authorities;
- Procedures and rules of voting at the polling stations.

The elections programs were produced and aired at the following regional non-government TV stations:

- Simurg TV – Tovuz
- Alternative TV – Ganja
- MTV – Mingachevir
- Dunya TV – Sumgait
- Gutb TV – Guba
- Lenkoran TV – Lenkoran
- Aygun TV – Zagatala

In addition to the regional town meeting programs, Internews also undertook other elections-related activities:

- *Public Service Announcements*: In an effort to achieve maximum citizen participation in the municipal elections in December 2004 Internews produced two voter education public service announcements (PSAs) calling for a “get-out-the-vote” program. The first PSA promoted voter registration, the second encourage people to go out and vote. Both PSAs, 30 and 40-seconds in length, were produced jointly with ABA/CEELI and IFES and broadcast within each of the TV programs organized by Internews during the municipal elections.
- *Radio Production* - Internews partnered again with BBC Radio to produce 32 radio packages, each two to three minutes in length, and broadcast by the BBC Azerbaijani Service. These radio packages aimed to draw the public’s attention to the elections, the importance of municipalities and existing gaps within laws regulating municipalities. Other topics concerned how each region was preparing for the vote and discussion about the activities of the election committees. There were also special reports from the south, north and western regions (Guba, Gusar, Masalli, Lenkoran, Astara, Ganja, Khanlar, Barda) across Azerbaijan, as well as a block devoted to refugee electorate issues. The radio production started broadcasting on the 22<sup>nd</sup> of November and ended December 17<sup>th</sup>, 2004, the date of the municipal elections.
- *Publication and distribution of special print supplements* - each of the three newspapers launched with Internews help produced special eight-page supplements featuring candidates, presented local issues and problems, and instructed the public on voting registration, rules and procedures. The newspapers each printed 3,000 copies of the supplement (except *Sizin Nakhchivan*, which published 1500 copies) and distributed them free of charge to libraries, universities, teahouses, and other public areas. The papers all also created special elections bulletins in the weeks leading up to the elections.
- *Competition for Best Elections Coverage on Regional TV* - Internews has regularly provided equipment to regional broadcasters who demonstrate serious and continuous efforts to improve the content of their news programming. In 2004, it was decided to award one of four regional TV stations a news production/editing system to recognize their efforts in improving news content – and more specifically for their municipal election coverage. Regional TV stations in Lenkoran, Tovuz, Sumgait, and Zagatala were invited to compete as these particular stations had not previously been awarded equipment. A jury composed of Azerbaijani media professionals as well as representatives from USAID and the US Embassy reviewed news programming from the four stations and judged it based on comprehensiveness, relevance, and quality. The winner of the competition was AYGUN TV operating in Zagatala, which was awarded a long-term loan of a non-linear editing suit and two mini DV cameras.

## **Print Media**

The majority of non-governmental newspapers are located in Baku, leaving many regions of the country underserved by independent print media. To address this lack, Internews initiated

the establishment of local newspapers in three regions of Azerbaijan: Ganja, Masalli and Nakhchivan. None of these areas previously had a regularly issued, independent local newspaper.

These new independent weekly newspapers were launched consecutively during the first year of the project, following extensive training by Internews staff of their editorial, managerial and technical personnel:

- *Janub Haberleri* (“Southern News”) newspaper was launched on June 3, 2003. Based in the Masalli region, this weekly newspaper has a circulation of 3000 and is distributed in eight cities in southern part of Azerbaijan.
- *Ganja Basar* (“Ganja Basar” is an old Azeri term for Ganja and the neighboring regions in the West of Azerbaijan) was launched in partnership with the Open Society Institute (OSI) on July 19th, 2003, with a circulation of 3,000. A joint Internews-OSI selection committee elected Nushaba Mamedova, the highly esteemed and renowned Ganja journalist and playwright, to become the editor-in-chief of Ganja Basar. The weekly is distributed not only in Ganja proper, but also in Shamkir, Mingachavir, Khanlar and Samukh. The first issue of Ganja Basar reported on the notoriously difficult issue of electricity supply, drug trafficking, the history of the National Press Day, as well as highlights the problems of ecology in the area.
- *Bizim Nakhchivan* (“Our Nakhchivan”) was launched on September 25, 2003, also with a circulation of 3,000. For the first six months, the newspaper was distributed free of charge not only in the town of Nakhchivan, but also in Sharur, Sadarak, Babek, Shahbuz and some other districts.

