STRENGTHENING INDEPENDENT MEDIA IN BOSNIA AND HERZEGOVINA

Performance Evaluation of USAID Strengthening Independent Media (SIM) Activity

FEBRUARY 2016

PERFORMANCE EVALUATION OF USAID STRENGTHENING INDEPENDENT MEDIA (SIM) ACTIVITY

FEBRUARY 2016

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FIGURES

LIST OF ABBREVIATIONS

ACCOUNT – Anticorruption Civic Organizations' Unified Network
ATVBL – Alternative Television Banja Luka
BD – Brcko District
BHJ – Association "BH Journalists"
BHRT – BiH Radio Television
BiH – Bosnia and Herzegovina
BNTV – Bijeljina Television
CIN – Centre for Investigative Reporting
CRA – Communications Regulatory Agency of BiH
CRD – Civil Rights Defenders
EU – European Union
FBiH – Federation of Bosnia and Herzegovina
FGD – Focus Group Discussion
FTV – Radio Television of FBiH
FY – Fiscal Year
HR – human rights grants
ICT – Information and Communication Technology
IP – Implementing Partner
IR – investigative reporting grants
IREX – International Research and Exchanges Board
KDMC – Knight Digital Media Center
KII – Key Informant Interviews
LGBT – Lesbian, Gay, Bisexual, Transgender
MC Online – Media Center Online
MCS – Media Center Sarajevo
ML – media literacy grants
MSI – Media Sustainability Index
NGO – Non-governmental Organization
OM – online media grants
OP – online project grants
OSCE – Organization for Security and Cooperation in Europe
PBS – Public Broadcasting System
PC – BiH Press Council
PEM – Private Electronic Media Association
RS – Republika Srpska
RTRS – Radio Television of Republika Srpska
SIM – Strengthening Independent Media Activity
UNESCO – United Nations Organization for Education, Science and Culture
US – United States
USAID – United States Agency for International Development
Y1, Y2… - Year 1, Year 2

EXECUTIVE SUMMARY

Strengthening Independent Media (SIM) in Bosnia and Herzegovina is a 5-year $5.481 million Activity, which was launched in October 2010, financed by the United States Agency for International Development (USAID), and implemented by the Internews, with partners Annenberg School of Communications at the University of Pennsylvania and the Media Center Sarajevo (MCS).

SIM Activity originally was designed as a comprehensive media assistance program to support traditional and online media outlets, various journalists' associations in BiH, the Communications Regulatory Agency (CRA), the state regulator for broadcast media, and the Press Council (PC), the BiH self-regulating body for print media, through a $1.0 million small grants program with additional funds for capacity building and resource development. Two years into the Activity's implementation, Internews and its partners, based on directions from the U.S. Embassy in Bosnia and USAID/BiH recalibrated its media development strategy for BiH and streamlined its tasks into the following components:

1. Support the quality and growth of online media outlets, technologies, and sources
2. Build the quality of investigative reporting and resources
3. Develop local capacity expertise and practice in media policy, media law, and media literacy

SIM's Monitoring and Evaluation (M&E) system employed the International Research and Exchanges Board's (IREX) Media Sustainability Index (MSI) as the primary indicator to measure the Activity's overall success, along with other outcome, output, and input indicators.

EVALUATION PURPOSE AND QUESTIONS

This performance evaluation examined the results of the five-year media assistance in BiH and the effects of the program on the BiH's overall media landscape. The evaluation had the following objectives:

1. Determine whether Internews achieved its stated objectives in the cooperative agreement and in the reformulation of the Activity, and the relevance and effectiveness of the tasks undertaken.
2. Determine what influence SIM had on improving practices by the project's stakeholders.
3. Determine whether the Activity was efficiently and effectively managed.
4. Determine whether the Activity was well understood and well received by partners, stakeholders, and beneficiaries.
5. Identify lessons learned and best practices.

The evaluation sought to answer the following questions:

1. To what extent has SIM a) improved the quality of the reporting of new media outlets and sources and contributed to their growth; b) built the quality of investigative reporting overall in BiH; and c) developed local capacity expertise and practice in media policy, law, and literacy?
2. How efficient/effective were programmatic and management practices implemented in the Activity, particularly the small grant mechanism?
3. How well did local media partners, particularly online media partners, and other project beneficiaries such as universities, students, and policy fellows accept the project's assistance, and did they find it well tailored for BiH's needs?
4. To what extent did the Activity develop and communicate messages that accurately conveyed the Activity's main goals, according to the donor, partners, stakeholders, and beneficiaries?

MEASURE-BiH developed a methodology to systematically, comprehensively, and efficiently collect data and triangulate the information. Given the wide scope of tasks undertaken by SIM, the evaluation team used a combination of quantitative and qualitative research methods to examine the performance of the Activity. The evaluation team's methods included document review, key informant interviews, focus group discussions, expert panel, mini-surveys, and quantitative data analysis. The evaluation team designed the interview guide to fit each of the evaluation's objectives, and included specific questions to assess performance, as well as to address important contextual aspects. The Evaluation Methods and Limitations Section of this report explains details of the evaluation methodology.

Between September 9 and October 25, 2015, the evaluation team met with 64 representatives of the implementing partners, donor, international organizations, such as the European Union (EU) and the Organization for Security and Cooperation in Europe (OSCE), media regulatory and self-regulatory bodies, and 24 for-profit, non-profit, and individual grantees, and 2 non-beneficiary online media outlets. The team selected one of the non-beneficiary interviewees as the market leader among online media, and the other to enable the team to account for geography and variety. The team used data on online influence of three more non-beneficiary media in the small comparison group. Annex IX presents the list of stakeholders with whom the team met and includes the dates of these meetings.

EVALUATION CONCLUSIONS

General conclusions related to SIM design and program adjustments

1. SIM's program description was broad and overly ambitious given the resources available for the Activity. SIM was intended to create a professional media sector capable of monitoring and defending itself, which would put the needs of its audience before its political and financial benefactors, produce quality outputs to promote national cohesion and inter-ethnic trust, and provide reliable information to citizens and strengthen citizens' ability to hold the government accountable. SIM also was intended to create a more supportive environment for the journalists' work. In addition to these overly ambitious expectations, the political context within which SIM operated was worse than expected. Consequently, SIM's contribution to the high-level targeted results for the overall media sector was limited, as perceived by majority of the stakeholders interviewed by the evaluation team. However, in the more narrow sense, as noted within the conclusions under each evaluation question, SIM's assistance increased the scope and quality of reporting of SIM beneficiaries, in particular for human rights reporting, improved the general level of expression of pluralism of thoughts and ideas, and improved technical innovations used by beneficiaries, including introducing and improving online presence and data journalism.

2. The SIM program description recognized the political challenge to the CRA's independence and sustainability, and planned for diplomatic action in concert with the programmatic activities. However, the political environment at the start of implementation was more challenging than USAID anticipated at the time of the original program description. The Activity implemented diplomatic efforts through the OSCE Working Group; however, these efforts were not sufficiently influential to achieve the results in relation to the CRA. Thus, USAID/BiH shifted support away from the CRA and media associations in 2012. The revised program description did not document in detail the reasons for this change in SIM's scope and some of the key beneficiaries noted that the implementer did not communicate this decision clearly to them. Given the limited time available to implement these components before the donor decided to terminate them, SIM's influence on improvement in these areas was minor. In addition, after the change of the components, USAID did not sufficiently revise objectives that were implied by SIM's overly ambitious original program description.

3. The original program description encouraged dispersion of funds, which did not improve the quality of reporting, especially investigative reporting (IR). This is evident from the evaluator's interviews with beneficiaries from the first phase, the expert panel's evaluation of pre-2013 investigative reports, and the document review. The decision to better target SIM support in the second phase resulted in better quality of reporting of a narrower group of beneficiaries and more societal influence, such as political debates about and criminal investigations into the corruption affairs about which Zurnal reported, or increased support to victims of domestic violence inspired by Studio N from Livno.

4. USAID did not design business development support for media managers and owners as a comprehensive task or priority in the Activity design stage, but kept it within the realm of online media reporting skills and technical advancements for journalists and students, in which SIM assistance was provided to beneficiaries. While this assistance may have indirectly contributed to the beneficiaries' short-term financial sustainability, some of the stakeholders perceived that the sustainability of the SIM-supported contents and topics, or even of media outlets themselves, is insecure without SIM support.

General conclusions related to SIM local partnership with Media Center Sarajevo (MCS)

1. Most beneficiaries appreciated MCS's training and workshops on innovations and standards in the online media sphere, because they offered practical skills aligned with the journalists' needs and trends of the changing media environment. Trainees reported increased use of innovations, such as website integration with social media, or the use of infographics and data journalism. MCS also built an active network of media professionals and trainers.

2. MCS established vivid cooperation with most of the journalism departments at BiH universities and with relevant news portals in BiH. The internship program in online media newsrooms for journalism students was successful in enhancing their skills in new technologies and multimedia production. Despite positive results, this program's continuation beyond SIM is uncertain, mostly due to financial constraints.

3. SIM's partnership with the MCS helped to institute the MC Online platform (www.media.ba), a visually attractive, dynamic, and relevant educational resource serving the needs of the growing online journalistic community and the wider community of citizens.

4. Despite technological problems, Infobiro, created by MCS, developed into a useful online tool for journalists and researchers, although its potential has not been fully developed. It is still limited to press and does not archive all relevant publications from BiH.

5. MCS's mentoring process with investigative reporting (IR) grantees was only partly successful, as most grantees were not inclined to use the assistance and guidance from prominent experts tied to MCS, while mentees' lack of interest was cited as the reason in the SIM reports and interviews, despite SIM mandated mentoring for grantees at a certain stage.

Evaluation question 1 – EFFECTIVENESS IN ACHIEVING RESULTS

1. SIM grants provided an opportunity for media and journalists to discuss and express a diversity of thoughts and ideas; the grants also influenced the scope and quality of reporting, especially on human rights.

2. SIM's support to print and broadcast media to improve their online presences was timely and successful in the short term.

3. The online media outlets that received SIM's continuous support progressed with respect to the quality of their reporting and their technical innovations, and managed to secure loyal audiences. SIM strengthened the position of online media outside of Sarajevo, as well as of thematic or niche portals of civil society organizations. Four online media outlets noted that they exist or have survived in part due to SIM support.

4. A notable part of SIM human rights reporting grants to media led to journalists' increased coverage of human rights topics online through innovative forms, such as data journalism.

5. SIM's support to media to foster content development and new audience engagement tools resulted in the creation of a quality relationship between supported online media and their audiences, which, according to the online survey, believe that online media are more interested in the opinions of their visitors and are less prone to self-censorship than traditional media. The survey's respondents also perceive online media as equally politically influenced.

6. For outlets that received SIM's support continuously, SIM's focused support, internal mentoring, and introduction of new, multimedia forms of reporting (e.g., videos online) increased the quality of reporting. Investigative reports supported through SIM raised awareness among the public and stakeholders, and put certain corruption affairs on the public agenda.

7. Although portals that published SIM investigative stories did not reach as many online visitors as did other news portals, these stories were influential in steering the public interest with respect to several important issues, such as corruption affairs reported by Zurnal. However, the investigative approach, including the lack of investigative tools and inadequate research techniques, requires further advancement, as well as broadcasting or publishing channels for such stories.

8. SIM contributed to strengthening the local experts' knowledge of media policies, media law, and media literacy, although the program did not sufficiently harness the capacities of regulatory and self-regulatory bodies and state institutions in these areas.

9. Policy advocacy culture and practice in BiH did not improve significantly as a result of the program, judging by the outreach of policy papers produced by the media policy fellows, and the engagement of relevant institutions in policy advocacy. The media policy fellowship program was successful in increasing the fellows' individual capacities to conduct policy research, but their policy papers had no significant effect on government policies to regulate the media and internet spheres, as data from one of the SIM indicators suggest.

10. Media law activities were among the most successful and effective within SIM, as they engaged students and created a pool of young experts ready to pursue media law as a professional orientation. SIM published and widely distributed the Media Law Primer which most of the interviewees found useful for their work and education.

11. Most stakeholders indicated that the Activity sparked interest in media literacy in journalism and communications studies, and beyond these programs. The evaluation team confirmed in interviews that Media Literacy courses were introduced into the curriculum of at least four faculties. BiH now has at least two new resources on media literacy in local language: two books published within SIM. The Activity equipped a pool of media literacy trainers with skills to spread knowledge on media literacy, and some of them continued to publish academic work on media literacy.

12. The media watchdog platform www.analiziraj.ba was considered an important tool for media professionalism and media literacy. Given the limited time, the Activity did not developed the platform entirely and did not promote its purpose clearly. The website does not explain in detail the methodological approach.

13. Although SIM's support to the CRA, PC, and BHJ was modest and did not reach its envisioned potential given the early program revision, recipients deemed grants to the PC, Association BH Journalists (BHJ) and the Private Electronic Media Association (PEM) successful and sustainable.

Evaluation question 2 - EFFICIENCY/EFFECTIVENNESS OF PROGRAM AND MANAGEMENT PRACTICES

1. SIM managed the small grants mechanism efficiently, according to feedback given to the evaluation team by most stakeholders. However, new contents and new approaches that the supported media outlets introduced as a result of SIM assistance (including media outlets that managed to continue operations thanks to SIM assistance) are not necessarily sustainable. SIM positively influenced the quality of reporting during the grant period.

2. Most beneficiaries thought that SIM provided adequate expertise and assistance to grantees. However, SIM did not include continuous expertise related to Information and Communication Technology (ICT), relevant to grantees' online innovation in particular.

3. Participants and partners in the organization found that capacity building events and particularly the media law and literacy clinics were effective. The clinics in particular could be sustained after SIM's completion, partially as a result of SIM's publications on media law and media literacy.

4. Cooperation agreements were useful in forming SIM partnerships with universities. According to one of the two university grantees, it was problematic for the university to implement the grant due to complex financial arrangements between the university and the cantonal ministry of finance.

5. The media fellowship program lacked outreach and broader geographic coverage (12 out of 15 policy fellows were from Sarajevo region at the time). Despite SIM's efforts, the lack of commitment of some of the fellows resulted in lower outputs: only 9 out of 15 policy fellows (not counting SIM staff) completed their policy papers, and only 6 papers were satisfactory enough to be published online (not counting SIM staff). SIM and policy fellows did not sufficiently promote policy papers or advocate the policy solutions the papers recommended.

6. SIM was efficiently managed in terms of required expertise, timelines, cooperation, and establishing networks, as confirmed in interviews and the online survey with participants in SIM events. Most interviewees assessed SIM staff as supportive and knowledgeable, that they responded timely to requests and inquiries, and established good cooperation with most media outlets and universities. The evaluation team found and confirmed in interviews that there was an exception with respect to SIM's cooperation with the CRA, the PC, and the BHJ.

Evaluation question 3 - ACCEPTANCE

1. Most of the grantees felt that SIM responded to their needs to build relations with their traditional and online audiences, and dedicate time to stories they otherwise would not. However, a portion of stakeholders and beneficiaries expected to receive bigger grants, or that the SIM approach would be tailored to the needs and capacities of traditional media, or that SIM would focus on the media outlets USAID supported in earlier interventions. USAID could not meet these expectations, because USAID needed to make sure that the Activity's design addressed shortcomings in the earlier media assistance programs in BiH, the limited resources for grants, and the imperative of producing better value for money. These factors led to lower acceptance of SIM as a partner at later stages of implementation in parts of the traditional media.

2. Universities saw SIM as a source of novel approaches in teaching media law, and a new concept of media literacy. Fellows saw policy development as a necessary skill generally missing in the BiH's journalism, communications, or law studies.

Evaluation question 4 - UNDERSTANDING

1. All key stakeholders were aware of USAID's role in the SIM Activity, but the awareness of the Activity's main objectives varied significantly: stakeholders mainly were informed of only those components in which they directly participated.

2. Stakeholders had varying understandings of the concept of independent media.

3. Interviewed stakeholders had limited information about the Activity (e.g., its media policy fellowship program) and SIM insufficiently promoted the results to targeted audiences.

RECOMMENDATIONS

Based on the findings from the data that we collected during the evaluation and our subsequent conclusions, we make several recommendations regarding the programming of possible future interventions in media sector. We make these recommendations based on our evaluation of SIM Activity, and on lessons that we learned directly from SIM implementation, and from stakeholders' feedback related to broader media sector needs. USAID should provide future assistance based on a detailed assessment of BiH's media situation, and design the assistance with available resources in mind.

1. USAID should consider providing additional assistance in the media sector to address remaining large needs and also to build on SIM's initial influence with respect to the following: i) improve media outlets' relations with online audience; ii) cultivate the public's interest in important issues by supporting much needed high-quality investigative journalism; iii) to improve quality reporting for outlets supported continuously through SIM (including through mentoring and new multi-media reporting forms); and iv) to educate and promote interest in media literacy and media law.

2. Future interventions in media sector should use a more focused approach to set expected results, in line with the financial resources available and with the realities of the political environment. Future interventions also should be more focused at the beneficiary level, as was the case in the final years of SIM implementation, to provide deeper, more comprehensive assistance to a more limited number of beneficiaries.

3. Most interviewees affected by its work saw the CRA's independence and functionality as extremely important. Thus, in programming possible future interventions in media sector, USAID should consider options for working with the CRA (and other relevant public institutions, such as Ministry for Transport and Communions of BiH). In order to ensure full cooperation and effectiveness of assistance, signing of Memorandums of Understanding with the relevant Government/Institutions should be considered.

4. Future media interventions should work more extensively in the area of freedom of the press or media, given that the country's and the region's political dynamics continue to threaten professional journalists and media owners. Interviewees cited police raids in and cyber-attacks on newsrooms, threats and attacks against journalists, application of law in defamation cases, and political parties' influence in the Public Broadcasting System (PBS), and other sources mentioned online targeting of female journalists and war propaganda, as threatening freedom of the media and their sustainability.

5. Future policy and programmatic interventions in media development should include some of the following relevant areas: content development, legal support for journalists, transparency of ownership (in particular for online media), the online media registry, regulation of state aid to media outlets, and regulation of advertising, in particular through cable TV-packaged channels, as well as the lack of verifiable data on viewership in the electronic media market, and support to rigorous quality analysis of reporting, especially online.

6. To ensure that the assistance effectively achieves its overall expected and intended results, future interventions should ensure that the criteria for technical and financial assistance clearly reflect the activity's objectives (e.g., in relation to transparency of ownership, regulation of hate speech, gender-sensitive language, etc.), and that both selection criteria and selection decisions are clearly communicated to all applicants. As exhibited in the later stages of SIM evaluation, we found that more intense assistance to fewer beneficiaries as opposed to more dispersed assistance is more effective.

7. Future media assistance should be coherently structured in a logframe or other planning tool, and should include clear political assumptions and high-quality indicators to measure performance, as well as a detailed analysis of political risks. Indicators to measure the reach or impact of journalistic pieces that beneficiaries produce or Websites that they support should be based on tools that measure the specific population reached relative to the country's population, instead of number of visits or unique visitors.

8. Financial independence and sustainability are the key preconditions of unbiased media reporting. Small grants, while helpful, cannot alone provide sustainability even in a mid-term period. Thus, grants should be complemented by assistance providing comprehensive high quality capacity building of profit and non-profit media, including owners, editors, and journalists, with respect to business models, new technologies, interactive contents, reporting trends, and overall management and financial skills.

9. Part of the training and mentoring within future interventions should focus on "*old school*" professional media standards, such as accuracy, fairness, transparency, public interest, and other standards, in particular in investigative reporting. This is very important for online media outlets that employ early-carrier journalists or persons who have no background in journalism.

10. In regards to content development and to provide better integration of the media market and higher levels of professionalism, future assistance should provide support to initiatives that combine academic and civil society expertise on topics such as human rights, anti-corruption, or disaster relief with professional reporting of media outlets that have significant access to online and offline audiences.