The papers were printed on inexpensive, high speed copying machines on A3 (“Janub Khaberleri,” “Sizin Nakhchivan”) and A2 paper (“Ganja Basar”), with eight pages per issue. The newspapers, issued on a weekly basis and focusing on local topics, were sold at kiosks, retail outlets, and, for Ganja Basar, subscriptions. The prices were nominal. “Ganja Basar” was sold for 20 cents and “Sizin Nakhchivan” for ten cents.

In addition to the support to these new publications, the Center for Independent Journalism provided facilities that supported the work of freelance print journalists in Ganja, who placed dozens of articles in the Baku-based national paper “Zerkalo.”



### **Technical Assistance/Equipment Loans**

The financial fragility of most private media outlets in Azerbaijan means that updating the professional equipment needed to support news production is not always possible. Internews

has devoted significant resources during this grant period to helping target media achieve greater productivity with grants of equipment and complementary training.

There were three types of media that received equipment and training: the three newly launched newspapers; existing newspapers; and existing TV stations. The three new newspapers in Masalli (“Jenub Khaberleri”), Ganja (“Ganja Basar”) and Nakhchivan (“Sizin Nakhchivan”) each received packages of equipment that allowed them to report, write, photograph and print their publications, with Internews staff providing training support throughout the entire production process, from layout to printing.

As part of efforts to bolster the coverage of the Presidential elections, a decision was made to support increased quality and efficiency at several leading Baku-based newspapers. Internews purchased computers, software and proofing printers for layout work for seven targeted publications. This allowed the papers, to prepare print materials more efficiently and at a higher level.

Finally, Internews helped to convert news production in targeted regional stations to advanced digital technologies. On a competitive basis, stations judged to have the best news production were awarded sets of digital shooting, lighting and editing equipment. With the new equipment, the regional stations succeeded in increasing the quality of news and advertisement production, which, in turn, strengthened their financial sustainability. An added benefit was the new ability for these stations to collaborate with Baku-based channels, which demand the higher quality of the digital equipment. Following the digital equipment transfer to regional TV stations, Internews provided both seminars and onsite technical consultancies, training staff to use the new equipment, including specialized training on the digital shooting equipment.

**Equipment Donation Summary**

Print media - Equipment to seven Baku-based newspapers, three regional newspapers and the Ganja press center.

**TOTAL EQUIPMENT PROVIDED: \$35,295**

<b>Newspaper:</b> <i>Zerkalo</i>	<b>Location:</b> <i>Baku</i>
<b>Newspaper:</b> <i>Echo</i>	<b>Location:</b> <i>Baku</i>
<b>Newspaper:</b> <i>Yeni Zaman</i>	<b>Location:</b> <i>Baku</i>
<b>Newspaper:</b> <i>Express</i>	<b>Location:</b> <i>Baku</i>
<b>Newspaper:</b> <i>525</i>	<b>Location:</b> <i>Baku</i>
<b>Newspaper:</b> <i>Azadlig</i>	<b>Location:</b> <i>Baku</i>
<b>Newspaper:</b> <i>Yeni Musavat</i>	<b>Location:</b> <i>Baku</i>
<b>Equipment Provided:</b> Computer for page-proof, Monitor, and wide-format Printer <b>Value: \$ 2,200 each newspaper</b>	
<b>Newspaper:</b> <i>Janub Khaberleri</i>	<b>Location:</b> <i>Masalli</i>
<b>Equipment Provided:</b> 4 Computers, 4 Monitors, 4 UPS, Scanner, Printer, Modem, Switchboard, Copy Machine, digital photo camera, digital Dictaphone, film camera, supplies <b>Value: \$ 5,500</b>	
<b>Newspaper:</b> <i>Ganja Basar</i>	<b>Location:</b> <i>Ganja</i>
<b>Equipment Provided:</b> 4 Computers, 4 UPS, 4 Monitors, Scanner, Printer, Modem, Switchboard and Copy Machine + additionally, 3 Computers, 3 Monitors, 2 UPS and 3 digital Dictaphones	