11. Future policy fellowships should be conceptualized in a more strategic way to ensure that fellows are committed to the project and that they produce higher quality policy papers and recommendations that are more relevant to society, and contribute to the work of the main supporting institutions and associations.

12. Future interventions should incorporate sustainability mechanisms into the design where possible, for example, to plan for transfer of key activities to local stakeholders and nurture in-country skill-sets for preemptive leadership such as business adaptation or creation of media market trends.

13. In line with the approach SIM implemented on a smaller scale, media literacy efforts could in the future be extended beyond universities, and especially beyond faculties of journalism and communications, since other universities and departments expressed interest and need for this area of knowledge to expand.

EVALUATION PURPOSE AND QUESTIONS

The performance evaluation of the SIM Activity determined whether the USAID SIM Activity achieved its purpose to build "a professional media sector capable of monitoring and defending itself, producing quality outputs that contribute to national cohesion and inter-ethnic trust, and putting the needs of its audience before its political and financial benefactors."

The SIM evaluation had the following specific objectives:

- Determine whether INTERNEWS has achieved its stated objectives in the cooperative agreement and in the reformulation of the Activity, and the relevance and effectiveness of the tasks undertaken.
- Determine what impact SIM activities had on improving practices by project stakeholders.
- Determine whether the Activity was efficiently/effectively managed.
- Determine whether the Activity was well understood and well received by partners, stakeholders, and beneficiaries.
- Identify lessons learned and best practices.

The evaluation answered the following questions:
1. To what extent has SIM a) improved the quality of the reporting of new media outlets and sources and contributed to their growth; b) built the quality of investigative reporting overall in BiH; and c) developed local capacity expertise and practice in media policy, law, and literacy?
2. How efficient/effective were programmatic and management practices implemented in the Activity, particularly the small grant mechanism?
3. How well did local media partners, particularly online media partners, and other project beneficiaries such as universities, students, and policy fellows accept project assistance, and did they find it well tailored for BiH's needs?
4. To what extent did the Activity develop and communicate messages that accurately conveyed the Activity's main goals, according to donor, partners, stakeholders, and beneficiaries?

BACKGROUND

DEVELOPMENT CONTEXT

BiH is a decentralized democratic state with extensive power-sharing arrangements that grant numerous veto rights and large-scale autonomy to three major ethnic groups[1] – Bosniaks, Croats, and Serbs – to mitigate conflict, enforce consensual decisionmaking, and keep the country together. An ethnic rotation principle was introduced throughout the institutions of governance allocating major positions in public office along ethnic lines.[2]

The media system in BiH largely mirrors the ethnic polarization and territorial fragmentation of the country. Media development during the last 20 years was decisively conditioned by the 1992 through 1995 war and the difficult postwar peace-building and democratization reforms that were strongly influenced by international actors.[3] The Public Broadcasting System (PBS) includes BH Radio Television (BHRT), which has national coverage, and two entity systems, Radio Television of FBiH (FTV) and Radio Television of Republika Srpska (RTRS). Municipal and cantonal budgets fund a number of local TV and radio stations. There are 9 dailies in BiH, 189 periodicals, 142 radio stations, 43 TV stations, and 8 news agencies.[4]

The CRA, established in 2001, serves as the country's main regulatory body for electronic media. Although designed as an independent body, the CRA suffers from similar issues faced by other state level institutions and agencies established under strong international pressures. The political parties in power have failed to appoint its director since 2008, and the CRA struggles to maintain its political and financial independence.

The PC of BiH, a press and online media self-regulatory body, was registered in 2001. For 2014, the PC received 297 complaints on breach of the Press Code. The number of complaints has increased over the years, which is partially attributable to citizens' growing awareness that the Council extensively promotes in its activities.

Four professional journalist associations exist in the country, in some cases with clear ethnic delineation. The BHJ counts the highest number of members from Republika Srpska (RS), the Federation of BiH (FBiH), and Brcko District (BD). BHJ is also the most active local association working on press freedom, professional integrity, and protection of journalists.

The international community, including the United States (US) Embassy and USAID, invested significant funds into the system's structures, but more importantly into the media operations; some of the media outlets were created and sustained exclusively with international support for a certain period. USAID and other donors' direct media assistance drastically decreased in 2006. This overview of the development context illuminates the structural setup of the media environment in BiH, in which SIM operated from 2010 to 2015.

OVERVIEW OF STRENGTHENING INDEPENDENT MEDIA (SIM) ACTIVITY

SIM was a five-year USAID Activity implemented in Bosnia and Herzegovina by Internews Network and two main partners, the US-based Annenberg School of Communications (Annenberg) and MCS. SIM had the following goals:
- Promote national cohesion and inter-ethnic trust
- Create a more supportive environment for the work of journalists throughout Bosnia and Herzegovina
- Provide reliable information to BiH's citizens through traditional and alternative sources of information
- Strengthen the ability of people to hold the government accountable

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[1] According to the Dayton Constitution of BiH, the country is comprised of three constituent peoples – Bosniaks, Serbs and Croats – and "others" (minorities and non-constituent groups). In line with a quota system established in political and administrative institutions, constituent peoples enjoy the right to representation at different levels of government. Minorities and non-constituent groups are largely discriminated against in that respect.
[2] Constitution of BIH, Article IX, 3. The most prominent example is a three-member rotating state presidency that consists of a Bosniak and a Croat directly elected from FBiH territory, and a Serb elected from the RS.
[3] Jusić Tarik and Nidžara Ahmetašević. (2013). Media Reforms Through Intervention: International Media Assistance in Bosnia and Herzegovina, Working Paper Series on International Media Assistance in the Western Balkans, (Sarajevo: Analitika – Center for Social Research). p. 15
[4] IREX. "Europe and Eurasia Media Sustainability Index 2015 – BiH". p.16., available at
https://www.irex.org/sites/default/files/u105/EE_MSI_2015_Bosnia.pdf, last accessed on 2.10.2016

SIM's purpose was to create a professional media sector capable of monitoring and defending itself, producing quality outputs that contribute to national cohesion and inter-ethnic trust, and putting the needs of its audience before its political and financial benefactors.

USAID originally envisioned the SIM Activity as a comprehensive media assistance program that focused on traditional and new online media outlets, various journalists' associations in Bosnia and Herzegovina, the CRA as the state regulator for broadcast media, and the PC as a self-regulating body for print media. The Activity's support was to be released through a $1 million small grants program.

At the onset, SIM had the following tasks:
1. Improve state regulatory bodies and self-regulation of traditional media
2. Strengthen media industry associations
3. Support the quality and growth of new media outlets and sources
4. Build the quality of investigative reporting

Two years into the Activity's implementation, based on directions from the US Embassy in Bosnia and Herzegovina, USAID/BiH recalibrated its media development strategy for BiH and streamlined its tasks, beginning in Year 3, into the following components:
1. Support the quality and growth of online media outlets, technologies, and sources
2. Build the quality of investigative reporting (IR) and resources
3. Develop local capacity, expertise and practice in media policy, law, and literacy

Although the focus of SIM was narrowed, the Activity's goals and purpose remained the same. SIM has employed International Research and Exchanges Board's Media Sustainability Index (MSI) and its five dimensions as the primary indicator to measure the overall Activity's contribution to high level goals. On a more operational level, SIM tracked the number of grants disaggregated by the type of grants, number of media outlets, associations, and supporting bodies to which it granted support over the life of Activity, the number of journalistic pieces produced, the number of visitors/readers/viewers of produced media contents, and the number of events and participants in the areas of media law, policy, and literacy.

EVALUATION METHODS AND LIMITATIONS

EVALUATION METHODOLOGY

The evaluation team used a combination of quantitative and qualitative research methods to assess the Activity's performance and to capture the efficacy of the wide scope of activities undertaken by SIM. The evaluation team's methods included document review, key informant interviews (KIIs), focus group discussions (FGDs), an expert panel, mini-surveys, and quantitative data analysis.

The evaluation team conducted 52 interviews, 24 of which were with grantees, and 2 with non-grantees, 5 with partnering bodies, 4 with policy fellows, 3 with external experts, 1 interview with an individual author, and 13 with SIM and MCS staff. The team selected the grantees randomly from the list of 40 grantees after the list was stratified into those with multiple grants and those with only one grant. The team used additional sampling on the basis of geographic coverage or criteria such as the largest total amount of grants, to reach the total number of grantees to be interviewed. In addition to the four media policy fellows the team interviewed individually, the team convened two more focus group discussions with five media policy fellows in Sarajevo.

The team's evaluation included in depth qualitative analysis and scoring of journalistic pieces that reporters produced within the investigative reporting grants. An external independent team of two experts, Dragutin Hedl, the renowned and awarded investigative reporter from Croatia, and Aleksandra Krstic, an assistant professor from the Belgrade Faculty of Political Science, conducted the analysis. Each expert analyzed 36 randomly selected journalistic pieces, assessed them against 9 criteria of quality investigative reporting,[5] and scored them on a 1 to 5 scale, where 5 was the highest score.

The team performed a more detailed qualitative analysis of human rights grants using document review and KIIs, since human rights reporting absorbed one quarter of the SIM grants.

In addition to interviews with grantees, to assess the quality of reporting of online media supported through SIM the evaluation team used an online survey sent to 17 media outlets, both traditional with an online presence and online media supported through the Activity. Based on the data that the team received, only four media outlets posted the survey on their Website, two from among the online project grantees, one investigative reporting grantee, and one human rights/media literacy grantee. All four are primarily online media outlets. A total of 1,345 respondents completed the questionnaire.

To evaluate the effectiveness of the Activity's implementation of media training, clinics, and workshops, the evaluation team conducted an email survey with event participants, mainly students. The team sent the email survey to 396 contacts identified through SIM participants' lists: 114 respondents (29 percent) completed all questions of the survey. One third of respondents were from Sarajevo Canton, and more than 95 percent of them participated in media law events. The survey referred to events starting from 2011. These data complemented the data that the team collected from the interviews with organizers, partner universities, and beneficiaries.

The team compared statistics on online traffic ranking from Alexa.com for four grantee and four non-grantee media to identify whether over the course of the Activity's last two years, for which such data are available, the grantees came any closer to the market leaders in four categories: convergence of traditional media with online platforms, regionally relevant online non-profit media, online profit media, and investigative reporting non-profit online media.

EVALUATION LIMITATIONS

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[5] The nine criteria were adapted from the investigative reporting guidelines SIM developed for its investigative reporting grantees, derived from international standards such as the UNESCO "Story-Based Inquiry: A manual for investigative journalists". *UNESCO, 2009*. Available in English at http://portal.unesco.org/ci/en/files/29032/12494586523story_based_inquiry_en.pdf/story_based_inquiry_en.pdf. SIM also used some of these criteria to evaluate investigative stories.

The evaluation was limited by a number of factors that the evaluation team attempted to mitigate using a variety of approaches.

Evaluation Limitation I: SIM did not develop a logframe, which was not required by USAID rules at that stage, or a theory of change. Moreover, some indicators were either inconsistently tracked throughout Activity documentation or inadequately defined to track progress on certain results. Further, the program changed course after its second year, which was, in some cases, not properly documented in the Activity's documents.
Mitigation: The evaluation team reconstructed two logframes *post factum:* one referred to FY2011-2012; the other referred to FY2013-2015 (the latter is available in the Annex XIII). The evaluation team relied mainly on the following Activity indicators:
- The Media Sustainability Index disaggregated per dimension, relevant for the SIM contribution to media sustainability;
- The amount and the number of grants disaggregated per type of grant, in particular for the evaluation question 2;
- The number of journalistic pieces within grants and outcomes of grants in the community, when available, relevant as outputs of SIM grants, in particular for the evaluation questions 1 and 2; and,
- The number of policy fellows, and outcomes and outputs of policy fellowships, when available, in particular for the evaluation questions 1 and 2.

Instead of the number of visitors and unique visits based on Google Analytics used by SIM, the evaluation team turned to online traffic ranking procured from Alexa.com. Due to inconsistent information on grantees' visitors, the evaluation team made the comparative approach possible and reliable by using the unique platform Alexa.com and applying the identical parameters (time frame, elements for analysis) to all web sites under scrutiny.

Evaluation Limitation II: SIM did not document the journalistic pieces that media produced using funding from the grants, but collected only the links to articles. While SIM was not directly obligated to keep the journalistic pieces produced, as these were not among the SIM grantees' main deliverables listed in the Grants Manual, a number of pieces were no longer accessible or available for the evaluation team to assess by the end of SIM implementation.
Mitigation: This obstacle was particularly relevant for the expert panel's assessment of the quality of investigative pieces produced through grants, as the pieces were selected randomly. The evaluation team replaced each inaccessible article or video with the next one on the list.

Evaluation Limitation III: The SIM Activity supported 40 grantees, among which the team selected 24 interviewees. This may have potentially resulted in a selection bias.
Mitigation: To mitigate this issue, the evaluation team stratified the list of grantees into two groups: those that received only one grant and those that received multiple grants. The team first sorted two groups alphabetically, assigned random numbers, and then sorted per random number. Based on the last sorting, the team selected a top portion of grantees from each group for interviewing. This ensured that in each of the two groups, every grantee had an equal random chance to be selected for interviews.

Evaluation Limitation IV: Given the importance of USAID assistance in media sector and the financial sustainability issues many stakeholders continued to face, the interviewees may have overstated positive effects and underplayed negative aspects of the Activity.
Mitigation: The team mitigated the response bias to the extent possible by carefully designing interview guides (with specific examples required) and by guaranteeing the interviewees' confidentiality.

Evaluation Limitation VI: The team faced difficulties determining the level of attribution SIM had on the identified outcomes in the media sector in BiH. Although no comprehensive comparable media assistance was implemented during SIM by donors other than USAID, limited diplomatic or technical assistance by other international organizations might have influenced the following aspects of intervention:
- Increase in the media coverage of human rights issues and voices of marginalized populations, as such media reporting is largely supported through democracy and human rights projects, often by USAID itself.
- Increase in the number of online media, and the quality of their reporting. The global media market trends have spread through online media leaders in BiH in many areas, though online innovations seem to be mainly linked to SIM assistance.

KEY FINDINGS

CONTEXTUAL FACTORS LEADING TO SIM DESIGN AND PROGRAM ADJUSTMENTS

POLITICAL AND ECONOMIC FACTORS

Interviewees cited ethnic and political complexities of BiH and state capture by political parties as common obstacles to reforms and development in the media sector. Interviewees specified the stagnation of political and economic reforms in the country, especially after 2010, as the main impediments to implementation of the Activity. Some interviewees, however, went beyond this, saying that the situation is worsening. MSI reports pointed to heavy political partisanship in previous years that resulted in biased reporting and violations of journalistic norms (MSI, 2011; MSI, 2012; MSI, 2013).

SIM was implemented over a five-year period during which three elections took place: two General Elections (2010 and 2014), and one Local (2012). Permanent campaigning and stalemates in government formation, exclusivist ethnic or party interests, as well as polarization of the voting body along ethnic and party lines prevented any substantive political reform and resulted in political crises and unstable governments. Sizable citizens' protests occurred on two occasions. In June 2013, citizens blocked the building of BiH Institutions as politicians failed to adopt the law on citizen identification numbers, which left a number of newborns without healthcare and key identification documents. Protests exploded again in February 2014, but were more widespread in geographic coverage and this time included protests against social conditions, violations of workers' rights, and widespread corruption. These led to resignation of four governments at cantonal level. Three months later, in May 2014, catastrophic floods and landslides affected at least 81 local communities. Approximately 90,000 persons were temporarily displaced, and the floods and landslides had devastating consequences on agriculture, small businesses, and public infrastructure, [6] just ahead of the General Elections.

Throughout this turmoil, popular feeling was that public broadcasters ignored the citizens' informational needs, that crisis reporting was ineffective, and that media were heavily politically influenced and ethnically divided. Attempts by government to control the media were evidenced by political attempts to dilute the influence of the Bosnia and Herzegovina Journalists (BHJ) Association in RS, as well as in the legislative initiatives to limit the freedom of access to information in BiH or freedom of expression.[7] SIM contributed to the discussion on some of these attempts, such as by publishing a legal analysis of the proposed changes and amendments to the BiH Freedom of Access to Information Act.[8] In response to some of these events, USAID also redirected $217,000 from the Activity to other, more pressing needs; SIM also gave small grants for focused reporting on floods and elections.

The process of digitalization was stalled mainly due to the lack of engagement from the political institutions. This is relevant because SIM planned to support migration from analog and digital broadcasting in BiH and assist development of the CRA's five-year strategic plan to include digitalization among other issues. The BiH Council of Ministers adopted a digitalization strategy in June 2009, but has not made any significant progress implementing the strategy. The process itself has been "jeopardized due to the non-existence of the PBS, which would need to assist the digitalization of the entire system of public broadcasting in BiH."[9] Governing institutions in charge of media development, mainly the Ministry of Communication and Transport of BiH, showed no interest in providing strategic support to develop media policies in line with changing trends and needs.

The original SIM Program Description did not respond well to the evolving trend of shrinking advertising markets, which trend was amplified by the economic and political crises after 2010. The BiH media market is divided, saturated, and affected by global economic crisis. The BiH advertising market dramatically narrowed between 2010 and 2015. In 2011, the total advertising

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[6] "Bosnia and Herzegovina Recovery Needs Assessment, Floods 14-19 May". *European Union,* 2014. Available at http://ec.europa.eu/enlargement/pdf/press_corner/floods/rna-executive-summary.pdf. Last accessed on 2/25/2016.

[7] Such was the case with the draft BiH Law on Electronic Communications, the BiH Freedom of Information Act, draft RS Law on Media, or amendments to the Law on Radio-television of Republika Srpska.

[8] "Analiza Nacrta zakona o slobodi pristupa informacijama" [Analysis of the Draft Freedom of Access to Information Act]. *Internews.ba* (5/15/2013) available in Bosnian at http://www.internews.ba/aktivnost/analiza-nacrta-zakona-o-slobodi-pristupa-informacijama-bih. Last accessed on 2/11/2016.

[9] EU Progress Report, 2014. The authors refer to the PBS here as a single legal entity that the authorities were supposed to establish after the Law on the PBS was adopted in 2005, but 11 years later, the system remains fragmented with excessive costs.

revenue in BiH was around $65.3 million; in 2012, it was similar ($65.47 million), while in 2013, the total amount spent on advertising decreased to $39 million (MSI, 2012; MSI, 2013; MSI, 2014). Estimates for 2014 indicated that overall revenues for advertising (including outdoor and media placements) did not exceed $52 million (MSI, 2015). The Internet Penetration Rate in the meantime dramatically increased from 52 percent in 2010 to 67.9 percent in 2013, the latest year for which statistics are available.[10]

Another challenge to independent and impartial media in BiH is the informal influence of the largest advertising groups on editorial policies at media outlets (MSI, 2010). In BiH, some advertising agencies establish their own media outlets. Furthermore, advertising agencies from Serbia and Croatia sell BiH advertising space to regional and international companies by packaging it through international and regional cable channels and BiH cable operators. BiH's TV channels and local advertising agencies get little of the proceeds, as advertising through cable operators remains unregulated. In this context, political independence is difficult to maintain without significant direct assistance. As a result, based on the information gained from the interviews, the team found that many independent media outlets, as well as the public broadcasters, turned towards political patronage between 2010 and 2015.

A number of broadcasters[11] are still owned by governments. For example, 12 out of 43 TV stations, and 61 out of 142 radio stations registered in the country are public.[12] Governments continuously provide, in a nontransparent manner, subsidies to public and private media outlets in exchange for positive coverage (MSI, 2013: 32). Exact data are not yet available, but an unpublished research estimate that the financing of public and private media outlets by governments is close to 15 million Bosnian Convertible Marks (BAM) annually (based on information gathered from the interviews). The interviewees, especially profit media outlets, reiterated that it is difficult to maintain financial independence in a market distorted by government/political aid (including both official financing of state-owned and commercial media from budgets of different government levels, as well as financing of some media through "political sponsors" of a certain political party). In such environment, it is very difficult for truly independent media to survive commercially unless they receive donor assistance.

The original SIM program description mentioned the importance of creating business models to ensure independent media, but did not envision providing comprehensive assistance to build financially sustainable media outlets. This was partially the result of the fact that the trends in the area of business management and sustainability of private media at the time SIM was designed were positive; according to the MSI reports, while business management remained the weakest dimension of media sustainability, suffering a decline of 0.85 in the MSI score from 2010 to 2015, this same dimension demonstrated strong growth in the period from 2004 to 2009, from 2.31 to 2.82. The MSI panelists continuously highlight that in recent years, however, dire financial circumstances have affected the media market caused by oversaturation, a lack of managerial competence of people heading local media, and a lack of advertising investments by local companies. Importantly, these market trends occurred in a period in which international direct assistance to media outlets significantly decreased, following a decade and a half of intensive support from various donors. As a result of these trends, at present only a few larger media outlets are self-sustainable, while the rest are struggling to survive.

MEDIA ASSISTANCE

BiH is an example of a country in which intensive media assistance efforts have aimed to create friendly environment for media. However, the international support has been on a continuous decline and was scarce between 2010 and 2015. Various international agencies played an important role in media support in the post-war period. USAID alone invested more than $40 million between 1996 and 2013,[13] while the European Commission spent over €20 million from 1996 to 2002 on media assistance.[14] The Open Society Fund BiH disbursed more than $9 million from 1993 until 2009 to that end.[15]

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[10]   The   International   Telecommunication   Union,   statistics   available   at   http://www.itu.int/en/ITU-D/Statistics/Documents/statistics/2014/Individuals_Internet_2000-2013.xls. Last accessed on 2/1/2016.

[11] CRA, Annual Report of the Communications Regulatory Agency for the Year 2010, p. 9.

[12] IREX. "Europe and Eurasia Media Sustainability Index 2015 – BiH". p.18., available at
https://www.irex.org/sites/default/files/u105/EE_MSI_2015_Bosnia.pdf. Last accessed on 2.10.2016.

[13] Johnson, "Model Interventions," pp. 102-103; Democracy International, Bosnia-Herzegovina Democracy and Governance Assessment (Bethesda: Democracy International, Inc., May 2007), pp. 17-18; UNDP, Supporting Public Service Broadcasting, p. 20.

[14] Dan De Luce, Assessment of USAID Media Assistance in Bosnia and Herzegovina, 1996–2002: PPC Evaluation Working Paper No. 6 (Bureau for Policy and Program Coordination, USAID, September 2003), pp. V, 10.

[15] Jusić Tarik and Nidžara Ahmetašević (2013), Media Reforms through Intervention: International Media Assistance in Bosnia and Herzegovina, Working Paper Series on International Media Assistance in the Western Balkans, (Sarajevo: Analitika – Center for Social Research), p. 18.

USAID's assistance to build media environment and support development of media institutions in BiH has been considered crucial. USAID sought to "support leaders within the media sector, integrate institutional expertise of BiH within the USAID supported media development effort, and implement alternative methods of improving the quality of journalism products available through local media outlets".[16] Its support directly and indirectly influenced the establishment of a group of leading media outlets considered independent. As previous assessments indicated, "encouraging domestic television production was a worthy goal, although with mixed results during implementation." [17]

Some of the factors that undermined the results of the reform efforts involved the nature of the media assistance approaches deployed in the post-war BiH. Lacking a strategic approach, early intervention in BiH was often based on *ad hoc* decisions, a sudden change of priorities, short-term and unreliable funding, and a lack of strategic orientation and commitment by donors that contributed to the failure of reform efforts. Researchers[18] identified the following shortcomings in the media assistance that the international donors provided in BiH:

- Imported models used as a blueprint for institutional reforms did not correspond with the local setting.
- Dependence on donor funds and their influence over the financial sustainability of the recipient media outlets and institutions.
- A very limited window of opportunity for substantial cooperation between the international donors and local decision makers.
- The vacuum left after the international donors stopped monitoring the governments, criticizing them, exerting pressure on them, and using sanctions.
- Significant conceptual differences in the approaches to media assistance among donors, especially between the Europeans and the Americans.

The evaluation team found that USAID launched SIM at the moment when other international support was scarce, and the expectations of media outlets were high. After 2006, USAID stopped its direct assistance to media, and other donors significantly decreased it. Three interviewees, unprompted, said the USAID decision to cut support to independent media was not a good one. In 2010, USAID revived its assistance, but media outlets' independence from political sources of financing already had eroded and political pressures increased, as substantiated by the World Press Freedom Index which year after year downgraded BiH from the 19th place among 161 countries in 2006, to 66th place out of 180 countries in 2015.[19] In 15 out of 52 interviews, interviewees confirmed the existence of political pressures or political influence in public and private media outlets.

PROGRAM ADJUSTEMENTS

USAID revised the SIM program description in November 2012, after two years of implementation. Instead of supporting government institutions and media industry associations, the Activity refocused on media law, literacy, and policies. The revised SIM had the following goals:

1. Support the quality and growth of online media outlets, technologies, and sources
2. Build the quality of investigative reporting and resources
3. Develop local capacity, expertise, and practice in media policy, law, and literacy

The revised program description merged media policy, law, and literacy into one result area. The program description mentioned support to the CRA, the PC, and media associations in policy development and advocacy only as an option. Instead, the largest focus in media policy was placed in Civic Media Fellowships, which was carried over from the earlier program description. The program was to expand media law capacities through media law clinics involving law and journalism students in Sarajevo, Tuzla, Mostar, and Banja Luka; student teams' participation in Monroe Price Oxford University Moot Court Competition; and media law resource development. The program was to support media literacy, as an evolving concept in BiH, through training-of-trainers, development of a media literacy clinic curriculum, and a media watchdog platform.

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[16] Assessment of USAID/Bosnia and Herzegovina Media Interventions – Final Report. USAID/BiH, 2006. Available at http://pdf.usaid.gov/pdf_docs/Pnadh275.pdf, last accessed on December 3, 2015. Page ix.
[17] Assessment of USAID/Bosnia and Herzegovina Media Interventions – Final Report. USAID/BiH, 2006. Available at http://pdf.usaid.gov/pdf_docs/Pnadh275.pdf, last accessed on December 3, 2015. Pages ix-x.
[18] Jusić Tarik and Nidžara Ahmetašević (2013), Media Reforms through Intervention: International Media Assistance in Bosnia and Herzegovina, Working Paper Series on International Media Assistance in the Western Balkans, (Sarajevo: Analitika – Center for Social Research), p. 53-56.
[19] World Press Freedom Index, *Details about Bosnia and Herzegovina*, available at https://index.rsf.org/#!/index-details/BIH. Last accessed on 2/3/2016.

Before revising the program's goals, SIM started reporting that some of the key institutional beneficiaries lacked the commitment to work towards realizing their roles. The interplay of various factors, attributable to the lack of SIM's and primary beneficiaries' internal capacities and a pressing political environment, led USAID to reevaluate its position toward regulatory and self-regulatory bodies and media associations. The reasons for this change in SIM's scope were not documented with sufficient levels of detail in the revised program description; three key beneficiaries noted that this decision was not communicated clearly to them. SIM implementers noted that they made some attempts to continue working with these institutional beneficiaries after the Activity's re-design, but that the overall sense was that there was nothing SIM could do for the CRA, and that the PC was not interested in approaches that were in keeping with the SIM mandate. Consequently, as evident from SIM reports and from the interviews held with these beneficiaries, SIM's cooperation was limited with CRA, and non-existing with the PC after November 2012.

As envisioned in the original plan, SIM aimed to support the quality and growth of new media outlets and sources, and build the quality of investigative reporting. In regards to traditional media, the original Program Description stated: "Approximately three to five traditional media outlets a year will receive assistance from Internews grants, internships and staff expertise – along with ongoing training and mentoring by the MCS – to support linkages between traditional print and broadcast media and newer online counterparts to develop convergent newsrooms and offer media products more effectively, using new technologies."[20] In the revised program description SIM refocused to online media. The decision was justified by citing media trends identified in BiH – the migration of audience from traditional to online media, the lack of journalism skills and standards in online media, and business migration as explained earlier in this document.[21]

In Online Media Innovation Grants (previously New Media Innovation Fund), SIM continued to pursue the aim of convergent media newsrooms. SIM supported the online presence of traditional print and broadcast media, but changed the criteria for selection, putting more emphasis on production of original content, media capacity to deliver project results, and on sustainability of these projects. Furthermore, SIM placed a specific focus on online projects that have a human rights orientation, creating a space for those voices that often go unheard– such as those of youth, women, and minority communities.

SIM continued to pursue training on online media through MCS, by implementing the internship program, new media technologies training, training for online media staff, training of trainers on cutting-edge media technologies, online/digital media clinics, an industry fair, and innovation labs. SIM continued to provide online media resource development through the www.media.ba platform, the Website of MCS.

The Activity's decision to better target its support to higher quality investigative reporting outlets was a good response to the critique noted in the mid-term evaluation conducted by Internews that dispersing the funds would not improve the quality of investigative reporting. A couple of grantees interviewed by the evaluation team echoed this concern. SIM originally was to support and enhance the quality of investigative reporting by providing 10 grants of an estimated $2,000 annually to TV stations and production companies, print, and online media to cover travel, some equipment, and other resources.[22] In the revised program description, SIM increased its emphasis of the quality of investigative reporting. After November 2012, only one media outlet, Zurnal.info, was supported by an investigative reporting grant. This targeted approach led to higher quality reporting and outcomes in the community, based on perceptions of most interviewed stakeholders and the analyses undertaken in this evaluation.

> **SIM Revised Program Description, November 2012, page 1:**
> "The small grants that SIM is able to provide can successfully promote online innovation but cannot support the deep financial engagement that would be required to transform the entrenched political and bureaucratic structures that govern most TV content in BiH. Although it is reasonable to expect that TV will remain an important player in the field and that many people will use both TV and Internet to get news, SIM will focus mostly on online media and supporting the online branches of TV outlets."

CONCLUSIONS ON SIM DESIGN AND PROGRAM ADJUSTMENTS

1. SIM's program description was broad and overly ambitious given the resources available for the Activity. SIM was intended to create a professional media sector capable of monitoring and defending itself, which would put the needs of its audience

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[20] SIM Cooperative Agreement, Annex B, Program Description, p. 24.
[21] Revised Program Description, November 2012.
[22] SIM Cooperative Agreement, Annex B, Program Description, p. 29.

before its political and financial benefactors, produce quality outputs to promote national cohesion and inter-ethnic trust, and provide reliable information to citizens and strengthen citizens' ability to hold the government accountable. SIM also was intended to create a more supportive environment for the journalists' work. In addition to these overly ambitious expectations, the political context within which SIM operated was worse than expected. Consequently, SIM's contribution to the high-level targeted results for the overall media sector was limited, as perceived by majority of the stakeholders interviewed by the evaluation team. However, in the more narrow sense, as noted within the conclusions under each evaluation question, SIM's assistance increased the scope and quality of reporting of SIM beneficiaries, in particular for human rights reporting, improved the general level of expression of pluralism of thoughts and ideas, and improved technical innovations used by beneficiaries, including introducing and improving online presence and data journalism.

2. The SIM program description recognized the political challenge to the CRA's independence and sustainability, and planned for diplomatic action in concert with the programmatic activities. However, the political environment at the start of implementation was more challenging than USAID anticipated at the time of the original program description. The Activity implemented diplomatic efforts through the OSCE Working Group; however, these efforts were not sufficiently influential to achieve the results in relation to the CRA. Thus, USAID/BiH shifted support away from the CRA and media associations in 2012. The revised program description did not document in detail the reasons for this change in SIM's scope and some of the key beneficiaries noted that the implementer did not communicate this decision clearly to them. Given the limited time available to implement these components before the donor decided to terminate them, SIM's influence on improvement in these areas was minor. In addition, after the change of the components, USAID did not sufficiently revise objectives that were implied by SIM's overly ambitious original program description.

3. The original program description encouraged dispersion of funds, which did not improve the quality of reporting, especially investigative reporting (IR). This is evident from the evaluator's interviews with beneficiaries from the first phase, the expert panel's evaluation of pre-2013 investigative reports, and the document review. The decision to better target SIM support in the second phase resulted in better quality of reporting of a narrower group of beneficiaries and more societal influence, such as political debates about and criminal investigations into the corruption affairs about which Zurnal reported, or increased support to victims of domestic violence inspired by Studio N from Livno.

4. USAID did not design business development support for media managers and owners as a comprehensive task or priority in the Activity design stage, but kept it within the realm of online media reporting skills and technical advancements for journalists and students, in which SIM assistance was provided to beneficiaries. While this assistance may have indirectly contributed to the beneficiaries' short-term financial sustainability, some of the stakeholders perceived that the sustainability of the SIM-supported contents and topics, or even of media outlets themselves, is insecure without SIM support.

EVALUATION OF THE SIM LOCAL PARTNERSHIP WITH MCS

USAID/BiH identified the Mediacenter Sarajevo as the main strategic and implementing local partner in the SIM Activity. In the original program description and Cooperative Agreement, MCS's key role was to provide assistance and technical support through targeted and customized trainings, mentoring, media social innovation camps, and internship programs within SIM. Program description mentioned research activities and public education efforts as additional tasks that the program would provide in partnership with MCS.[23] MCS's investigative reporting and editorial experts provided mentoring to recipients of small grants intending to ensure the quality "of the reporting and the long-term growth and development of the journalists themselves as well as media owners' deeper understanding of the benefits of investigative reporting to their outlets' success and the importance of its public role."[24] As an important source for journalists and media, SIM also supported the MCS's online digital database Infobiro.

MCS played an important role within the first two components of the original SIM program, which were carried over in the revised program description. Within the Component 1 on quality and growth of online media, MCS had the following responsibilities:

- Provide technical support to grantees through training and individual mentoring;
- Implement the internship program with journalism students involving various online media in the process and track students success after the program end;
- Provide group trainings and in-house consultations for journalists on new media (Digital storytelling, Web 2.0, and Interactive graphics were mentioned as desired fields);
- Organize Training for Trainers on new media, media technologies, and basic training skills;
- Organize Digital/media clinics;
- Co-organize the Industry fairs to serve as a forum for networking between the journalism and business communities; and,
- Continue developing the MC Online, an informational and education platform for journalists.

Within the Component 2 on investigative reporting, MCS was to play a role in the following activities:

- Evaluations of investigative stories and consultations on individual basis; and,
- Development of the online database "Infobiro."

MENTORING AND CAPACITY BUILDING

Mentoring and evaluation were important components of the program's efforts to enhance investigative reporting. Initially two experts from MCS served as mentors to investigative reporting grantees. Based on the SIM reports and the first phase grantees' statements, the investigative reporting grantees did not use or benefit from MCS's expertise to the extent envisioned. Despite SIM's effort to provide the grantees with mentoring services from MCS, grantees' lack of interest and commitment led SIM to discontinue mentoring after the program's revision. Nevertheless, MCS's experts developed a set of guidelines for investigative reporting that set the criteria for high quality investigative pieces. SIM subsequently revised the guidelines and used them for evaluation of the grantees' investigative reporting quality. Further, MCS translated the UNESCO manual for investigative journalism into the local language with UNESCO's advice and made it available to investigative reporting grantees and other journalists through the MC Online platform.[25]

In Y2, two MCS experts took part in evaluating randomly selected investigative articles. The results indicated varying levels of reporting quality and influenced the revision of the program description in 2012 towards a more targeted approach in investigative reporting grants. MCS's role in evaluating investigative stories was discontinued after the program's revision, as SIM moved towards legal and editorial advice to investigative reporting grantees.

After 2012, MCS's main efforts focused on trainings and practical workshops for journalists on new technologies and producing news in the changing media environment. To build its own training capacities, MCS organized the Training of Trainers in cooperation with the Knight Digital Media Center (KDMC) and University of California at Berkeley. This activity focused on the

[23] USAID SIM Cooperative Agreement.
[24] USAID SIM Program Description, p.29.
[25] UNESCO. "Story-Based Inquiry: A manual for investigative journalists". *UNESCO, 2009*. Available in English at
http://portal.unesco.org/ci/en/files/29032/12494586523story_based_inquiry_en.pdf/story_based_inquiry_en.pdf. MCS 2012 translation available at
http://www.media.ba/sites/default/files/prirucnik_za_istrazivacke_novinare_-_ffinal_26july2012.pdf. Last accessed on 2/10/2016.

ongoing trends and needs in a digitalized media environment. Participants (11) joined the MCS pool of trainers and were regularly involved in the training program. MCS continued to work with five to six trainers beyond the program, continuously adapting the training curricula to new trends and needs of the journalistic community. Table 1 shows all training events organized by MCS through SIM.

Table 1: Trainings, workshops, digital clinics organized by MCS within SIM after the program revision

Year	Number of trainings	Topics	Number of participants
Year 3 (2013)	5 online digital media clinics 3 trainings for journalists 2 workshop for grantees 1 Training of Trainers	New media technologies; Online media newsroom; Interface design; Crowd funding; Social media strategies; Crisis mapping; Mobile technology; Ethics	88
Year 4 (2014)	3 trainings 3 online digital media clinics 1 workshop 1 digital media forum	Mobile driven reporting; Digital photo story telling; Online media,	136

We found that interviewees overwhelmingly perceived as positive the training and professional support organized by the MCS to improve the use of new technologies in online reporting. Virtually all interviewees praised the high-quality and practical implications of training, as well as the MCS internship program. Post-training assessments indicated that trainings strengthened the capacity among participants and that media outlets benefitted from having their journalists, editors, and production teams take part in these activities.

The MCS internship program, a practical educational program for students of journalism, was successfully implemented. Since 2011, 52 students (and 1 MC Online staff) have gone through the internship program, which consisted of 10 days of intensive hands-on training in digital media skills, followed by 3 weeks of a mentored internship at a BiH online media outlet (most of which were SIM grantees, such as eTrafika, Abrasmedia, Bljesak, eFM, Studio 88, Buka). Along with the opportunities to practice journalism, collaborate with students from other universities, and learn from local experts, the internship offered the students their first work experience in a newsroom (Web portal), and their first encounter with other professionals. Table 2 shows trainings provided to participants within the MCS internship program.

Table 2: MCS Internships Program Y1-5 with interns' post-training feedback based on SIM and MCS reports

Year	Number of trainings	Topics of training and average general marks trainees gave for the trainings on a scale of 1-5 (1 the lowest, 5 the highest)	Number of participants
Year 1 (2011)	1 training, 3 weeks internship	Use of new media tools and multi-media platforms. Average general mark: 4.48	11
Year 2 (2012)	1 training, 3 weeks internship	Training was combined enhancing practical skills in producing multimedia content and learning about new developments and tools related to online media. Students produced a total of 6 multimedia pieces working in small groups. Average general mark: 4.9	13
Year 3 (2013)	1 training, 3 weeks internship	MCS added new modules – photography in multimedia, storyboarding for multimedia stories and data journalism. Participants worked in small groups over the course of 10 days to produce multimedia reports on a predetermined topic. Average general mark: 4.6	12
Year 4 (2014)	1 training, 3 weeks internship Alumni event	Introduction to web media and online strategies; digital photography in a multimedia environment; writing for the web; and a new module - mobile reporting and social networks in journalism. Participants produced multimedia stories on the topic "The Streets." Average general mark: 4.9	10
Year 5 (2015)	1 training, 3 weeks internship	Introduction to digital media and online strategies; digital photography in a multimedia environment; writing for web and storyboard development; audio/video and multimedia production; introduction to data journalism; mobile reporting and the role of social networks in journalism. Average general mark: 4.57	7

Along with building the network for future projects and jobs, these courses provided by MCS resulted in the Faculty of Political Sciences from Sarajevo recognizing the MCS courses as part of their curricula. The post-training assessments MCS conducted

after each training indicated a high level of satisfaction as exhibited in the Table 2. In another survey MCS conducted in Y4 of the Activity, a majority of the students (67 percent) reported they have worked since they completed the MCS training, mostly as freelance journalists. Former interns reported that they used skills learned at the internship in their work, along with almost everything MCS had covered at the training (writing for the Web, audio-video editing, Google tools, social media, and photography in multimedia).