<b>Value: \$ 8,000</b>	
<b>Newspaper:</b> <i>Sizin Nakhchivan</i>	<b>Location:</b> <i>Nakhchivan</i>
<b>Equipment Provided:</b> 4 Computers, 4 UPS, 4 Monitors, Scanner, Printer, Modem, Switchboard and Copy Machine + additionally, digital photo camera, digital Dictaphone and tape Dictaphone	
<b>Value: \$ 5,400</b>	
<b>Media Outlet:</b> <i>Press Center</i>	<b>Location:</b> <i>Ganja</i>
<b>Equipment Provided:</b> Board for video editing	
<b>Value: \$ 995</b>	

Broadcast media - Equipment to five regional TV stations

**TOTAL EQUIPMENT PROVIDED: \$72,510**

<b>Station:</b> <i>Gutb TV</i>	<b>Location:</b> <i>Guba</i>
<b>Station:</b> <i>Alternative TV</i>	<b>Location:</b> <i>Ganja</i>
<b>Station:</b> <i>Khayal TV</i>	<b>Location:</b> <i>Guba</i>
<b>Station:</b> <i>M TVC</i>	<b>Location:</b> <i>Mingachevir</i>
<b>Station:</b> <i>Aygun TV</i>	<b>Location:</b> <i>Zaqatala</i>
<b>Equipment Provided:</b> Computer with video editing board, 17" Monitor, UPS, 2 DVCAM camcorders, 2 tripods, DV recorder, light kit, audio mixer, video monitor	
<b>Value: \$ 11,895 each station</b>	
<b>Station:</b> <i>Press Center</i>	<b>Location:</b> <i>Ganja</i>
<b>Equipment Provided:</b> Computer with video editing board, Monitor 17", UPS, 2 DVCAM camcorders, 2 tripods, DV recorder, light kit, audio mixer, video monitor, Computer P4, 17" Monitor, UPS	
<b>Value: \$ 13,035</b>	

### Associations

Over the course of the grant period, Internews worked with regional TV stations to formalize a regional broadcasters' association, which had existed informally for a couple of years. A charter was drawn up and agreed to in early 2003, approved by the following stations: *Gutb TV* (Guba), *Khayal TV* (Guba), *Lenkoran TV* (Lenkoran), *Simurg TV* (Tovuz), *Aygun TV* (Zaqatala), *MTV* (Mingachevir) and *Dunya TV* (Sumgait). Following preparation of the necessary legal documents, an application for registration Internews submitted an application for the registration of the Regional Broadcasters' Association in April 2003 to the Ministry of Justice. The group of station managers continued to meet regularly during 2003. Months went by during which Internews was told, in response to inquiries about the status of the application, to wait. After hearing no response from the authorities, Internews lawyers made an official inquiry and were told to wait. Internews finally received the official reply to the application, dated in February, in April 2004. This reply stated that the application had been rejected on what Internews regarded as illegitimate technicalities. By the end of April 2004, Internews submitted a revised application, however the ministry then said that registration of all NGOs had been suspended until further notice.

Project plans originally called for creating a journalists' association. However, given the government's repeated refusals to register the broadcasters association, Internews elected to

further support the activities of the Yeni Nesil journalists' association, the Media Rights Institute and other journalist's advocacy organizations.

*Raising and Formalizing Journalistic Standards through a Code of Ethics:* During the first quarter of 2003, Internews media law specialists worked with the local newspaper "Merkez" (Center), as well as "Yeni Nesil" Journalists' Union to develop a Code of Ethics with the aim of enhancing advanced journalistic standards. The principles of this document include a pledge to engage in only fact-based reporting; a commitment that every article or story must be able to be verified by another independent journalist; and a commitment to presenting differing opinions in all news stories in order to give viewers and readers complete, unbiased information. The principles also contain a set of self-regulating guidelines for professional reporting, addressing issues of the coverage of violence and other disturbing issues.

The resulting document was presented to the journalist community during the inaugural Journalists' Congress dedicated to the creation of the Press Council held in Baku in March 2003. The congress, which attracted nearly 450 media representatives, was a collaborative effort among several NGOs involved in media development. During the congress, the Code of Ethics was distributed to participants in a 40-page brochure, which also included the full charter of the Press Council. Internews also made the code available to other journalist associations and led a signature campaign among both print and broadcast journalists.

## **Advocacy**

In the period of this grant, the situation for journalists was extremely dire, with repeated cases of threats and physical intimidation of journalists in Azerbaijan. Journalists were subjected to beatings and abuse while gathering information (getting documents, taking part in official meetings, following events) and after working hours. These harassments and threats were usually aimed at investigative journalists who cover the opposition or have been critical of the current government. The perpetrators have been neither found nor punished.

Meanwhile, the lack of an independent judiciary has led to many unjust and illegal decisions against mass media. In cases where claimants were government officials, media was almost always defeated, except in a few instances where the claims were clearly absurd. Journalists' attempts to appeal or even gather information on the decisions were either ignored or rejected by high officials.

In this climate, the work of Internews to support improvement to the legal climate was vital. The work was done through a dedicated group originally called the Institute for Media Defense, Education and Advocacy but later renamed Media Rights Institute (MRI). MRI undertook three important missions during this period:

- advocating for improvements to media-related legislation, including mobilizing international expertise and support;
- providing legal advice to journalists and media outlets who are involved in trials or other legal proceedings; and
- educating journalists and media outlets on their rights and responsibilities, helping them to avoid possible legal dangers while fulfilling their professional duties.

## *Legislative Advocacy*

During the grant period, MRI staff worked extensively to try to influence the development of two key laws related to media and to raise awareness in the media and international community of the dangers of the flaws in the proposed legislation.

In 2004 the draft law on "Public Information" passed in its first reading of the spring session of the Milli Mejlis. Several provisions of the draft caused serious concerns. Several non-governmental organizations (Azerbaijani Lawyers' Forum, Transparency-Azerbaijan, Federation of Organizations on Human Rights and so on) criticized the draft putting forward a number of amendments. After extensively reviewing a draft of the Law "On Public Information," the Media Rights Institute held roundtables for stakeholders and made statements about the proposed legislation. MRI eventually drafted an alternative version of the law, renaming it the law "On Access to Public Information" (also referred to as the "Sunshine Law"). MRI submitted the alternative version to the government. The Council of Europe and the OSCE analyzed both versions of the law concluding that each had negative and positive qualities. In their opinion however, the language and structure of the MRI's draft was the more clear and comprehensive and should be used as the basis of future discussions on media law in Azerbaijan. Despite these efforts, the version drafted by the Parliamentarian group was passed on the 28<sup>th</sup> of September 2004 by the Parliament and came into effect on November 5, 2004 after the president's decree.

The law on "Public Television and Radio Broadcast," several years in development, was passed in September 2004. Local and foreign experts do not consider the given law to be democratic even though it had passed five readings of the Milli Mejlis, as well as being vetoed by the President and sent back for revisions. The law was repeatedly sent to CoE experts for comments. The version eventually passed was improved, but did not resolve all of the problems noted by international experts.

During the process of adoption of the Law on "Public Television and Radio Broadcast" the Media Rights Institute, concerned over various problematic provisions of early drafts, made speeches in diverse media outlets, held numerous roundtables, and finally successfully petitioned the president to veto the first version of the law as passed by the legislature. As a result of the continuous struggle led by MRI, the version of the law that was eventually passed was relatively more democratic with new progressive

provisions included, including several from an alternative draft of the law prepared by MRI.

"...for too long, we have not been given such opportunity in getting sufficient knowledge as relevant to media law, namely constructive rights for credible and impartial reporting leading to professional journalism development. Once completing these 2-day Media Law Policy sessions, I am returning to my station as a quite different reporter with better awareness of media law rights those I am going to clarify among my colleagues within region. We are very grateful for Internews having started new phase of trainings in this kind. We have many media personnel who desperately need such backgrounds...  
-- Nurana Vanatliyeva, Reporter, AYGUN TVC, Zagatala

## ***Education of Journalists and Media***

In addition to monthly roundtables to update stakeholders on the evolution of media law issues, MRI conducted multiple training events for journalists and media managers on their legal rights and the effect of existing laws on their work. MRI staff also led training modules on legal issues within relevant Internews seminars, such as the election coverage trainings.