SIM established formal cooperation with all universities that teach journalism at the beginning of the Activity's implementation, which enabled MCS to have access to journalism students, and which in turn made the internship application process more competitive. On average, the program received five applicants for each internship position.

MCS hosted a Digital Media Forum in March 2014 in Sarajevo. The conference, supported by USAID SIM and the U.S. Embassy's Office of Public Affairs, brought together editors, representatives of civil society and the academic community in the region and beyond. The 74 participants of the Forum discussed potential business models, investigative journalism in the digital age, citizen media, financing journalism, journalism education in the digital age, and start-ups as cross-sectoral initiatives for better online media.

MC ONLINE

MC Online (Media Center Online, www.media.ba), an online platform, with SIM's support, developed into a visually attractive, dynamic, and relevant educational platform that serves the needs of the growing online journalistic community. This unique portal follows the trends in media development, publishes stories relevant to media and journalists, and announces vacancies and calls for media projects. During SIM, MC Online exceeded the planned number of stories in every output category, especially the number of commentaries, as shown in Table 3 (green color indicates the items for which the realization exceeded the plan). Civic activitists and journalists recognized this Web platform as providing them with a forum in which to express their viewpoints, and a source to explain some coverage-worthy issues (especially during social protests in February 2014), and to provide short analyses on media related issues.

Table 3: Items published at MC Online portal - www.media.ba

		Y1	Y2	Y3	Y4	Y5	Totals per type
Educational articles	Planned	n/a	n/a	12	32	10	54
	Realized	n/a	109	32	20	19	180
News and analytical pieces	Planned	n/a	n/a	240	257	200	697
	Realized	n/a	104	257	252	210	823
Recommendations and tip-sheets	Planned	n/a	n/a	48	60	40	148
	Realized	n/a	39	60	75	54	228
Commentaries	Planned	n/a	n/a	24	57	24	105
	Realized	n/a	n/a	57	115	95	267
Photo essays	Planned	n/a	n/a	0	2	n/a	2
	Realized	n/a	n/a	2	3	n/a	5
Interviews	Planned	n/a	n/a	0	22	n/a	22
	Realized	n/a	n/a	22	63	n/a	85
Media policies, laws and literacy analyses	Planned	n/a	n/a	n/a	n/a	2	2
	Realized	n/a	n/a	n/a	n/a	10	10
Total per year	Planned	n/a	n/a	324	430	276	1,030
	Realized	n/a	252	430	528	388	1,771

MC Online increased the number of visitors to the site by positioning itself as one of the main platforms for articles, information, and discussion during the social protests in February 2014, during which period visitors to MC Online reached a peak. For the first 5 days of protests, MC Online generated 23,869 views, averaging 9,000 visits per day (ordinarily, the site receives around 500 visits). We found that the platform was mainly used by civic activists to articulate their opinions, which also indicates that the primary users of information provided by this platform were not only media professionals or journalists, but civic activists and NGOs.

Table 4: www.media.ba sessions and unique visitors

	Total visits (sessions)	Unique visitors	Increase/decrease	
			Sessions	Visitors
2015	203,353	144,485	-11 %	-9 %
2014	227,496	158,667	+ 98 %	+ 100.4 %
2013	114,892	79,162	- 25 %	-29 %
2012	153,449	112,937	-11 %	n/a
2011	171,774	n / a	n/a	n/a

Table 4 demonstrates the annual percent increase in the number of sessions and the number of unique visitors at MC Online. Between 2012 and the Activity's end, the annual number of unique visitors increased by 28 percent. Although this is not necessarily an indicator of the site's quality, it does demonstrate that MC Online achieved one of the Activity's expected results: "User-friendly, free-of-charge online educational and investigative reporting resource aimed to support professionalization of journalists used by significant number of people in the BiH journalism community."[26] This increase, however, cannot be entirely attributed to SIM, given the rising internet penetration rate in BiH and the increasing number of journalists who use online resources. Further, as we show above, many members of the MC Online user community are not media professionals, but other civil society stakeholders who are interested in MCS work.

MC Online expanded its mission in collaboration with civil society organizations by successfully combining media development with other important social reforms. Such examples of cooperation included the USAID PRO-Future Activity, publishing the stories produced by a team of seven journalists on post-flood reconstruction, and publishing a series of articles dealing with freedom of expression with the support of Civil Rights Defenders (CRD).

ONLINE DATABASE *INFOBIRO*

SIM support was crucial to sustain and further develop the online database Infobiro, administered by the MCS as a unique resource of articles published in BiH that are useful in particular to investigative reporters.[27] MCS staff said that it received essential support from SIM during the transition of the entire archive to another platform. Due to technical problems, Infobiro initially lost more than 100,000 articles, after which point SIM provided assistance to migrate Infobiro to a new platform and continue its function. The new platform led to the following positive results: browsing is faster than before; navigation is simplified through the new filter search; the registration model for new users has improved; and a new promotional tool has been introduced, so each new registered user can download two articles for free.

In 2010, Infobiro had 678,876 visits, but technical problems caused a dramatic drop in visits. As statistics show, because of SIM's assistance, Infobiro managed to recover from the technical problems it experienced and brought part of its audience back. We collected evidence that shows the decrease in the number of visits, but a slight increase in the number of unique visitors, when we compared the results for 2013 and 2014.

Table 5: Infobiro visits and sessions per year

	Visits/Sessions	Unique visitors
2014	311,306	274,232
2013	326,746	266,645
2012	417,170	No information
2011	438,800	No information

Based on feedback, the evaluation team found that journalists consider the digital archive Infobiro to be a useful tool for their work because it provides them with additional background information on investigative stories, and also removes the pre-existing imperative for journalists to keep their own archive.[28] The evaluation team found that journalists' feedback on the perceived usefulness and actual frequency of usage of Infobiro is mixed. Four grantees out of 8 reported that they use Infobiro

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[26] Revised Program Description, November 2012, p.11.

[27] 'Infobiro' was established in 2004, and it has a broad user population ranging from users searching for general information to users who need highly specialized data.

[28] Infobiro internal assessment, based on survey and interviews, 2011.

on a daily basis for professional reasons, deeming it very useful. On the other hand, a grantee that focused exclusively on investigative stories said, "These are primarily published media contents, and we are not relying too much on such data since we are looking for original documents as primary sources." Interviewees generally saw dossiers produced as part of the SIM-supported activities as a useful tool for investigative journalists. In addition, MCS used dossiers as an illustration of how archives could be used to systematize existent data in a meaningful way. Infobiro still needs to promote its mission and services to attract potential subscribers, as noted by MCS.

CONCLUSIONS ON SIM LOCAL PARTNERSHIP WITH MCS

1. Most beneficiaries appreciated MCS's training and workshops on innovations and standards in the online media sphere, because they offered practical skills aligned with the journalists' needs and trends of the changing media environment. Trainees reported increased use of innovations, such as website integration with social media, or the use of infographics and data journalism. MCS also built an active network of media professionals and trainers.

2. MCS established vivid cooperation with most of the journalism departments at BiH universities and with relevant news portals in BiH. The internship program in online media newsrooms for journalism students was successful in enhancing their skills in new technologies and multimedia production. Despite positive results, this program's continuation beyond SIM is uncertain, mostly due to financial constraints.

3. SIM's partnership with the MCS helped to institute the MC Online platform (www.media.ba), a visually attractive, dynamic, and relevant educational resource serving the needs of the growing online journalistic community and the wider community of citizens.

4. Despite technological problems, Infobiro, created by MCS, developed into a useful online tool for journalists and researchers, although its potential has not been fully developed. It is still limited to press and does not archive all relevant publications from BiH.

5. MCS's mentoring process with investigative reporting (IR) grantees was only partly successful, as most grantees were not inclined to use the assistance and guidance from prominent experts tied to MCS, while mentees' lack of interest was cited as the reason in the SIM reports and interviews, despite SIM mandated mentoring for grantees at a certain stage.

EVALUATION QUESTION 1 – EFFECTIVENESS IN ACHIEVING RESULTS

To what extent has SIM a) improved the quality of the reporting of new media outlets and sources and contributed to their growth; b) built the quality of investigative reporting overall in BiH; and c) developed local capacity expertise and practice in media policy, law, and literacy?

QUALITY OF REPORTING OF ONLINE MEDIA

Based on interviews and desk research, the evaluation team found that between 2010 and 2015 the number of online media in BiH dramatically increased, although the quality of the reporting did not follow this trend. According to the Press Council (PC) register, as of 2016 there were 115 news portals in BiH.[29] At the same time, however, there were no media watchdogs that monitored the reporting quality of online media using rigorous methods. The online media space in BiH is partly regulated; the government does not obligate owners to disclose their financial interests and there is no online media register. On the other hand, the BiH Press Code applies to online media in the same manner as it does to the press. As a non-government self-regulatory body for press in BiH, the PC has been in charge of online media since 2011 when it adjusted the Press Code to encompass the online media outlets. In spite of the PC's limited mandate, the increasing acceptance of its decisions among owners and editors of influential (www.klix.ba), niche oriented, (www.soc.ba) and "controversial" (www.poskok.info) online media in BiH, as evident from interviews, may imply that full self-regulation of online media is viable in the future.

SIM sought to address the three most salient problems of professionalism in online media in BiH that impede the quality of reporting. Specifically, SIM identified these problems as plagiarism ("copy paste" journalism); the blurred distinction between news reporting, commentary, and advertising; and the spread of hate speech in the online sphere.[30]

SIM support assisted the online transition of several traditional media outlets, including *Slobodna Bosna*, and strengthened the

> **SLOBODNA BOSNA** Web page has been mentioned as a success story in transforming traditional media into the online sphere. According to the grantee, this endeavor was successful in launching the online platform as part of a long-term goal to terminate the print edition entirely and transfer all content online. Other beneficiaries recognized this effort: "For me, it was a great idea to support print media that are struggling with circulation and to motivate them through grants to launch their Web pages." As of January 2016, Slobodna Bosna is published online exclusively. At least part of the Slobodna Bosna adaptation to online environment is attributable to SIM support, but the site still needs to engage its audiences. *Data from www.alexa.com, 2.11.2016.*

position of online media outside of Sarajevo, as well as of thematic or niche portals of civil society organizations. SIM provided financial support through a small grants scheme to improve the quality of news and information online. SIM's financial support was combined with training, workshops, labs, internships for students at the grantees' newsrooms, and legal support. In 2015, all major traditional media in BiH provided information, news, and journalistic stories online, mainly through their Webpages, but also by extensively using social networks. Some grantees employed social networks extensively, as advised in SIM trainings, which proved efficient in facilitating information exchange and social mobilization. During the citizens' protests and plenums in the first half of 2014, Web portals supported through SIM, such as www.radiosarajevo.ba, www.abrasmedia.ba, www.bljesak.info, www.6yka.com, and www.tacno.net stood out as sources of information in a media environment that at first did not include citizens' voices. MC Online provided a forum for activists, commentators, and citizens to share communications and information related to the protests. At least part of this landscape is attributable to SIM support.

Among the 21 grantees that the evaluation team interviewed, excluding associations, respondents reported that these grants helped 11 media outlets or non-profits to introduce new topics of reporting, while in 8 cases, grants reinforced already existing thematic work. Interviews showed that in 7 cases it was not possible to sustain reporting on specific topics without external support through grants. In 16 cases, these grants were important to support the grantees' regular operation; in 4 cases, these grants enabled beneficiaries to sustain their existence; while in 1 case the grant helped establish an online media operation. The evaluation team examined whether SIM supported strictly politically independent media, and found no evidence that grantees were politically affiliated. Eleven interviewees perceived themselves as independent; only 1 media representative perceived that the affiliated media outlet was *leftist*. Seven interviewees did not mention political affiliations or independence in any context.

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[29] Internet portali u BiH, http://www.vzs.ba/index.php?option=com_content&view=article&id=2232:internet-portali&catid=348:internet-portali-u-bih&Itemid=45. Last accessed on 2/9/2016.
[30] Revised Program Description, 2012.

The evaluation team's detailed analysis of human rights grants and interviews identified notable achievements in the human rights reporting grants that supported different types of media outlets and non-profits. This support resulted in 405 journalistic pieces, 4 podcasts, a documentary, and a guide on professional reporting about LGBT topics. Support from human rights (HR) grants led grantees to strengthen human resources through training and technical development (including through support in terms of relevant equipment).

In providing feedback to the evaluation team related to HR grants, all beneficiaries reported that they were satisfied with the outcomes they reached given the funds available, but they measured the results in very different terms. Seven interviewees reported the number of journalistic pieces produced as an indicator of change; three interviewees identified the increase in online visibility and/or number of articles covering issues of relevance; another three mentioned that their work brought about more tangible changes (e.g., cooperation with police, local authorities, and health centers) for vulnerable groups; while one mentioned the introduction of innovative communication tools. In several cases, these grants led various institutions to react and resulted in real structural changes that helped vulnerable groups (see Box below).

Two of the interviewees who participated with their ideas in innovation labs explained that SIM's support through innovation labs increased the participants' understanding of the significance of digital media and tools for content production and interaction

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HR GRANTS: Success Highlights

Ombudsman for Human Rights in BiH initiated contact with Tacno.net to offer assistance in the fight against violence among children after Tacno.net published a story on the bullying that a 15-year old Roma girl received from her schoolmates.

Coverage of domestic violence by radio Studio "N" in Livno contributed to the formation of a mobile team providing expert response to victims of domestic violence across Canton 10.

Grounded in the trust developed with an association of Roma women, "A Better Future," and their initial cooperation, RTV Slon gained a central role providing and forwarding relevant information on the victims and available assistance in the time of floods in Tuzla region.

Sarajevo Open Centre produced a guide for journalists, 16 articles for different media outlets, organized 9 information sessions with 27 participants, ran a course for students of journalism in BiH, and held an awards ceremony for the most continuous, professional, and ethical journalist and media reporting on Lesbian, Gay, Bisexual and Transgender (LGBT) topics in 2013.

Through its platform – Manjine.ba – Radio Sarajevo raised awareness of problems experienced by persons belonging to marginalized and vulnerable groups, and also alerted the stakeholder to solve them.

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with their audience. One of the most successful online innovation projects was the online portal eTrafika from Banjaluka, run by young journalists, which reported primarily on human rights, especially rights of children. Working closely with Internews and MCS, the portal staff benefited from participating in various training, and eTrafika developed into a functional online project. Its efforts to engage community and citizens have been recognized by organizations and its journalist received the United Nations Children's Fund's, UNICEF award in 2013. However, the public influence of eTrafika is limited because it still is not a widely recognized online media with an established audience.

Online media are increasingly influential, especially among younger populations. However, a recent survey of citizens' perceptions by USAID/BiH shows that 51.7 percent of the representative sample of citizens still use TV as a source of political information on a daily basis, compared to 17.7 percent using internet.

With respect to the overall quality of reporting, the evaluation team's online survey of visitors of online media or traditional media with online presence indicated several trends in the perception of innovations on these portals, including the content quality, as shown in Figure 1. The general online audiences think online media are more interested in the opinion of their audience and less prone to self-censorship than traditional media. However, visitors think online and traditional media are equally under political influence. Citizens, therefore, do not believe they have better access to unbiased information simply because the number of online media has increased over the five years of SIM.

Figure 1: Comparison of online and traditional media by 1,044 online survey respondents

When comparing online media to traditional ones, such as press, TV or radio, do you think that:
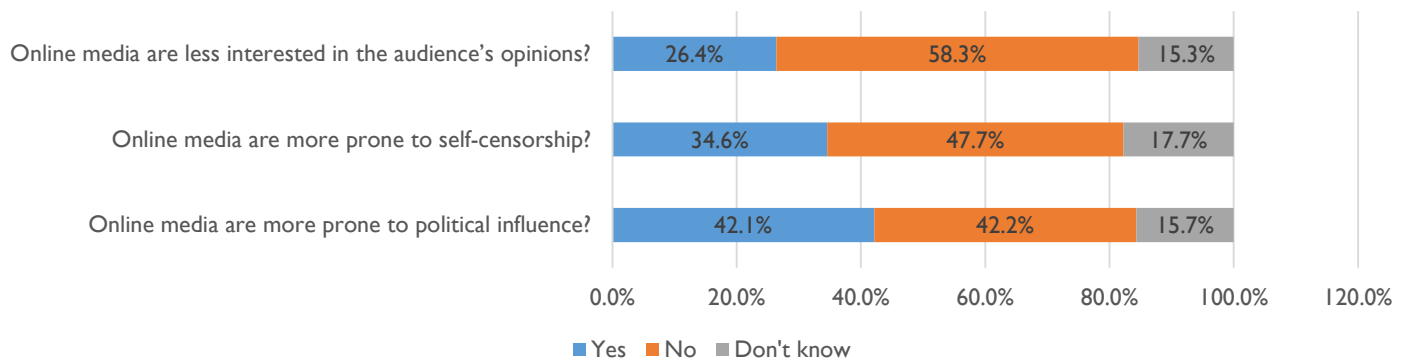
Table 4 is limited to respondents of four web portals, of which two, Atvbl.com and Depo.ba, were supported through one or two online media/online project (OM/OP) grants, while the remaining two were supported continuously with more than five grants of different types. The team used this distinction to find out if the number of grants contributed to the quality of online media reporting.

The results indicate the percentages of those that said that *web portals have become easier to use* or that *it is easier to open information, videos and photos* are higher for Atvbl.com and Depo.ba than for the remaining two online outlets. This finding refers mainly to technical improvements. It implies that audience satisfaction with technical features of the websites was higher for those portals that received less support from SIM, which contradicts the logic of the intervention. However, since Atvbl.com and Depo.ba received grants before 2013, these media outlets implemented numerous technical improvements on their own, without SIM support, and maintained their presence in top 500 ranked sites in BiH.[31] The audience satisfaction with technical improvements in their cases cannot be attributed to SIM.

On the other hand, when asked about the quality of information at the four Web portals, Zurnal.info and Tacno.net visitors expressed higher regard for the portals' *evidence-based reporting, inclusion of different viewpoints, relevance of information*, and *use of non-text formats*. Zurnal had the highest percentage of respondents who perceived its *information as based on verified evidences and sources* (83.8%), and *including multiple viewpoints* (80.8%). The highest percentage of Tacno.net visitors thought that the Web portal was *providing important and updated information* (83.8%). In general, very low percentages of visitors perceived these online media outlets as responsive to visitors' comments and questions.