## ***Publications***

Over the grant period, MRI also published extensive materials to support the legal awareness of journalists and media managers. The titles and quantities are as follows:

1. Legal Guide For Journalists” / 205-page Azeri version book (500 copies); Jan 2003
2. Broadcast Regulatory Models” / 87-page Azeri version brochure (400 copies); April 2003
3. Legal Basis Of Media Participation During Elections” / 83-page Azeri version brochure (400 copies); June 2003
4. Legislative Principles For Public Information / 44-page Azeri version brochure (400 copies); March 2004
5. The Sunshine Law / 43-page Azeri version brochure (400 copies); May 2004
6. Legal Guide For Journalists / reprint / (200 copies); June 2004
7. “The Enabling Environment for Free and Independent Media” by Monroe E. Price and Peter Krug / publishing the Azeri language version book (500 copies); September 2004
8. “Journalist and Copyright” / print of legal brochure (400 copies); Sep 2004
9. International Judgments on the Public TV Regulation / publishing legal brochure (400 copies); Sep 2004.

Internews also continued to distribute existing publications on other media topics in both Russian and Azeri languages to media outlets:

1. Small Format TV Production
2. Broadcast Without Barriers
3. Journalists in Extreme Situations
4. Ethics and Values in Broadcast Journalism
5. Television Reporting
6. Television News
7. Protection of Rights’ and Freedom
8. NGOs engaged in Law Defense
9. Television and Radio in Democratic States
10. Television News

## **Support to NGOs**

The role of NGOs remains little understood by Azeri citizens and journalists alike, limiting the use of a powerful force for change and democratic reform. At the same time, NGOs are missing the opportunity to increase the impact and reach of their programs by failing to cultivate and

maintain appropriate relations with media. To address these issue, Internews undertook a number of integrated activities to increase the visibility and effectiveness of NGOs into a number of its activities in this grant period.

The Internews consistently provided professional assistance to NGOs, helping them to reach the media and promote their work. One aspect of this ongoing work was Internews' co-sponsorship, with Mercy Corps, of monthly roundtable/forums for NGOs that led to the creation of the informal Azerbaijan Public Relations Association –APRA. The Internews PR and Advertising Manager served as the primary liaison for relations with NGOs.

Internews also collaborated with individual NGOs on specific media projects, such as assisting them with PSA production and distribution or supporting their training activities with media expertise or speakers. The international and local NGOs who benefited from this assistance include:

- ABA-CEELI
- ACDI/VOCA
- Ana Kur, an environmental NGO.
- Baku Press Club
- BILIK, an education and technology NGO
- Catholic Relief Services
- DAHI youth organization
- Economic Legal Education
- Galajaya Korpu (Bridge To Future)
- Ganj Liderler (Young Leaders)
- Ganja Business Group
- IFES
- Igbal, an NGO production studio
- Institute of Peace and Democracy
- International Organization for Migration (IOM)
- International Relief Development (IRD)
- International Republican Institute IRI
- Journalists of War Veterans
- Law Education Community
- LOTOS, supporting disabled people
- Mercy Corps
- Red Crescent Society
- TOMIRIS-Women Crisis Center
- TUTU, local environmental NGO
- UNICEF
- World Learning
- Yeni Nesil Journalists' Union

## Conclusions

Over the course of a little more than two years, with Internews' help, the Azerbaijani media community made significant progress towards improving its professionalism and broadening its horizons. The willingness of regional broadcasters to cover elections issues and to air programming on serious social questions is a sign that they are taking their responsibilities more seriously. Regional media outlets as a whole are stronger production-wise and more stable financially than they were two years ago.

However, much work remains to be done not only with media but to change the external factors that affect media, especially the repressive legal and political environment in Azerbaijan. The advertising market outside Baku is still so limited that it is not reasonable to expect that media can fulfill their public service mission without some outside support for quality social issues coverage.

As this grant ended, the Internews Azerbaijan Public Association, a locally registered and locally run NGO, continued much of its work under funding from USAID and other donors. The Media Research Institute, begun as a project of Internews, has also devolved into its own entity, and now receives funding from other organizations. The two local newspapers set up by Internews in Masalli and Ganja continue to publish despite very limited economic resources. The paper in Nakhchivan has had to suspend publication for lack of funding.