Table 6 Technical improvements and quality of four grantees (OM/OP vs. other grants)

	Atvbl.com (2 grants)	Depo.ba (1 grant)	Zurnal.info (5 grants)	Tacno.net (6 grants)
Q14. Have you, at any moment noticed that: *Answer options: Yes, No, Don't know; Answer option Yes counted towards the percentage.*				
The web portal has become easier to use than earlier?	**55.9%**	41.3%	33.3%	47.7%
It is easier to open information, videos and photos with your browser at the web portal?	**55.3%**	40.9%	35.0%	41.3%
It is easier to find sections you are interested in at the web portal?	46.4%	44.6%	37.3%	**53.1%**
Q15. Speaking about the quality of information at this website, do you agree that: *Answer options, scale from 1 (completely agree), to 7 (completely disagree); Answer options 1, 2, 3 counted towards the percentage.*				
Information at the web portal are based on verified evidence and sources	69.2%	52.2%	**83.8%**	77.4%
Information at the web portal include different viewpoints	75.0%	55.3%	**80.8%**	80.5%
Most of the information at this web portal is important and updated	68.1%	55.9%	80.8%	**83.8%**
Articles at the web portal include quality graphics, video and/or photos	66.3%	55.9%	**69.2%**	64.7%
Online editors respond to visitors' questions and comments	11.2%	20.2%	28.4%	**32.1%**

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[31] Alexa.com. Last accessed 1/13/2016.

Q16. How likely is it that you will recommend this portal to your friend or a colleagues				
Scale 1-7, 1 extremely unlikely - 7 extremely likely				
Response AVERAGE	3.35	3.42	4.75	5.2
Response COUNT	93	556	104	178

Zurnal.ba and Tacno.net Web portals received the most support from the SIM Activity and were more likely to be recommended by their visitors to friends and colleagues (4.75 and 5.2 out of 7) than the other two media outlets, indicating that their readers perceived the portals to be of a higher quality.

QUALITY OF INVESTIGATIVE REPORTING

The evaluation team found that media outlets in BiH produce little or no investigative journalism. Most outlets are highly dependent on funding related to political or certain interest groups, employ poorly skilled and low paid journalists, and are owned by entities or individuals who are more interested in sensationalist stories than quality reporting.[32] Apart from Centre for Investigative Reporting (CIN) with donor funding that allows its journalist to conduct thorough research of the topics it covers, just a few other media such as Zurnal.ba, portal Buka, and news magazine Slobodna Bosna, were mentioned by interviewees as good examples of investigative reporting.

Table 7: Investigative reporting (IR) grants summary

Number of grantees	**Number of IR grants**	**Approved amount in US$**
12, of which 9 for-profit, 1 non-profit, and 2 individual	18	256,453.84
ZURNAL, biggest total amount	5	97,984.00
HASAN HADZIC, smallest total amount	1	5,110.00

Financial support provided by SIM was crucial for grantees to produce independent, professional, and investigative stories. Stories published or broadcasted that were funded by investigative grants made citizens aware and concerned about damaging effects of corruption in politics and misconduct in privatization, public companies, education, and the healthcare system. Data show a significant growth of unique visitors to SIM-supported media outlets during the SIM implementation period (see Annex V), which indicates that SIM assistance enabled these outlets to reach a wider public. This is particularly the case for Zurnal.info, which received the most support for investigative reporting from SIM. From October 2012, SIM provided legal advice to investigative reporting grantees, which the grantees reportedly highly appreciated.

Based on scores provided by experts externally engaged to assess the quality of investigative stories,[33] the evaluation team observed the increasing quality of investigative stories produced by grantees over time. With the exception of 2012, quality increased continuously. Details of the experts' scores are available in Figure 2 below and in Annex XI.

The upward trending scores in Figure 2 below indicate this quality increase over time. The team concluded that the following two reasons contributed to this progress:
- Targeted support to one grantee (Zurnal.ba) contributed to better quality, and, possibly, more influence in the society. The change in funding from a competitive selection process to more targeted support for high quality investigative reporting by a proven committed outlet resulted from a decrease in the availability of funds, and from an internal SIM Mid-term Assessment conducted by Internews, and earlier quality assessments of supported investigative reports. The latter noted issues in the accuracy, fairness, and investigative approach of grantees, but also concluded that not all grantees that receive awards have the capacity to produce investigative stories.

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[32] MSI, 2013; MSI, 2014; MSI, 2015.

[33] Two external experts qualitatively assessed 36 randomly selected investigative stories against 9 criteria of quality investigative reporting (fairness, accuracy, clarity, public interest, respect, ethical conduct, rights, advocacy, and investigative approach). Qualitative assessment included scoring on a scale from 1 to 5, where 5 is the highest score. The scoring per expert is not averaged. Details of the expert scoring are available in Annex XI.

- Increased use of video production. An expert team's comments suggested that video products are more effective to tell the story in its complexity, although interviews with investigative reporting grantees indicated that securing the broadcasting channels can be problematic if the media outlets do not have the TV stations to air them. In that case, the videos usually are posted online, and reach a very limited audience, as most BiH citizens still obtain their political information from television (see page 23 for data).

Figure 2: Investigative reporting pieces scores per year per expert

With respect to the quality of investigative stories, expert assessment indicated that the strongest aspect of the produced investigative stories was the respect that stories demonstrated for freedom of speech and access to information, including the transparency of public institutions and the right to free and open press (score of 4.08/5). The weakest qualitative dimensions of the investigative stories were the investigative approach (3.15/5), fairness (3.22/5), and accuracy (3.36/5).

The expert panel found that authors of investigative stories generally protected the freedom of press and public's right to know the truth, followed the ethical standards defined by the Press Code, and did not demonstrate a conflict of interest (experts noticed biased tone and the absence of the other side's perspective only in a few produced pieces). In several pieces, experts observed that stories did not provide the entire truth, lacked explanation, and did not express ordinary people's opinions. Within the lowest rated category, experts identified as problematic the authors' investigative approaches, the lack of investigative tools and research techniques, authors' research skills, supporting evidence and documentation, proper presentation of findings, sometimes biased and sarcastic tone, personal and biased judgments, and unknown sources. Experts mentioned lack of diversity of viewpoints, author's bias towards one side, rumors and assumptions instead of evidence, and unchecked information as the biggest problems related to fairness. Experts' comments related to accuracy generally pointed to the lack of context explanation and the lack of accurate facts.

Of the 36 investigative stories that the evaluation team selected for external evaluation, an expert panel rated Zurnal.ba video stories "Pad Picinog parka" (5/5), "Kum I" (4.95/5) and "Kum II" (4.89/5) as the best. These three pieces are part of Zurnal's project "Afera." Another highly regarded story, also in video form, "Ničiji ljudi," was produced by Zijad Nuhanović about the misuse of sustainable return funds and was supported by SIM.

> **Expert evaluation on the Zurnal TV video "Pad Picinog parka":**
> Excellent piece of work, relevant topic told in clear way, respecting all professional standards, giving an insight into the most important problems of the city and the state.

The evaluation team found evidence that SIM's online media grantees still have limited influence on general public opinion. While traditional media, such as magazines Slobodna Bosna, Dani, Start, and the Alternative Television Banja Luka (ATV BL), have continuous influence on the public opinion and social and political processes in the society, most of the online SIM grantees are still not sufficiently influential when compared to non-beneficiary online outlets (for example, www.klix.ba, or www.avaz.ba).

None of the exclusively online media that SIM supported with more than SIM grant ranked among top 500 (Tacno.net, Zurnal.ba) in BiH, while Radio Sarajevo, Hayat, ATV BL, Slobodna Bosna and RTV Slon sites ranked among top 500 sites in BiH (including non-news sites), as evident in the following list from January 2016:[34]

    30. Radiosarajevo.ba (3 grants)
    50. Bljesak.info (1-time grantee)
    69. Depo.ba (1-time grantee)
    82. Atvbl.com (2 grants)
    103. 6yka.com (1-time grantee)
    135. Slobodna-bosna.ba (3 grants)
    310. Hayat.ba (1-time grantee)

However, this finding only speaks of quantitative influence, not necessarily of the quality of the reporting published on the sites.

The evaluation team also found that the overall influence (ranks, reach, number of visitors, bounce rate, time on site) of Web portals specializing in investigative stories was lower than that of news portals and popular online sites. Most of the audience visits these investigative media outlets through search engines, as opposed to through social networks, which are the main source of traffic for some of the online media.

Zurnal.ba cooperated with another USAID/BiH Activity, the Anticorruption Civic Organizations' Unified Network (ACCOUNT). Between 2012 and 2015, Zurnal progressed significantly, coming closer in influence and quality to the most important investigative reporting media outlet in BiH, CIN, as shown in Table 6. Having been supported continuously, with five research grants, Zurnal.ba strengthened its human, journalistic, and technical capacities and expanded its network.

Table 8: Comparison between Zurnal.ba and Cin.ba on 11.2.2015

	Zurnal.ba	**CIN (www.cin.ba)**
Rank in BiH	1722	1342
Percent of visitors	BiH 52.5%	BiH 66.4%
Bounce rate[35]	78.8%	61.8%
Daily page view per visitors	1.2	1.3
Daily time on site	3:11	2:59
Direct traffic to site	28%	8.7%
Traffic from social media	23%	0 (mainly through search – 91.3%)

Source: (www.alexa.com – statistics)[36]

The evaluation team's results of an online survey conducted among visitors of supported portals indicated that *investigative stories* attracted the attention of 14.2 percent of visitors, following *news and analyses in the domain of politics* (40.8 percent) and *columns on various topics* (16.4 percent). Of the visitors who were mostly interested in investigative stories, 28.9 percent were 41 to 50 years of age, and 45.45 percent were university graduates. These individuals preferred the textual format used online (55.6 percent), while visual formats, including multimedia, video, and photos also attracted a significant portion of the audience (38 percent). Most of those who preferred investigative stories confirmed that the Web portal they regularly visited provided information that included different viewpoints (69 percent), while a minority (16.8 percent) disagreed with this observation.

As suggested by the information in the box below, the evaluation team found based on document review and KIIs that the SIM-supported investigative pieces had important results with respect to changing the public's perception about criminal affairs, and led several stakeholders to react. Zurnal's project "Afera" (a section on its Web page) has been used as an important tool to increase public awareness of corruption and push public authorities to address the problem. Video documentaries produced and broadcasted by Zurnal.ba on its Web page and YouTube channel also led to some changes. Broadcast of the video *Kusturica on the Drina River* sparked heated discussion in the RS National Assembly about misuse of public funds related to the Andricgrad, which led to financial inspection findings on tax evasion. Another documentary, *Bosnalijek Affair*, from 2014, contributed to arrests of several employees of this public enterprise. Branka Mrkić Radević, journalist of Zurnal, and her story on misuse of public funds for sustainable return in BiH ('Return') won the top prize for best investigative story in BiH during 2014 in a competition sponsored by the EU and The Guardian Foundation.

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[34] www.alexa.com. Last accessed 1/13/2016.
[35] Percentage of visitors who open the first site and bounce off to a different web site.
[36] General statistics as of 11/2/2015.

Mainstream media in BiH, including PBS, were reluctant to publish investigative stories. Grantees experienced lack of interest, unclear editorial policies (as part of explanation), or even open denial to publish investigative stories produced within the SIM program. In the case of Zurnal.ba, one PBS body asked for money to broadcast investigative stories.

Investigative reporting grants' outcomes in the community

Start Magazine's articles exposed several privatization cases and alerted citizens to practices that indicated fraud and irregularities. The outlet provided a forum in which people who have important information to share but have been denied media space to express views that contradict the interests of media owners could do so.

Bussines magazine - Some progressive media outlets contacted the magazine to learn where and how journalists gathered the information about forest fees, as they were eager to republish the articles. The director of the Public Enterprise "Forests of the Tuzla Canton," informed the magazine that its investigation will be presented to the monthly Assembly of Forest Management Societies of Federation BIH.

Marija Arnautović (individual grant) - the stories of victims of war, highlighting the lives of two men who returned to their respective hometowns and were forgotten by society and discriminated against. Many viewers responded with similar stories of their own, some of which are being prepared for future broadcast on TV LIBERTY.

Magazine Dani - Dani's investigative piece 'Private Detectives Hired' pressured Bosnalijek to publicly admit that the general manager was tapping phones of federal authorities and hiring private detectives to follow some of the Federation's ministers.

Studio 88's efforts to provide citizens with an opportunity to participate in journalism and investigations of topics deemed most important to them demonstrates that community action can spark positive reaction within a society. This was exemplified during the heavy snowstorms in February 2012.

LOCAL EXPERTISE IN MEDIA POLICY, MEDIA LAW, AND MEDIA LITERACY

Based on interviews with university counterparts and beneficiaries, the evaluation team learned that respondents perceive SIM as having significantly contributed to and promoted concepts of media policy, media law, and media literacy in BiH. Before 2010, a certain level of knowledge and modest expertise in media policy and media law existed in BiH, but was limited to several individuals and experts.

To promote a new regulatory culture in BiH, SIM aimed primarily to empower local individuals to become leading experts in the field and active participants in media development. In the area of **media policy**, SIM initiated contacts with leading institutions in charge of regulation and media development (Ministry of Transports and Communication, the CRA, the PC), offering consultancy (both local and external) and advocacy training. To strengthen individual capacities, SIM supported scholars and practitioners, including members from the CRA, to take part in two highly regarded educational events: the Annenberg – Oxford Media Policy Summer Institute and the Central European University Summer School on Internet Governance. SIM provided additional workshops for the media policy fellows in the areas of policy and advocacy, and mentoring during the production of policy papers on relevant digital media policy issues in BiH. SIM popularized the concept of **media law** and increased the level of knowledge and expertise of it primarily through institutional cooperation. SIM established formal cooperation with 7 universities and 11 faculties across the country. In addition, law students were recruited to participate in the Moot Court Competition, which empowered them. As a tangible result, SIM developed and published the Media Law Primer. Introducing **media literacy** through SIM was the first systematic effort to present and explain this concept to various audiences in BiH, primarily to academic circles and the journalistic community.

> **Successful story:** *Media Law Primer*
> SIM developed and published the *Media Law Primer* and distributed it to law and journalism faculties, media development, and human rights organizations. Evidence shows that beneficiaries from various disciplines and entities, including media, NGOs, academic institutions, and individual researchers highly praised the *Media Law Primer* considering it an important resource. Virtually all public law faculties in BiH use it as an important resource.

Notwithstanding these efforts, policy research and advocacy culture and practice in BiH have not improved significantly, and results envisioned as long-termed within the SIM Activity (such as the initiative to establish a media ombudsperson, and a proposal to ensure state financing to the PC and to introduce media pluralism law) have not been achieved. As the evaluation

team's interviews and document review showed, SIM's primary contribution was in capacity building and empowering individuals, while institution-building and cooperation with institutions was modest.

The fellowship program in the area of media policy was partly successful. Through the Civic Media Fellowship Program, SIM provided travel grants for 16 people, including SIM staff, who participated in two summer schools, [37] 9 in Oxford and 7 in Budapest. One person did not attend a summer school but produced a policy paper (see Annex VII for a complete list of media policy fellows). The participants' academic and professional backgrounds reflected the diversity of people that SIM supported. Most were scholars, but many also represented NGOs, regulators, international organizations, or were students; two were SIM staff. The evaluation team confirmed in interviews that fellows benefited from taking part in these events: they gained new knowledge, learned through experience and examples, expanded their professional networks, and improved their approaches to research and teaching in their home institutions.

> **Media policy fellow and media law expert:**
> 'It started out of curiosity, and continued as a professional affiliation. […] If there [sic] wasn't for Internews, I would have probably been doing something else today, practicing some other branches of law. It made me qualified to be a lecturer on freedom of

The evaluation team did not record significant results in regard to media policy development. SIM's performance indicator, *the number of positive modifications to enabling legislation/regulations for media drafted with USG assistance*, remained 0 throughout the Activity. With the exception of one SIM staff member who sparked discussion on several important media laws, there is no evidence that supported fellows significantly contributed to these debates. Most participants used the knowledge and networks they gained in their regular work. While SIM-supported policy papers are a valuable resource for those who deal with media in BiH, they remain little known to the relevant public or media institutions, the evaluation team learned in interviews.

The evaluation team's evidence indicates that media law activities were among the most successful and effective within SIM. At the beginning of the project, media law was not a regular part of any university law department curriculum. SIM introduced media law in the form of "clinic." SIM formally cooperated with faculties, which enabled SIM to promote media law as a concept, attract participants, make activities visible within academic circles, and implement activities in their planned scope. From 2011 to 2015, these activities attracted 407 students of law and journalism who took part in 62 workshops. These events left a mark, and students rated them with high grades, while post-evaluation tests of the participants showed increased knowledge on the topic. As a Banja Luka professor said, "To make students take active part in something besides their regular obligations, activities, lectures, and even exams, without complaining, is a great success." One faculty (Zenica) introduced the media law as part of its regular curriculum.

Table 9: Overview of university outcomes[38]

	Media Law and Media Literacy at universities before and after SIM
Sarajevo Law Faculty	Media Law not taught before, exists now within Media Law Clinics
Sarajevo Faculty of Political Science	Media Regulation is part of the curriculum; Media Literacy was not taught before, and now taught as an optional course at master and doctoral studies in journalism and communications.
Banja Luka Faculty of Political Science	Media Regulation taught before; Media Law clinics complemented it for the duration of SIM, but no plan for the future clinics. Media Literacy not taught before, but interest exists to develop it as an optional course.
Zenica Faculty of Philosophy, Department of Cultural Studies	Media Culture taught before, curriculum adapted to include Media Literacy as a separate subject. Plans to open it to students from other departments and faculties.
Zenica, Faculty of Philosophy, Teaching Department	Media Culture taught before; Media Literacy became part of the curriculum for Media Culture.
Mostar Dzemal Bijedic Law Faculty	Media Law taught before SIM; clinics complemented it for the duration of SIM; interest exists to continue with clinics, but no clear plan.

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[37] In connection to budget cuts, SIM discontinued its support for the participation of BiH policy experts in the Annenberg-Oxford Media Policy Summer Institute and in the Central European University Summer School on Internet Governance in Year 5.

[38] The list of outcomes includes only those confirmed through evaluation team's site visits and interviews, while SIM cooperated also with Bihac University Law Faculty, Zenica Law Faculty, Mostar University Law Faculty, and Mostar Dzemal Bijedic Faculty of Humanities.

Mostar University Faculty of Philosophy, Journalism	Media Law taught partially through other subjects, while strengthened during SIM implementation. Media Literacy taught neither before nor during SIM, but interest exists to develop it.
Tuzla Faculty of Journalism	Media Literacy not taught before; introduced during SIM, and continues as part of the curriculum.

Another successful component of SIM's intervention was promoting competitions in media law that popularized the subject and attracted students to actively use their knowledge in practice and apply it through examples. The evaluation team's evidence indicated that faculty benefited from this component by being involved in the competitions and trained by international experts. The positive experiences of students and faculties throughout BiH led SIM to establish the first National Moot Court Competition in BiH, held at the University of Zenica. In its last year, SIM was unable to support this component, but the competition continued to be organized by several academic institutions in Zenica, Sarajevo, and Mostar, thus exhibiting sustainability.

The evaluation team did not find evidence in the document review that SIM engaged in strategic and substantial cooperation with government institutions. SIM had regular communication with the senior adviser at the Ministry of Transport and Communication, but due to political obstructions, lack of resources, and the lack political will, SIM's potential was not utilized for the process of digitalization, or for other processes relevant to strategic media development in BiH.

All counterparts and direct beneficiaries that the team interviewed said that SIM's interventions in the field of media literacy led to modest, but certainly important results. Before SIM, BiH's media policies did not recognize media literacy development as a priority or as a precondition for media development. As discussed, SIM introduced media literacy through a variety of interventions, including cooperation with academic institutions and individual scholars, non-profits such as Mostar-based Futura dealing with media literacy on a regular basis, and professionals interested in the subject.

SIM established a network of mostly young academics and professionals equipped with the skills to understand and disseminate the knowledge from the media literacy area. Following the media literacy workshop in 2012, which aimed to initiate a network of academics and non-profits working in this area, SIM organized a training-of-trainers on media literacy in 2013. In their feedback on this training, participants expressed satisfaction with the workshop and the knowledge they gained.

SIM held fewer media literacy clinics than media law clinics (2). Despite limited geographic coverage and fewer participants (up to 25), the clinics were still successful in transferring knowledge and attracting attention from faculty members to further promote this concept. The team found evidence that several faculties introduced the media literacy as part of their curricula (Zenica, Tuzla, Sarajevo), and others were considering it (Banja Luka) at the time that this report was written.

SIM support resulted in production of two media literacy publications, *Media Literacy in BiH* and *Media Literacy in the Digital Age*, a collection of useful articles aimed to contextualize the concept, which increased availability of online media literacy resources. Videos produced by "Futura" from Mostar, one of which is about common mistakes that journalists make and another about an alphabet of media literacy, have been used as educational and training tools for media literacy. SIM's cooperation with the Sarajevo Faculty of Political Science proved especially fruitful. In addition to hosting clinics of media law and media literacy, faculty hosted book promotions and discussions on media law and media literacy.

Another example of SIM's successful interventions in this area was the creation of a media watchdog platform, www.analiziraj.ba. Stakeholders that the team interview praised this tool and considered it to be important for media professionalism and media literacy. Because the platform was created from scratch, primary stakeholders, including journalists and editors, needed time to become accustomed to and gain trust in the platform as it was developed. After only about 10 months, www.analiziraj.ba had attracted the attention of media under scrutiny (mostly TV stations with national or regional coverage) and gradually increased its readership. Between October 1, 2014 and August 31, 2015, the platform published 286 posts on television programming content, 18 posts on defamation and other media law issues, 8 analyses/dossiers on critical issues in journalism, as well as 57 news items on media and journalism issues in BiH and the world. The website had 70,022 sessions with 37,850 users. [39] However, while respondents reported that such a tool was needed to assess the level of objectivity and impartiality of journalists and editors, and their compliance with professional norms, the feedback on the quality of the work published on this platform was mixed. Several beneficiaries that the team interviewed noted that the platform concept included no reference to professional standards on which its analytical approach is based On the other hands, several interviewed stakeholders gave examples of how

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[39] SIM annual report.

this watchdog contributed to actual improvements in media reporting, such as improving the language and increasing the level of coverage of multiple viewpoints on Bijeljina TV, and increasing dialogue on professional mistakes in reporting.

Despite some critiques of the initial work of analiziraj.ba, stakeholders generally agreed that BiH was in dire need of a media watchdog, in particular the public broadcasters. The two authors of the platform's content interviewed by the evaluation team mentioned that the platform could evolve by focusing more on political TV shows, and not only news, as well as by promoting the media watchdog approach with students of journalism.

SUPPORT TO REGULATORY, SELF-REGULATORY BODIES, AND ASSOCIATIONS

In this section, the evaluation team discusses its findings about the effectiveness of SIM's support to the regulatory and self-regulatory bodies and associations. The team includes this section in response to evaluation question 1 because the team evaluated the Activity as a comprehensive intervention from its beginning in 2010 to the end in 2015. Further, the bodies that the team discusses here were the key interlocutors with respect to media development in BiH, and especially important in relation to media law, literacy, and policies.

In its Diagnostic Report produced in April 2011, SIM recommended that it support capacity building activities on policy advocacy for the CRA and PC, and that it support the journalists' associations and media industry associations by promoting ethical standards and norms among media professionals, initiating *pro bono* legal help, conducting training on legal issues, and ensuring industry outreach and cooperation, potentially through grants.

The shortcomings identified in the Diagnostic Report and the accompanying reasoning implied that SIM would continue to work with these institutions and organizations throughout the length of the intervention. For the first 2 years of the Activity, that direction was pursued. In that period, SIM supported the PC, BHJ, and Association of Private Electronic Media (PEM) with one grant each, while the CRA, as a government body, was eligible for partnership and capacity building. The table below gives an overview of grants that SIM awarded in that period.

Table 10: Grants to associations

Grantee	Focus	Amount of grants	Period	Grant results
BHJ	Journalists' clubs	$12,130	Oct 2011 – Oct 2012	4 journalists' clubs established 8 professional debates with 55 participants organized 2 workshops in Sarajevo for 10 lawyers and 16 law and journalism students from Sarajevo and Mostar on Article 10 of the ECHR 3 in-house training on protection of journalists' labor rights in Livno, Prijedor and Capljina for 42 journalists and editors
Press Council	Radio shows on journalism ethics	$24,991	Nov 2011 – Jun 2012	6 videos for journalists produced and published on the website 2 trainings for young journalists organized, with 20 participants 23 radio shows broadcasted on a number of radio stations across BiH
PEM	Law on Copyrights and PEM functioning	$12,424	Oct 2011 – Oct 2012	Annual assembly organized in 2011 A roundtable on the implementation of the Law on Copyrights 200 copies of a brochure on the law produced and posted Website developed Collective agreement for music rights signed by the Association of Composers - Music Makers and 3 electronic media associations in BiH.

The evaluation team's interviews with representatives of BHJ and PC confirmed that implementation of these grants was successful and sustainable, because the activities implemented were part of the associations' strategic orientations. Grants gave the organizations an initial boost for activities that they continued to implement after the grants ended. BHJ continued to work on establishing the journalists' clubs after the grant's end, and as of January 2016 the Association had very active communities of journalists across BiH. The grant to the PC enabled it to start a series of radio shows, by purchasing necessary equipment and training a crew of young journalists on radio production. This intervention increased the engagement of youth in promoting self-regulation through the radio show titled "Your Voice in the Media." Weekly 15-minute radio broadcasts on 11 radio stations around BiH helped the PC to increase its public outreach. PC continued to produce this radio show after the end of SIM's

support, by soliciting other donors. Based on two interviews of grantees, the team learned that the grant awarded to the PEM was especially successful. The PEM grant laid the foundation for the organization's existence and helped resolve an issue on copyright that electronic media were facing at the time.

The evaluation team found that SIM's support to CRA did not have as broad an impact as those to the other entities. Because of the strong political pressures exerted on the CRA, SIM could do little to ensure CRA's independent status and functionality. Instead, SIM thought it would be more realistic and useful to strengthen CRA's capacities and empower its staff. In interviews with the evaluation team, CRA staff reported the usefulness of conferences at the beginning of SIM's implementation that aimed to discuss hate speech and the potential measures to combat it.

Despite SIM's efforts to secure commitment from the CRA and the PC to strengthen their advocacy efforts and develop their five-year management plans, these organizations preferred different modes of cooperation, which did not fit the Activity's format and plans. The SIM dropped the digitalization efforts entirely, and the CRA and PC never developed the five-year strategic documents. SIM's Y1 and Y2 Annual Reports provide a good account of efforts that the Activity undertook to secure CRA's and PC's commitment before it withdrew its comprehensive support from these bodies. A similar issue of commitment to the purpose of its existence was noted in SIM's reports about the BHJ. Although the latter received a grant, SIM and BHJ never came to terms in organizing legal *pro bono* support for journalists, as originally planned. PEM Association's assessment of its cooperation with SIM was positive. Formally speaking, CRA was among key beneficiaries of the Activity; however, CRA was involved in SIM interventions only in the first two years.

CRA, PC, and BHJ recognized SIM's contribution to media law and regulation of hate speech online. In interviews, these institutions and associations mentioned the following notable results:
- Two of four interviewees mentioned the media law primer and increasing visibility and understanding of media law.
- One interviewee mentioned raising awareness about hate speech online.

CONCLUSIONS ON THE EVALUATION QUESTION 1

To what extent has SIM a) improved the quality of the reporting of new media outlets and sources and contributed to their growth; b) built the quality of IR overall in BiH; and c) developed local capacity expertise and practice in media policy, law, and literacy?

1. SIM grants provided an opportunity for media and journalists to discuss and express a diversity of thoughts and ideas; the grants also influenced the scope and quality of reporting, especially on human rights.

2. SIM's support to print and broadcast media to improve their online presences was timely and successful in the short term.

3. The online media outlets that received SIM's continuous support progressed with respect to the quality of their reporting and their technical innovations, and managed to secure loyal audiences. SIM strengthened the position of online media outside of Sarajevo, as well as of thematic or niche portals of civil society organizations. Four online media outlets noted that they exist or have survived in part due to SIM support.

4. A notable part of SIM human rights reporting grants to media led to journalists' increased coverage of human rights topics online through innovative forms, such as data journalism.

5. SIM's support to media to foster content development and new audience engagement tools resulted in the creation of a quality relationship between supported online media and their audiences, which, according to the online survey, believe that online media are more interested in the opinions of their visitors and are less prone to self-censorship than traditional media. The survey's respondents also perceive online media as equally politically influenced.

6. For outlets that received SIM's support continuously, SIM's focused support, internal mentoring, and introduction of new, multimedia forms of reporting (e.g., videos online) increased the quality of reporting. Investigative reports supported through SIM raised awareness among the public and stakeholders, and put certain corruption affairs on the public agenda.

7. Although portals that published SIM investigative stories did not reach as many online visitors as did other news portals, these stories were influential in steering the public interest with respect to several important issues, such as corruption affairs reported

by Zurnal. However, the investigative approach, including the lack of investigative tools and inadequate research techniques, requires further advancement, as well as broadcasting or publishing channels for such stories.

8. SIM contributed to strengthening the local experts' knowledge of media policies, media law, and media literacy, although the program did not sufficiently harness the capacities of regulatory and self-regulatory bodies and state institutions in these areas.

9. Policy advocacy culture and practice in BiH did not improve significantly as a result of the program, judging by the outreach of policy papers produced by the media policy fellows, and the engagement of relevant institutions in policy advocacy. The media policy fellowship program was successful in increasing the fellows' individual capacities to conduct policy research, but their policy papers had no significant effect on government policies to regulate the media and internet spheres, as data from one of the SIM indicators suggest.

10. Media law activities were among the most successful and effective within SIM, as they engaged students and created a pool of young experts ready to pursue media law as a professional orientation. SIM published and widely distributed a Media Law Primer which most interviewees found useful for their work and education.

11. Most stakeholders indicated that the Activity sparked interest in media literacy in journalism and communications studies, and beyond these programs. The evaluation team confirmed in interviews that Media Literacy courses were introduced into the curriculum of at least four faculties. BiH now has at least two new resources on media literacy in local language: two books published within SIM. The Activity equipped a pool of media literacy trainers with skills to spread knowledge on media literacy, and some of them continued to publish academic work on media literacy.

12. The media watchdog platform www.analiziraj.ba was considered an important tool for media professionalism and media literacy. Given the limited time, the Activity has not developed the platform entirely and did not promote its purpose clearly. The website does not explain in detail the methodological approach.

13. Although SIM's support to the CRA, PC, and BHJ was modest and did not reach its envisioned potential given the early program revision, recipients deemed grants to the PC, Association BH Journalists (BHJ) and the Private Electronic Media Association (PEM) successful and sustainable.

EVALUATION QUESTION 2 – EFFICIENCY/EFFECTIVENESS OF PROGRAM AND MANAGEMENT PRACTICES

How efficient/effective were programmatic and management practices implemented in the Activity, particularly the small grant mechanism?

CAPACITY BUILDING – TRAINING, CLINICS, WORKSHOPS

Participants in various SIM events, such as media law and literacy clinics, reported very positive feedback about the organization of these events in their responses to the evaluation team's online survey. Respondents' satisfaction with SIM's *timely response to their questions* and *timeliness and organization of activities* was at the highest level (1.46 and 1.45, respectively on a scale of 1 to 7, where 1 is "completely satisfied"). Their satisfaction with *balance between theory and practice* leaned toward "mostly satisfied" (1.89). In terms of gender difference, women were somewhat more satisfied with *SIM's capacity to clearly communicate the procedures to*

> **Participant at a Media Law Clinic:**
> "One week we would deal with privacy, then another week it would be the media laws, then we had the defamation, and it was different topics each week, which was really interesting and nice because it was more interactive."

participants than were men (the difference of 0.47). Table 9 shows the weighted average of the participants' levels of satisfaction with five different aspects of organization of events.

Table 11: Participants' satisfaction with SIM training, clinics, workshops

To what extent are you satisfied with the organization of activities within SIM you participated in? For each of the sections below, mark the level of your satisfaction. Only one answer is possible for each section (Note: Scale 7 to 1, 1 is completely satisfied)		Women		Men		Gender difference	
Answer Options	Rating Average	Response Count	Rating Average	Response Count	Rating Average	Response Count	Rating Average Difference	Response Count Difference
Timeliness and organization of activities	1.46	114	1.47	83	1.39	28	0.08	55
Trainers' skills to transfer the knowledge successfully	1.59	114	1.57	83	1.57	28	0.00	55
Balance between theory and practice during the Activity	1.89	114	1.81	83	1.89	28	-0.08	55
SIM's capacity to clearly communicate the procedures to participants	1.84	114	1.71	83	2.18	28	-0.47	55
SIM's timely response to participants' questions	1.45	114	1.41	83	1.54	28	-0.13	55

Among 120 respondents,[40] 73 percent were women, 24 percent men, and 2.5 percent refused to select their sex. In the population of participants, around one third of participants in SIM's events were men because women constitute a majority of students in journalism, communications, or similar studies, and to a lesser degree law, and, therefore, were over-represented among participants.

The university staff that the evaluation team interviewed as co-organizers of media law and literacy clinics spoke positively about SIM and underlined the very good partnership. All said that communication and cooperation with SIM staff was at the highest level, and the clinics in particular were well thought through and timely.

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[40] Evaluation team's online survey with participants. Please see Evaluation Methods and Limitations for details.

SIM and faculty members made the best out of clinics targeting students in their second or third years, or Masters students. A faculty member said that second year students were targeted at that particular faculty for the media law clinic because it was very compatible with a regular course on media regulation during the second year.

SIM successfully captured the students' optimal attention and engaged them during the training. The form of media clinics enabled flexibility in terms of lecturers (both professors and practitioners were involved), interdisciplinary approach (students of law, journalism, communications, pedagogy, etc.), and cooperation between universities (sometimes from both entities). According to one of the interviewees, a more long-term approach would be to push for media law as a separate subject at faculties. However, such an approach would have taken far more time and resources than available during the Activity, and likely would not have been achievable in the life of the project.

> **Contact person for Media Law Clinics:**
> "I would convey the students' perceptions here about those workshops which were very practical, with plenty of examples. […] They had to […] take the lead roles in those examples, which they particularly appreciated. And their satisfaction was particularly thrilling to me, as one could notice even in the exams […] they were not going only by the book, but had broader knowledge."

SIM employed three modes of cooperation with universities: a cooperation agreement, a grant to one of the university departments, or informal cooperation. One of the faculties at which two certified media literacy trainers teach received a grant for working with students on media literacy. The workshops that these trainers organized were well accepted by students from four different studies at this department. The evaluation team found that a problematic aspect of grants to universities was the financial arrangement between the universities and ministries of finance, as some universities do not have a sub-account in the treasury single account system. After SIM transferred funds to the ministry, the faculty waited for months for the funds to be disbursed, and received funds often only after pressure and persuasion by SIM and faculty staff. They covered most costs from their own pockets, and were reimbursed by the ministry much later. SIM signed a cooperation agreement with relevant departments at other universities, and it guided the promotion of media literacy among students and faculty.

Fifty-two students took part in SIM-supported internships, an important aspect of capacity building for students of journalism. Interns were not in a position to choose their destination, because Media Center also aimed to build ties between youth from different towns and entities. For example, students from Mostar were interns at media outlets in Banja Luka, or students from Tuzla interned in Mostar. One hosting media outlet noted: "If I think of the [first generation of interns…], at first they seemed fearful, they were here in this town for the first time, and they feared if they would face some problems here. Later on, they relaxed, went out, and met friends. […] I saw their progress despite the fact that it was a short internship of 1 month. But I think it helped them a lot in some of their thinking and attitudes." The participants' individual outcomes of the internship largely depended on their respective personalities, interests, drives, and how these matched the hosting media outlets. The Media Center provided high-quality training to prepare them for the internships and provided opportunities for them to prove themselves.

FELLOWSHIPS

The evaluation team interviewed 8 out of 15 media policy fellows, not counting SIM staff. In terms of communication with SIM staff, all except one fellow were satisfied with this aspect of cooperation. In terms of timeliness, one participant noted that SIM's feedback on his policy paper was timely and supportive. Another interviewee mentioned, however, that the workshop and the guided process of policy development in her case took place later than originally planned, which prevented her from further participation due to other obligations. One interviewee was not informed from the start about expectations for media policy fellows, and was surprised at a policy development workshop that they needed to produce a policy paper in a guided process with specific timelines.

Table 12: Summary of fellowship deliverables

Number of media policy fellows	Geographic coverage	Summer School	Policy Workshop	Paper produced	Published and promoted
15 excluding SIM staff: 9 women, 6 men	12 Sarajevo-based at the time; 1 from Tuzla; 1 from Istocno Sarajevo; 1 from Banja Luka;	9 participants in the Annenberg – Oxford Summer Institute: 7 participants in the CEU Summer School, 2 of which were SIM staff	14 attended policy development workshops	8 policy or academic papers were completed	7 policy or academic papers were published online

Based on document review and interviews, the evaluation team found that the SIM media policy fellowship program lacked outreach. For example, four of the faculty outside of Sarajevo who were engaged in other SIM activities who the team interviewed reported that they were not informed of the media policy fellowships, although their interests were in media law and policy. In addition to publishing calls for applications, SIM directly encouraged applications from some of the experts they knew were working on the topic, but not all. Consequently, most of the interviewees either were invited directly to apply for the policy fellowship or already were engaged with SIM on other activities. Sarajevo-based fellows were overrepresented; only 3 out of 15 participants were from universities outside of Sarajevo. SIM made efforts to broaden the outreach toward the end of the Activity, though in an unstructured manner. One of the persons interviewed by the team noted that SIM might have had a stronger influence outside of Sarajevo if they had regular face-to-face meetings with faculty members or a contact person in other parts of BiH to work on promoting SIM's public calls and results, including media policy papers.

Of the 19 media policy fellows, including SIM staff, only 9 produced papers, and only 7 papers were published online. SIM attempted to strengthen the fellows' commitment toward completing all of the program's expectations, but this approach was not sufficient. Less than half of the participants fulfilled the program's expectations, which were as follows: After being selected to participate in the program, the policy fellow attended an international summer school, then participated in a policy development workshop, and went through a guided process of policy development. The participant's finalized policy paper was published on the SIM website and the promotion stopped there.

SMALL GRANTS MECHANISM

The evaluation team interviewed 24 grantees; this section discusses the opinions of 21 grantees.[41]

Table 13: Small grants overview

Grantees	Grants	Approved amount in US$	Coverage by this evaluation
40 grantees in total	*69 grants in total*	*963,678.29*	*24 grantees interviewed*
20 profit-making media outlets	10 human rights 13 online projects/media 10 investigative reporting 1 elections 2 floods	476,115.79	10 interviewed
11 CSOs	8 human rights 5 online projects/media 5 investigative reporting 3 media literacy 2 elections grants 1 associations grant	398,304.47	7 interviewed
3 professional media associations	3 associations grants	49,545.00	3 interviewed
3 individuals	2 investigative reporting 1 media literacy	15,380.00	2 interviewed
2 universities	2 media literacy	14,062.73	1 interviewed
1 PR company	1 investigative reporting	10,270.05	1 interviewed

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[41] Three professional media associations are discussed in the section "Efficiency in Support to Regulatory, Self-regulatory Bodies, and Associations."

The evaluation team found that among the 20 profit-making media outlet grantees, 5 traditional media and 1 online media perceived the grants as too small. This was an understandable response for traditional media, as their production costs are higher. However, some grantees procured novel technical equipment which benefitted their business in the long run, as opposed to one-off increases in remuneration of staff, an approach implemented by part of the outlets. For most of the grantees, the grant meant that they could focus on certain topics they usually could not afford. For two grantees, the grants were essential for their continued existence.