**Progress Reporting Targets and Objectives**  
**Promoting Civil Society through Independent Media in Azerbaijan**  
**USAID GRANT APS No 112-02-004**  
**Summary Sheet – Quantitative Project Targets and Achievements**

**Note:**

Targets are represented for 24 months

ACTIVITIES/irs	Item	Target	Completed	%
<b>USAID IR 2.1.1 “ISSUE-BASED FORMAL AND INFORMAL ASSOCIATIONS/ADVOCACY GROUPS ORGANIZED AND ACTIVE”</b>				
USAID IR 2.1.1.2 IMPROVED ORGANIZATIONAL MANAGEMENT				
EMMA Objective 1: Improved Media Legal Environment and Media Advocacy				
<b>ACTIVITY 1.3 Build Media Advocacy Skills through Media Associations</b>				
TASK 1.3.a Registration of a Regional Broadcasters Association	Item	1	0	0%
TASK 1.3.b Creation of an Independent Journalists Association	Item	1	0	0%
EMMA Objective 3: Management of Media Outlets Improved & Financial Viability Strengthened				
<b>ACTIVITY 3.1 Establishment of Baku-based Advertising Representative for Regional Media</b>	resource established	1	1	100%
<b>ACTIVITY 3.2 Market Survey &amp; Commercial/Business Training</b>				
TASK 3.2a Market Survey by InterMedia & Follow-on Training	session	1	1	100%
TASK 3.2b Marketing, Advertising and Management Training for Broadcasters and Newspapers	session	1	1	100%
TASK 3.2c Regional Marketing Consultancies for Broadcasters	sessions	3	7	233%
TASK 3.2d Marketing Consultations at Local Newspapers	sessions	3	5	167%
<b>ACTIVITY 3.3 Strengthening Station Profitability through Provision of Free, Quality Programs</b>				
TASK 3.3a Internews Productions	Programs	240	257	107%
TASK 3.3b Other Programs*	Programs	24	6	25%
<b>ACTIVITY 3.4 Increasing Likelihood of Station Viability Through Equipment Subsidies</b>				
TASK 3.4a Station Equipment Loans (last set to be delivered during NCE)	Sets	6	5	83%
TASK 3.4b Internews-based Dubbing Studio	launch	1	1	100%
<b>USAID IR 2.1.2 “LEGAL AND POLICY ADVOCACY ENVIRONMENT SUPPORTS CIVIL SOCIETY AND MEDIA DEVELOPMENT”</b>				
IR 2.1.2.2 “Adoption and implementation of key laws and policies”				
EMMA Objective 1: Improved Media Legal Environment and Media Advocacy				
<b>ACTIVITY 1.1 Production of "The Media and I" TV Series</b>	programs	80	80	100%
<b>ACTIVITY 1.2 Create the Media Rights Institute</b>	launch	1	1	100%
TASK1.2a Analysis, Legislative Drafting, Advocacy & Information Dissemination	overview	24	24	100%
TASK 1.2aa Production & Dissemination of brochures & books on legal Issues	publications	8	8	100%
TASK 1.2b Provide Direct Legal Aid to Journalists & Media Outlets	consultations	ongoing		
TASK 1.2c Media Law Roundtables and Seminars	sessions	24	40	167%
TASK 1.2d Provide Internet Access for Media Lawyers and Journalists	journalists accessing	ongoing		
TASK 1.2e Make Available a Legal Defense Fund for Journalists	grants	ongoing	6	

\* This number is low because British Foreign Office no longer distributes “The UK Today,” provision of which had been the basis of our non-Internews free programming target.