> **NGO portal - human rights grantee:**
> 'I can say that if there [sic] wasn't for these three projects it is questionable whether we could have survived in the meantime as these funds were, for most of the time, our only source of income. They literally helped maintain our work."
> **Traditional media grantee:**
> "It is in that moment that we were in need of means of self-preservation, to keep the magazine running, and we were given the fish and not the rod that we really need."

Financial funds may have been more relevant for smaller grantees but were welcomed by all. Still, sustainability was a major concern for media driven by marketing logic and NGO-led portals that usually rely on donations. As two media representatives reported to the evaluation team, "media are financed through marketing [...] that pie is getting smaller..."; "[...] small grants help us generate income, that is they cover our salaries in part, and we do not have to rely solely on marketing." "These small grants are good because every, or nearly every [Bosnian convertible] mark is effectively spent. I strongly support these small grants because once again the media or non-governmental organization can get the money that will help them to make something creative even without enormous funds." Notwithstanding the grantees' gratitude for timely and sufficient funding support for the proposed activities, one grantee raised the following major concern to the evaluation team about the sustainability of assistance through small grants: In his view, traditional media needed specialized managerial and online marketing support to adapt their business models to the changing media preferences of the market and advertisers. This opinion was repeated by one of the SIM staff as a need that was perhaps underestimated by the Activity.

In terms of procedures, 3 of 21 grantees noted that reporting requirements related to SIM grants were very complex, and that these procedures led 1 grantee to stop applying for grants. It should be noted though that reporting requirements followed the SIM Grants Manual, i.e., quarterly financial and programmatic reporting for grants exceeding $5,000, using prescribed templates. Grants deemed high risk or those shorter than three months were required to report more frequently. SIM tracked progress in expected outcomes of the sub-grants by defining cross-cutting indicators for all sub-grantees producing public contents, which is a standard and necessary practice. Further, SIM organized trainings for sub-grantees on reporting requirements. The administrative assistance that was provided by SIM in the application process was perceived by beneficiaries as timely and useful. Two grantees complained to the evaluation team about the application process, one because an idea that the grantee applied with was refused, and the other because no meaningful explanation was given for refusing its application. In this respect, SIM simply followed the SIM Grants Manual, which did not require that SIM provide an explanation to each unsuccessful candidate. One of the university grantees reported problems in receiving the funds because the university did not have a sub-account within the treasury single account system. SIM, however, attempted to address and resolve this issue to keep the faculty as a grantee.

SIM's communication with grantees was excellent according to all except three grantees, one of which thought SIM was trying to intervene into its editorial policy. In terms of communication, most of the media outlets, whether run by CSOs or by profit-oriented companies, mostly communicated with four SIM staff: a legal advisor, an experienced editor, a research director, and a financial advisor. Most of the grantees appreciated and acknowledged the SIM staff's professionalism, cooperativeness, and support.

Investigative reporting grants constituted one quarter of the grant budget in SIM during the Activity's five years. Investigative reporting support was cut from the $188,469.84, which SIM granted to 12 different media outlets before November 2012, to $67,984, which SIM granted to only 1 online media outlet after November 2012. The biggest grant recipient among investigative reporting grants was Zurnal.info, the only investigative reporting grantee after the program's shift in October 2012. Zurnal is administered by a civil society organization, and as such, does not fall under a typical media outlet concept. However, as noted by one of the interviewees, lately quality investigative reporting has become the province of non-profits, which have more independence and editorial freedom than for-profit media organizations. Grantees that produced investigative reporting were expected to secure the broadcasting channels for their reports. When grantees failed, SIM tried to secure broadcasting for the story.

Figure 3: Total grants budget share per type of grants

Legend:
- REPORTING ON ELECTIONS
- SUPPORT TO ASSOCIATIONS
- MEDIA LITERACY
- HUMAN RIGHTS REPORTING
- INVESTIGATIVE REPORTING
- ONLINE PROJECTS/MEDIA
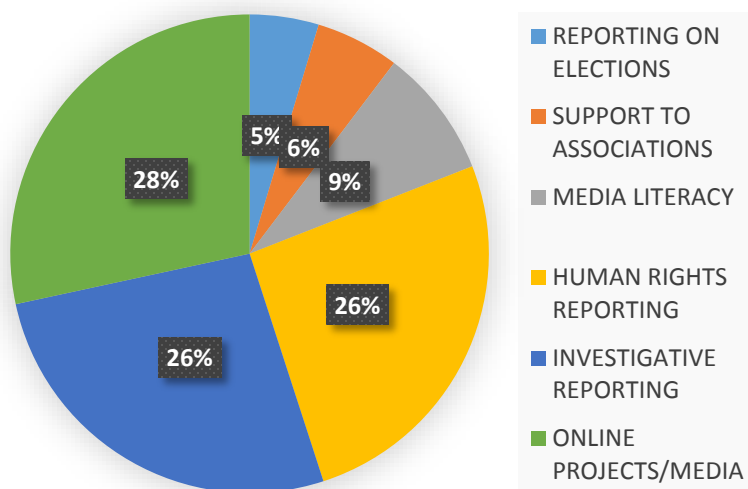
Grants for human rights reporting absorbed one quarter of SIM's award budget. Five of 14 human rights grantees were civil society organizations. Four for-profit grantees interviewed by the evaluation team questioned whether CSOs should have received media grants when they were not primarily acting as media organizations. As one grantee postulated, "significant number of portals active in BiH are maintained by nongovernmental organizations and as such are creating a competitive environment for the portals that are media, true media."

All human rights grantees interviewed by the evaluation team reported that training and professional support provided by SIM was useful and relevant. Both full-time employees and a future cadre of journalists perceived that the training and professional support they received was relevant. Two grantees from different kinds of media outlets nicely described this to the team: "[W]e started as a student portal, we dealt with the problems of students and . . . we have not ourselves . . . determined exactly which topics we want to deal with, but through work with Internews and USAID we focused on human rights and marginalized groups." Many stakeholders specifically praised the experience and skills that they gained, particularly in investigative journalism and data journalism.

Online projects comprised the biggest portion of the grant budget. SIM made these grants to strengthen the quality of reporting of new media and assist traditional media in improving their online presence. The evaluation team interviewed 5 randomly selected grantees (2 traditional with online presence and 3 online-only) out of 15 that received these types of funds. These funds were crucial for two of the traditional media to establish or develop their online presence. However, one of the two explained that terms of the grant changed in the course of negotiation with SIM: the size of the grant, the length, and the prospects for continuing support. Both of these interviewed media outlet respondents perceived the grant reporting requirements as rather complex, which led one respondent to discontinue its further cooperation with SIM. Nevertheless, both admitted that SIM's support was very important at that particular stage of convergence between the traditional media and their online platform. The three online-only media interviewed in this group were satisfied with communication, support, and reporting requirements.

> **Traditional media grantee:**
> First we had to design it, create the infrastructure, which includes employing one or two journalists, finding or buying photographs, establishing the network or correspondents . . . in order to build this entire platform from that budget. . . . We would never have managed it without Internews.

In accordance with its plan to better target its assistance to outlets that could produce high quality contents and make a difference, SIM extensively supported Tacno.net, which was run by the non-profit Centre for Critical Thinking. The Center for Critical Thinking received six grants for the duration of the Activity, totaling $115,418.52, which was nearly 10 percent of the overall grants budget.

The SIM team managed to respond to the requirements of the revised program description in a more efficient manner than before the program's shift, partially thanks to staffing changes. However, despite awarding online innovation grants to the media outlets and non-profits from Year 1 and promoting online innovation through other types of grants as well, SIM did not have Information and Communication Technology (ICT) expertise among its staff until Year 4 of implementation. Just as legal and editorial expertise was an absolute requirement for a recipient of the investigative reporting grants, the ICT would have made a crucial contribution to the grantees' innovation activities and could have made the implementation more efficient.

SUPPORT TO REGULATORY BODIES, SELF-REGULATORY BODIES, AND ASSOCIATIONS

SIM supported the self-regulatory bodies and professional media associations through grants, while it supported the CRA through capacity building. Other intended forms of support to these bodies did not materialize. Out of three interviewed grantees, two perceived SIM's approval process for the grants as problematic, in terms of providing unclear information about grant size, unclear criteria about the eligibility of costs, and lack of feedback on grant selection results.

Two of the three professional media associations supported through grants reported that they perceived SIM grants as problematic or unclear. Similarly, two of the three media associations that the team interviewed that had received SIM's support reported that their communication with SIM in general was problematic. One association perceived SIM's approach to be prejudicial.

The CRA, as an institution, was not adequately and timely informed about the change in objectives and had limited information about SIM's interventions after the program's shift. Although the advocacy training was appreciated by one of the associations and by the CRA's representatives, along with conferences and initiatives against hate speech they have organized together with SIM, they perceived SIM's partnership with regulatory bodies, self-regulatory bodies, and associations to be insufficient. For example, SIM did not harness the CRA's expertise and interest in introducing media law curriculums at law faculties, or promoting media literacy.

CONCLUSIONS ON THE EVALUATION QUESTION 2

How efficient/effective were programmatic and management practices implemented in the Activity, particularly the small grant mechanism?

1. SIM managed the small grants mechanism efficiently, according to feedback given to the evaluation team by most stakeholders. However, new contents and new approaches that the supported media outlets introduced as a result of SIM assistance (including media outlets that managed to continue operations thanks to SIM assistance) are not necessarily sustainable. SIM positively influenced the quality of reporting during the grant period.

2. Most beneficiaries thought that SIM provided adequate expertise and assistance to grantees. However, SIM did not include continuous expertise related to Information and Communication Technology (ICT), relevant to grantees' online innovation in particular.

3. Participants and partners in the organization found that capacity building events and particularly the media law and literacy clinics were effective. The clinics in particular could be sustained after SIM's completion, partially as a result of SIM's publications on media law and media literacy.

4. Cooperation agreements were useful in forming SIM partnerships with universities. According to one of the two university grantees, it was problematic for the university to implement the grant due to complex financial arrangements between the university and the cantonal ministry of finance.

5. The media fellowship program lacked outreach and broader geographic coverage (12 out of 15 policy fellows were from Sarajevo region at the time). Despite SIM's efforts, the lack of commitment of some of the fellows resulted in lower outputs: only 9 out of 15 policy fellows (not counting SIM staff) completed their policy papers, and only 6 papers were satisfactory enough to be published online (not counting SIM staff). SIM and policy fellows did not sufficiently promote policy papers or advocate the policy solutions the papers recommended.

6. SIM was efficiently managed in terms of required expertise, timelines, cooperation, and establishing networks, as confirmed in interviews and the online survey with participants in SIM events. Most interviewees assessed SIM staff as supportive and knowledgeable, that they responded timely to requests and inquiries, and established good cooperation with most media outlets and universities. The evaluation team found and confirmed in interviews that there was an exception with respect to SIM's cooperation with the CRA, the PC, and the BHJ.

EVALUATION QUESTION 3 – ACCEPTANCE

(EQ3) How well did local media partners, particularly online media partners, and other project beneficiaries such as universities, students, and policy fellows, accept project assistance, and did they find it well tailored for BiH needs?

At the beginning of the Activity, SIM's support was welcomed by all grantees, partners, and beneficiaries that the evaluation team interviewed. As one expert noted in the interview with the team, USAID's return to the media development scene was seen as a positive sign in 2010 and was expected to boost energy in the decaying media industry in BiH. However, the problems and weaknesses in BiH's media landscape closely related to BiH's weaknesses, and the rising challenges of the global market. Some respondents reported to the team that the absence of USAID's support to the media in a structured manner from 2006 to 2010 was strongly felt in the BiH media market. An editor in an online portal said "donors' abandoning the BiH media space . . . was a huge mistake, that's why we have the media we have now." During the Activity's implementation, some stakeholders were disappointed with the direction the Activity was taking and/or with the limited resources available for assistance.

> **Traditional media grantee:**
> I believe [deciding not to support media between 2006 and 2010] was the biggest mistake they made. . . . Media have never been worse off, since the war. They're on their knees, and of course anybody can do with them as they please. It is ridiculous to expect . . . investigative reporting when media are financially blackmailed.

The evaluation team interviewed several stakeholders that noted that they had expected SIM to help build the independence of the CRA in particular, as this institution was seen as crucial for the sustainability and regulation of the electronic media. Others felt that was an overly ambitious goal in the context of post-2010 political dysfunction. One of the associations noted that SIM's objectives in supporting the CRA and other key bodies were not overly ambitious, but that SIM had not exhausted all the potential for cooperation, that their staff lacked expertise, and that SIM could have done much more before withdrawing its assistance. All opinions aside, the CRA's representatives noted to the team that SIM's objectives for the CRA's independence and digitalization were important, but not really achievable through this Activity, as the structural and systematic changes that SIM hoped to initiate could be instituted only at the political level, and that political will to do so was lacking.

SIM's overall quality was addressed by two grantees. The grantees' main criticism was that the Activity had the wrong momentum and an outdated objective to strengthen independent media in BiH. Some interviewees also noted that SIM did not provide enough support in the area of business development. While SIM did not provide business development assistance in a comprehensive manner, it is important to note that SIM, through the MCS, organized a series of trainings and events for traditional-to-online and online grantees' journalists and editors. The following list includes training topics that SIM considered relevant for media business development:
- Organization of online newsrooms and user interface design;
- Photography and audio/video in the multimedia environment; digital photo and digital video storytelling;
- Data journalism;
- Online strategy for digital content using social media as the main tool;
- Citizen feedback mechanisms, social media strategies, crowdsourcing, mobile technology and media, crisis mapping;
- Investigative journalism in a digital age;
- Financing journalism;
- Journalism education in the digital age;
- Start-ups as cross-sectoral initiatives for better online media;
- Citizen media.

Stakeholders reported that they perceived several areas of SIM's work to have had positive effects. Some of the interviewees noted the importance of working on media literacy in BiH, and recognized SIM as a driving force behind promoting the concept itself. One of the policy fellows noted that he became interested in the SIM Activity because he realized that the Activity was not yet another program that organized roundtables and conferences at which participants concur around the same issues, but that the Activity implemented useful and interesting activities, such as those within media literacy and media policies. Another stakeholder mentioned that cooperation between law faculties to organize the National Moot Court competition was more important than going to the same competition abroad, because it helped connect BiH's law faculties. Although cross-entity and interethnic cooperation between universities, students, and professors was not systematically promoted within SIM, such opportunities were offered in media law and literacy clinics on some occasions. Two interviewees from among the Media Center

staff noted that SIM was very flexible and allowed for different areas of media development to be covered and some emerging needs such as protests or floods to be addressed.

CONCLUSION ON THE EVALUATION QUESTION 3

(EQ3) How well did local media partners, particularly online media partners, and other project beneficiaries such as universities, students, and policy fellows, accept project assistance, and did they find it well tailored for BiH needs?

1. Most of the grantees felt that SIM responded to their needs to build relations with their traditional and online audiences, and dedicate time to stories they otherwise would not. However, a portion of stakeholders and beneficiaries expected to receive bigger grants, an approach tailored to the needs and capacities of traditional media, and focus on the media outlets USAID supported in earlier interventions. USAID could not meet these expectations, because USAID needed to make sure that the Activity's design addressed shortcomings in the earlier media assistance programs in BiH, the limited resources for grants, and the imperative of producing better value for money. These factors led to lower acceptance of SIM as a partner at later stages of implementation in parts of the traditional media.

2. Universities saw SIM as a source of novel approaches in teaching media law, and a new concept of media literacy. Fellows saw policy development as a necessary skill generally missing in the BiH's journalism, communications, or law studies.

EVALUATION QUESTION 4 – UNDERSTANDING

(EQ4) To what extent did the Activity develop and communicate messages that accurately conveyed the main goals, according to donor, partners, stakeholders, and beneficiaries?

All stakeholders that the team interviewed, including grantees, fellows, partners in organizing media clinics, and participants in some of the events confirmed that they were informed about SIM's main goals and USAID funding. However, in further conversation, most of the interviewees were aware of only those events and results in which they directly participated. As an example, two persons who worked in the same academic unit had different understandings of the Activity's main goals, since they were involved in two different tasks. One teaching assistant was well informed about media law clinics, but not about the media policy fellowship, while the other participated in the media policy fellowship. Neither respondent was aware of SIM's direct support to media outlets.

Stakeholders reported varying understandings of the concept of *independent media*. One criterion in SIM's selection of grantees was that the applicant have a non-government ownership structure. In interviews with the team, this was, perhaps, the only common denominator in grantees' descriptions of their understanding of media independence, Despite the fact that grantees were supported as independent media, some grantees expressed the thought that independent media simply does not exist in BiH. Other grantees perceived political independence as the key aspect of media independence, but few believed that any media in BiH met that criterion, because political independence is dictated by financial independence, and the latter is largely influenced by the advertising market, public companies advertising in particular, and the lack of international sources of funding. The last group felt that they were the only independent media, while at the same time they were perceived by another media outlet as politically influenced and biased.

Lack of information about the Activity was noted as one of the downsides; for example, the information about the contents of the SIM diagnostic report. The team found that grantees felt that SIM insufficiently promoted the Activity's results. Specifically, one of the interviewees mentioned that SIM should have promoted the production of policy papers and media literacy publications more, as they were important results. While both Internews and the Media Center promoted SIM's public calls for participants on their website to assist promotion, as well as the publications or videos produced, Media.ba was under-utilized in this aspect despite its establishment as a quality resource for media professionals in BiH and the region.

Media Center, one of the Implementing Partners, had all of the information about the Activity's purpose and outcomes. The original key beneficiaries, the CRA, the PC, and BHJ, were informed about the Activity's entire concept from the time that USAID issued its request for proposals. However, after the program's shift, these entities were no longer substantially involved in implementation and were not really aware of the direction the SIM was taking.

CONCLUSIONS ON THE EVALUATION QUESTION 4

1. All key stakeholders were aware of USAID's role in the SIM Activity, but the awareness of the Activity's main objectives varied significantly: stakeholders mainly were informed of only those components in which they directly participated.

2. Stakeholders had varying understandings of the concept of independent media.

3. Interviewed stakeholders had limited information about the Activity (e.g., its media policy fellowship program) and SIM insufficiently promoted the results to targeted audiences.

RECOMMENDATIONS

Based on the findings from the data that we collected during the evaluation and our subsequent conclusions, we make several recommendations regarding the programming of possible future interventions in media sector. We make these recommendations based on our evaluation of SIM Activity, and on lessons that we learned directly from SIM implementation, and from stakeholders' feedback related to broader media sector needs. USAID should provide future assistance based on a detailed assessment of BiH's media situation, and design the assistance with available resources in mind.

1. USAID should consider providing additional assistance in the media sector to address remaining large needs and also to build on SIM's initial influence with respect to the following: i) improve media outlets' relations with online audience; ii) cultivate the public's interest in important issues by supporting much needed high-quality investigative journalism; iii) to improve quality reporting for outlets supported continuously through SIM (including through mentoring and new multi-media reporting forms); and iv) to educate and promote interest in media literacy and media law.

2. Future interventions in media sector should use a more focused approach to set expected results, in line with the financial resources available and with the realities of the political environment. Future interventions also should be more focused at the beneficiary level, as was the case in the final years of SIM implementation, to provide deeper, more comprehensive assistance to a more limited number of beneficiaries.

3. Most interviewees affected by its work saw the CRA's independence and functionality as extremely important. Thus, in programming possible future interventions in media sector, USAID should consider options for working with the CRA (and other relevant public institutions, such as Ministry for Transport and Communions of BiH). In order to ensure full cooperation and effectiveness of assistance, signing of Memorandums of Understanding with the relevant Government/Institutions should be considered.