<b>IR 2.1.2.3 “Increased public awareness of legal, policy and political advocacy framework”</b>				
EMMA Objective 7: Increased Information on Issues of Public Importance				
<b>ACTIVITY 7.1 Specialty Reporting: 2003 Election Coverage for Print, Radio and Television</b>				
TASK 7.1a Elections Coverage for Print, TV and Radio	programs	8	20 (radio)	<b>250%</b>
TASK 7.1b Creation of Press Center for Elections	events	1	1	100%
<b>ACTIVITY 7.2 Specialty Reporting: Civil Society and NGO issues</b>				
TASK 7.2a Public Relations Training for NGOs	sessions	4	8	<b>200%</b>
TASK 7.2b NGO/Media Partnership Training	events	50	50	100%
<b>USAID IR 2.1.3 “INCREASED ACCESS TO OBJECTIVE/VARIED INFORMATION”</b>				
<b>IR 2.1.3.1 “Increased professionalism of media”</b>				
EMMA Objective 2: Improved Journalistic Professionalism				
<b>ACTIVITY 2.1 Setting Professional Journalistic Standards</b>				
TASK 2.1a Formalizing Journalistic Standards through a Code of Ethics	launch	1	1	100%
TASK 2.1b Development of the Independent Press Council	support	1	1	100%
<b>ACTIVITY 2.2 Multi-Pronged and Comprehensive Skills Training for Print and Broadcast Media</b>				
TASK 2.2a Broadcast Journalism Skills and Specialized Reporting Seminars	sessions	17	17	100%
TASK 2.2b On-Site Consultancies at Broadcast Outlets	sessions	16	23	<b>144%</b>
TASK 2.2c Broadcast Technical Skills Seminars	sessions	24	29	<b>121%</b>
TASK 2.2d Print Media Journalism Skills Seminars	sessions	4	4	100%
EMMA Objective 4: Expanded Sources of Information Available to Media Outlets & Journalists				
<b>ACTIVITY 4.1 Improving Information Resources and Technology in the Media and NGO Sectors</b>				
TASK 4.1a Computer and IT Training/Consultancies for Journalists	sessions	24	25	<b>104%</b>
TASK 4.1b Information Dissemination via the Web for Media and NGOs	sessions	2	2	100%
ACTIVITY 4.2 Demonstrating the Power of NGOs as a Source of Information	sessions	14	9	64%
EMMA Objective 6: Increased Public Access to Objective News in Under-served Regions				
<b>ACTIVITY 6.1 Increasing Objective News via Regional Television and Print Outlets</b>				
TASK 6.1a Ganja Nightly TV News	programs	250	351	<b>140%</b>
TASK 6.1b Ganja Center for Independent Journalists (print and broadcast)	establish center	1	1	100%
TASK 6.1c Creation of Local Newspapers	launch	3	3	100%
<b>USAID IR 2.1.3 “INCREASED ACCESS TO OBJECTIVE/VARIED INFORMATION”</b>				
<b>USAID IR 2.1.3.2 “Increased regional media linkages”</b>				
EMMA Objective 5: Increased Regional Media Linkages				
<b>ACTIVITY 5.1 Enhancing Trans-Caucasus and NIS Regional Linkages</b>				
TASK 5.1a Production of “Crossroads”	programs	80	92	<b>115%</b>
TASK 5.1b Cross-Fertilization of NIS Media Innovations	events	no target	5	
<b>ACTIVITY 5.2 Enhancing Regional Linkages across Azerbaijan</b>				
TASK 5.2a Joint Reporting on “One Into Two”	programs	80	85	<b>106%</b>

<b>USAID no-cost extension EMMA project</b>				
Targets are represented for 3 months				
<b>ACTIVITIES/Irs</b>	<b>Item</b>	<b>Target</b>	<b>Completed</b>	<b>%</b>
<b>USAID IR 2.1.1 “ISSUE-BASED FORMAL AND INFORMAL ASSOCIATIONS/ADVOCACY GROUPS ORGANIZED AND ACTIVE”</b>				
<b>IR 2.1.2.3 “Increased public awareness of legal, policy and political advocacy framework”</b>				
Objective 1: Increased Information on Issues of Public Importance				
<b>ACTIVITY 1 Specialty Reporting: 2004 Municipal Election Coverage for Print, Radio and Television</b>				
TASK 1.1 Elections Coverage for TV	Debates	7	7	100%
TASK 1.2 Elections Coverage for TV	PSAs	2	2	100%
TASK 1.3 Elections Coverage for Radio	segments	30	32	107%
TASK 1.4 Elections Coverage for Print	supplements	5000	29500	590%
TASK 1.5 Competition for the “Best Municipal Elections’ Coverage”	Event	1	1	100%
<b>USAID IR 2.1.3 “INCREASED ACCESS TO OBJECTIVE/VARIED INFORMATION”</b>				
<b>IR 2.1.3.1 “Increased professionalism of media”</b>				
Objective 2: Improved Journalistic Professionalism				
<b>ACTIVITY 2 Specialty-Reporting Skills Training for Print and Broadcast Media</b>				
TASK 2.1 Broadcast Journalism Skills and Specialized Reporting Seminar	Session	1	1	100%
TASK 2.2 Print Media Specialty Reporting Training	session	1	1	100%