4. Future media interventions should work more extensively in the area of freedom of the press or media, given that the country's and the region's political dynamics continue to threaten professional journalists and media owners. Interviewees cited police raids in and cyber-attacks on newsrooms, threats and attacks against journalists, application of law in defamation cases, and political parties' influence in the PBS, and other sources mentioned online targeting of female journalists and war propaganda, as threatening freedom of the media and their sustainability.

5. Future policy and programmatic interventions in media development should include some of the following relevant areas: content development, legal support for journalists, transparency of ownership (in particular for online media), the online media registry, regulation of state aid to media outlets, and regulation of advertising, in particular through cable TV-packaged channels, as well as the lack of verifiable data on viewership in the electronic media market, and support to rigorous quality analysis of reporting, especially online.

6. To ensure that the assistance effectively achieves its overall expected and intended results, future interventions should ensure that the criteria for technical and financial assistance clearly reflect the activity's objectives (e.g., in relation to transparency of ownership, regulation of hate speech, gender-sensitive language, etc.), and that both selection criteria and selection decisions are clearly communicated to all applicants. As exhibited in the later stages of SIM evaluation, we found that more intense assistance to fewer beneficiaries as opposed to more dispersed assistance is more effective.

7. Future media assistance should be coherently structured in a logframe or other planning tool, and should include clear political assumptions and high-quality indicators to measure performance, as well as a detailed analysis of political risks. Indicators to measure the reach or impact of journalistic pieces that beneficiaries produce or Websites that they support should be based on tools that measure the specific population reached relative to the country's population, instead of number of visits or unique visitors.

8. Financial independence and sustainability are the key preconditions of unbiased media reporting. Small grants, while helpful, cannot alone provide sustainability even in a mid-term period. Thus, grants should be complemented by assistance providing comprehensive high quality capacity building of profit and non-profit media, including owners, editors, and journalists, with respect to business models, new technologies, interactive contents, reporting trends, and overall management and financial skills.

9. Part of the training and mentoring within future interventions should focus on "*old school*" professional media standards, such as accuracy, fairness, transparency, public interest, and other standards, in particular in investigative reporting. This is very important for online media outlets that employ early-carrier journalists or persons who have no background in journalism.

10. In regards to content development and to provide better integration of the media market and higher levels of professionalism, future assistance should provide support to initiatives that combine academic and civil society expertise on topics such as human rights, anti-corruption, or disaster relief with professional reporting of media outlets that have significant access to online and offline audiences.

11. Future policy fellowships should be conceptualized in a more strategic way to ensure that fellows are committed to the project and that they produce higher quality policy papers and recommendations that are more relevant to society, and contribute to the work of the main supporting institutions and associations.

12. Future interventions should incorporate sustainability mechanisms into the design where possible, for example, to plan for transfer of key activities to local stakeholders and nurture in-country skill-sets for preemptive leadership such as business adaptation or creation of media market trends.

13. In line with the approach SIM implemented on a smaller scale, media literacy efforts could in the future be extended beyond universities, and especially beyond faculties of journalism and communications, since other universities and departments expressed interest and need for this area of knowledge to expand.

ANNEXES

USAID Democracy and Governance Office
STATEMENT OF WORK
Final Performance Evaluation of the Strengthening Independent Media (SIM) Activity

PURPOSE OF THE EVALUATION

The purpose of the final performance evaluation of the Strengthening Independent Media (SIM) Activity is to determine whether the USAID Strengthening Independent Media (SIM) Activity achieved its goal of "a professional media sector capable of monitoring and defending itself, producing quality outputs that contribute to national cohesion and inter-ethnic trust, and putting the needs of its audience before its political and financial benefactors."

PROGRAM INFORMATION

Activity/Project Name	Strengthening Independent Media (SIM) Activity
Contractor	Internews Network
Cooperative Agreement/Contract #	168-A-00-10-00106-00
Total Estimated Cost (TEC)	5,481,746
Life of Project/Activity	October 5, 2010 - October 4, 2015
Active Geographic Regions	Throughout BiH
Mission Development Objective (DO)	IR 1.2 Increased citizen participation in governance

BACKGROUND

Since the end of the war in 1995, the international community has attempted to develop an independent local media along with the legal and institutional framework necessary to protect and preserve that independence. A number of governments have invested significant sums of money to support the establishment of both private and public print and broadcast media and related bodies in BiH over the past decade. The USG, through USAID, invested approximately $40 million between 1996 and 2007, while, collectively, international donors provided over $100 million in total. In 2006, when USG assistance to media ended, it appeared that significant impact had been achieved in the media sector, including sustainable private media, independently regulated public media, a stronger enabling environment that guarantees the legal rights of journalists, and institutions that advocate for the interests of the sector. As a result of these achievements, numerous donors slowly withdrew from the sector. The last USAID stand-alone media project was completed in December 2006.

Since the failure of constitutional reforms in April 2006, the political situation in Bosnia and Herzegovina has become increasingly polarized. The relations between leading political elites in the two entities (Federation of BiH and Republika Srpska) and the three ethnic groups (Bosniaks, Croats, and Serbs) were at the lowest level since the Dayton agreement. There was a returning trend of authoritarian politics, and authoritarian political culture in general, clearly visible in the systematic attempts of politicians to curb and eliminate crucial democratization achievements of last ten years.

BiH was facing a rapid return of ethno-nationalist rhetoric in the political and media environments, and in the public sphere in general, which is reversing post-war reconciliation efforts. Many media outlets amplified this political rhetoric of intolerance, which made constructive or cooperative dialogue difficult. Media outlets and journalists that have chosen a different course were constantly undermined. The country was in a political crisis with unpredictable outcomes. A downward spiral was in effect, as the media echoed this nationalistic rhetoric, resulting in an increase in hate speech, a decrease in professionalism, and the hollowing-out of ethical standards. This causes further self-censorship and a return to 'patriotic journalism,' which serves only the interests of certain political, religious, and criminal lobbies.

To respond to these increased threats to the media independence and pluralism in BiH USAID designed a five-year Strengthening Independent Media (SIM) Activity to halt backsliding in the media sector and to enable the media to effectively promote democracy and stability in BiH.

The Strengthening Independent Media (SIM) Activity is a five-year Activity implemented by Internews Network together with two main partners – the Annenberg School of Communications (Annenberg) and Media Centar Sarajevo (MCS). At the outset of the Activity the anticipated objectives were to:
   I.   Promote national cohesion and inter-ethnic trust;
   II. Create a more supportive environment for the work of journalists throughout BiH;
   III. Provide reliable information to BiH citizens through both traditional and alternative sources of information; and
   IV. Strengthen the ability of people to hold the government accountable.

SIM Activity was originally envisioned as a comprehensive media assistance program that focused on both traditional and new, online, media outlets, various journalists associations in BiH, Communication Regulatory Agency as the state regulator for broadcast media as well Press Council as self- regulating body for print media, all supported by the $1.0 million small grants program. Therefore, at the start of the project, SIM implemented activities under the following project components in order to:
   1. Improve state regulatory bodies and self-regulation of traditional media;
   2. Strengthen media industry associations;
   3. Support the quality and growth of new media outlets and sources; and
   4. Build the quality of investigative reporting.

After two years implementing activities, SIM – based on the direction from US Embassy and USAID, and after consultations with Internews staff, media, and partners, stepped back to evaluate the shifting media landscape in BiH, the needs of the media sector at the time, and the relevance of SIM program. The result of this exercise prompted SIM BiH to recalibrate its media development strategy for BiH and streamline activities, beginning in Year 3, into the following components:

   1. Support the quality and growth of online media outlets, technologies and sources
   2. Build the quality of investigative reporting and resources
   3. Develop local capacity expertise and practice in media policy, law, and literacy

Most of the planned activities for traditional media have been dropped as well as any assistance to media associations and to a great extent, assistance to the regulatory and self- regulatory bodies. Instead, the Activity was directed mostly towards new, online media outlets, human rights project (with additional $250,000 from DCHA DRG HR fund pool), to some investigative reporting projects, mostly through the small grants program, and to media law and media literacy assistance activities. Finally, the project retained its established cooperation with Media Center Sarajevo, which implemented most of the training and internship programs for young students and journalists.

Activities

Component 1: Support the quality and growth of online media outlets, technologies and sources
SIM supports the quality and growth of online media content, technologies, and sources, building this component around four major activities, which are mutually linked and designed to complement one another:
   1.1   Online Media Innovation Grants
         1.1.1   Human Rights Grants
   1.2   Online Media Training
         1.2.1   Internship program
         1.2.2   New media technology training

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1.2.3   Training for online media staff in response to changes triggered by digitization

1.2.4   Online/digital media clinics – practical, hands-on workshops for journalism students

1.2.5   Media Industry Forum

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1.3   Online Media Resource Development

1.4   Innovation Lab

Component 2: Build the quality of investigative reporting and resources

The political and economic environment in BiH is a difficult one for investigative reporting. Challenges include lack of resources, safety concerns and threats for exposing information, and the public's low trust in media reports and their accuracy. SIM has supported projects that have been successful in making small and positive changes – measured through content analysis – and has provided resources, guidance and legal support to investigative journalists. Activities include:

2.1   Investigative Reporting Grants

2.2   Investigative Reporting Legal Support

2.3   Investigative Journalism Resource Development

Component 3: Develop local capacity expertise and practice in Media Policy, law, and literacy

This component includes increased academic and practical training on media law, media policy and media literacy, engagement of a local consultant and media experts to work with state institutions, self-regulatory bodies and media organizations, as well as networking opportunities for young lawyers, media analysts, university professors, students and others to engage with counterparts from around the world. Activities focus on:

3.1   Media Policy

3.2   Media Law

3.3   Media Literacy

More details on the project are available in the submitted Activity reporting documents.

Both Mission's result Framework and project logical framework are attached as Annex 1 to this document. The SIM Activity does not have either an Activity-level logical framework or a results framework.

SIM project operates throughout BiH, mostly in the largest cities of Sarajevo, Mostar, Tuzla, Zenica, Bihac, and Banja Luka.

Evaluators will have an access to the following documents:

- Project description/technical application;
- Annual work plans for years I through V;
- Quarterly progress reports;
- Years I-IV annual progress report;
- SIM mid-term evaluation report conducted by Internews;
- Other documents if needed.

EVALUATION QUESTIONS

The evaluation will be used by USAID/BiH to examine the results of the five year media assistance in BiH and the effects of the program to the overall media landscape in the country.

Evaluation Objectives

The objectives of this specific evaluation are the following:

1. To determine whether INTERNEWS has achieved its stated objectives in the cooperative agreement and in the reformulation of the Activity and the relevance* and effectiveness* of the tasks undertaken;
2. To determine what impact SIM activities had on improving practices by project stakeholders;
3. To determine whether the Activity was efficiently* managed;
4. To determine whether the Activity was well-understood and well-received by partners, stakeholders, and beneficiaries.
5. To identify lessons learned and best practices.

*Relevance relates to how closely a particular Activity task or intervention is connected to project objectives.

*Effectiveness relates to whether a particular Activity task or intervention produces a planned effect or result that can be qualitatively measured.

*Efficiency refers to an Activity team's skillfulness in avoiding wasted time and effort when implementing particular project tasks and interventions.

Evaluation Questions

1. To what extent has SIM (a) improved the quality of the reporting of new media outlets and sources and contributed to their growth; (b) built the quality of investigative reporting overall in BiH; and (c) developed local capacity expertise and practice in media policy, law, and literacy?
2. How efficient/effective were programmatic and management practices implemented in the project, particularly small grant mechanism?
3. How well did local media partners, particularly on line media partners, and other project beneficiaries such as universities, students, and policy fellows, accept project assistance, and did they find it well tailored for BiH needs?
4. To what extent did the Activity develop and communicate messages that accurately* conveyed the Activity main goals, according to donor, partners, stakeholders, and beneficiaries?

*Accuracy relates to the agreement between the intended message of the communicator and the understood message by the receiver.

EVALUATION DESIGN AND METHODOLOGY

QUESTIONS	SUGGESTED DATA SOURCES	SUGGESTED DATA COLLECTION	DATA ANALYSIS METHODS
1. To what extent has SIM (a) improved the quality of the reporting of new media outlets and sources and contributed to their growth; (b) built the quality of investigative reporting overall in BiH; and (c) developed local capacity expertise and practice in media policy, law, and literacy?	Project documents, project staff, USAID AOR and M&E Specialist, beneficiaries, stakeholders, journalists, Stories and investigative reports written by journalists supported by SIM, online media content supported by SIM, GoBiH officials, professors at supported universities, students at supported universities, interns, trainees, public consumers of online media outlets and investigative reports.	Document desk review; Key informant interviews; Focus groups; Online mini-survey; Content analysis; Expert panel. Discussions.	NVivo, manual coding, online survey data analysis tool, content analysis, other approaches to be determined by evaluation team. Data will be disaggregated by gender and by geographic location to the extent possible.
2. How efficient/effective were programmatic and management practices implemented in the project, particularly small grant mechanism?	Project documents, project staff, USAID AOR, grant recipients, beneficiaries.	Document desk review; Grant document reviews; Key informant interviews;	Same as above
3. How well did local media partners accept project assistance, particularly on line media partners, and other project beneficiaries such as universities, students, and policy fellows, and did they find it well tailored for BiH needs?	Local media partners, especially online media partners, interns, university professors, students, trainees, beneficiary journalists.	Key informant interviews Focus Groups Mini-survey	Same as above
4. To what extent did the Activity develop and communicate messages that accurately conveyed the Activity main goals, according to donor, partners, stakeholders, and beneficiaries?	USAID AOR and Communications Officer, project staff, stakeholders, beneficiaries, project documents, communications, and messages.	Project desk review, Key informant interviews, Message review	Same as above

DELIVERABLES AND REPORTING REQUIREMENTS

Evaluation Design and Work plan: To be delivered by August 15, 2015. The evaluation design will include: (1) a detailed evaluation design matrix (including the key questions, methods, and data sources used to address each question and the data analysis plan for each question); (2) draft questionnaires and other data collection instruments or their main features; (3) the list of potential interviewees and sites to be visited; (4) known limitations to the evaluation design; and (5) a dissemination plan. The workplan will include: (1) the anticipated schedule and logistical arrangements; and (2) a list of the members of the evaluation team, delineated by roles and responsibilities.

In-briefing: Week of July 27. The evaluation team will have an in-briefing with the SIM AOR for introductions and to discuss the team's understanding of the assignment, initial assumptions, evaluation questions, methodology, and workplan, and/or to adjust the Statement of Work (SOW, if necessary).

Final Presentation: September 20, 2015. The evaluation team is expected to hold a final presentation by to discuss the summary of findings and recommendations to USAID. This virtual presentation will be scheduled as agreed upon during the in-briefing.

Draft Evaluation Report: September 30, 2015. The draft evaluation report should be consistent with the guidance provided in Section IX: **Final Report Format**. The report will address each of the questions identified in the SOW and any other issues the team considers to have a bearing on the objectives of the evaluation. Any such issues can be included in the report only after consultation with USAID. The submission date for the draft evaluation report will be determined in the evaluation workplan. Once the initial draft evaluation report is submitted, USAID/BiH DG Office will have *10* calendar days in which to review and comment on the initial draft, after which point the AOR/COR will submit the consolidated comments to the evaluation team. The evaluation team will then be asked to submit a revised final draft report *10* calendar days hence, and again the *DG Office* will review and send comments on this final draft report within *10* calendar days of its submission.

Final Evaluation Report: October 30, 2015. The evaluation team will be asked to take no more than *10* calendar days to respond/incorporate the final comments from the DG Office. The evaluation team leader will then submit the final report to the AOR/COR. All project data and records will be submitted in full and should be in electronic form in easily readable format, organized and documented for use by those not fully familiar with the project or evaluation, and owned by USAID. MEASURE-BiH will upload the report to the DEC once it is in final and USAID/BiH has approved it.

EVALUATION TEAM COMPOSITION

The Evaluation Team Leader will be Randal Thompson, MEASURE-BiH COP. The second member will be Maja Barisic. The proposed Media Specialist will be Davor Marko.

All team members will be required to provide a signed statement attesting to a lack of conflict of interest or describing an existing conflict of interest.

The evaluation team shall demonstrate familiarity with USAID's Evaluation Policy (www.usaid.gov/evaluation/USAIDEvaluationPolicy.pdf).

EVALUATION SCHEDULE

Activity	LOE for Expat Team Lead	LOE for Local Research Analyst	LOE for Local *[subject matter]* Specialist	Total LOE in days
Document review/desk review	2	5	3	10
In-brief, workplan, design	4	1	2	29
Meetings with USAID	1	1	1	3
Interviews in [#] sites	20	20	20	60
Data analysis, preliminary report, and presentation to USAID and implementing partners	7	20	5	32

Draft final report and debrief to USAID	5	1	3	9
Final report	1	2	1	4
Totals	40	50	35	125

FINAL REPORT FORMAT

The evaluation final report should include an executive summary; introduction; background of the local context and the projects being evaluated; the main evaluation questions; the methodology or methodologies; the limitations to the evaluation; findings, conclusions, and recommendations; and lessons learned (if applicable) as described . The report should be formatted according to the evaluation report template.

The executive summary should be 3–5 pages in length and summarize the purpose, background of the project being evaluated, main evaluation questions, methods, findings, conclusions, and recommendations and lessons learned (if applicable).

The evaluation methodology shall be explained in the report in detail. Limitations to the evaluation shall be disclosed in the report, with particular attention to the limitations associated with the evaluation methodology (e.g., selection bias, recall bias, unobservable differences between comparator groups, etc.)
The annexes to the report shall include:
- The Evaluation SOW;
- Any statements of difference regarding significant unresolved differences of opinion by funders, implementers, and/or members of the evaluation team;
- All tools used in conducting the evaluation, such as questionnaires, checklists, and discussion guides;
- Sources of information, properly identified and listed; and
- Disclosure of conflict of interest forms for all evaluation team members, either attesting to a lack of conflicts of interest or describing existing conflicts of interest.

The contractor will make the final evaluation reports publicly available through the Development Experience Clearinghouse within 30 calendar days of final approval of the formatted report.

CRITERIA TO ENSURE THE QUALITY OF THE EVALUATION REPORT

Per the USAID Evaluation Policy, draft and final evaluation reports will be evaluated against the following criteria to ensure the quality of the evaluation report.
- The evaluation report should represent a thoughtful, well-researched, and well-organized effort to objectively evaluate what worked in the project, what did not, and why.
- Evaluation reports shall address all evaluation questions included in the SOW.
- The evaluation report should include the SOW as an annex. All modifications to the SOW— whether in technical requirements, evaluation questions, evaluation team composition, methodology, or timeline—need to be agreed upon in writing by the AOR/COR.
- The evaluation methodology shall be explained in detail. All tools used in conducting the evaluation—such as questionnaires, checklists, and discussion guides—will be included in an annex in the final report.
- Evaluation findings will assess outcomes and impact on males and females.
- Limitations to the evaluation shall be disclosed in the report, with particular attention to the limitations associated with the evaluation methodology (selection bias, recall bias, unobservable differences between comparator groups, etc.).
- Evaluation findings should be presented as analyzed facts, evidence, and data and not based on anecdotes, hearsay, or the compilation of people's opinions. Findings should be specific, concise, and supported by strong quantitative or qualitative evidence.
- Sources of information need to be properly identified and listed in an annex.
- Recommendations need to be supported by a specific set of findings.
- Recommendations should be action-oriented, practical, and specific, with defined responsibility for the action.

OTHER REQUIREMENTS

All quantitative data collected by the evaluation team must be provided in an electronic file in easily readable format agreed upon with the Contracting Officer's Representative (COR). The data should be organized and fully documented for use by those not fully familiar with the project or the evaluation. USAID will retain ownership of the survey and all datasets developed.

All modifications to the SOW, whether in technical requirements, evaluation questions, evaluation team composition, methodology, or timeline, need to be agreed upon in writing by the COR.

OVERALL RESULTS FRAMEWORK
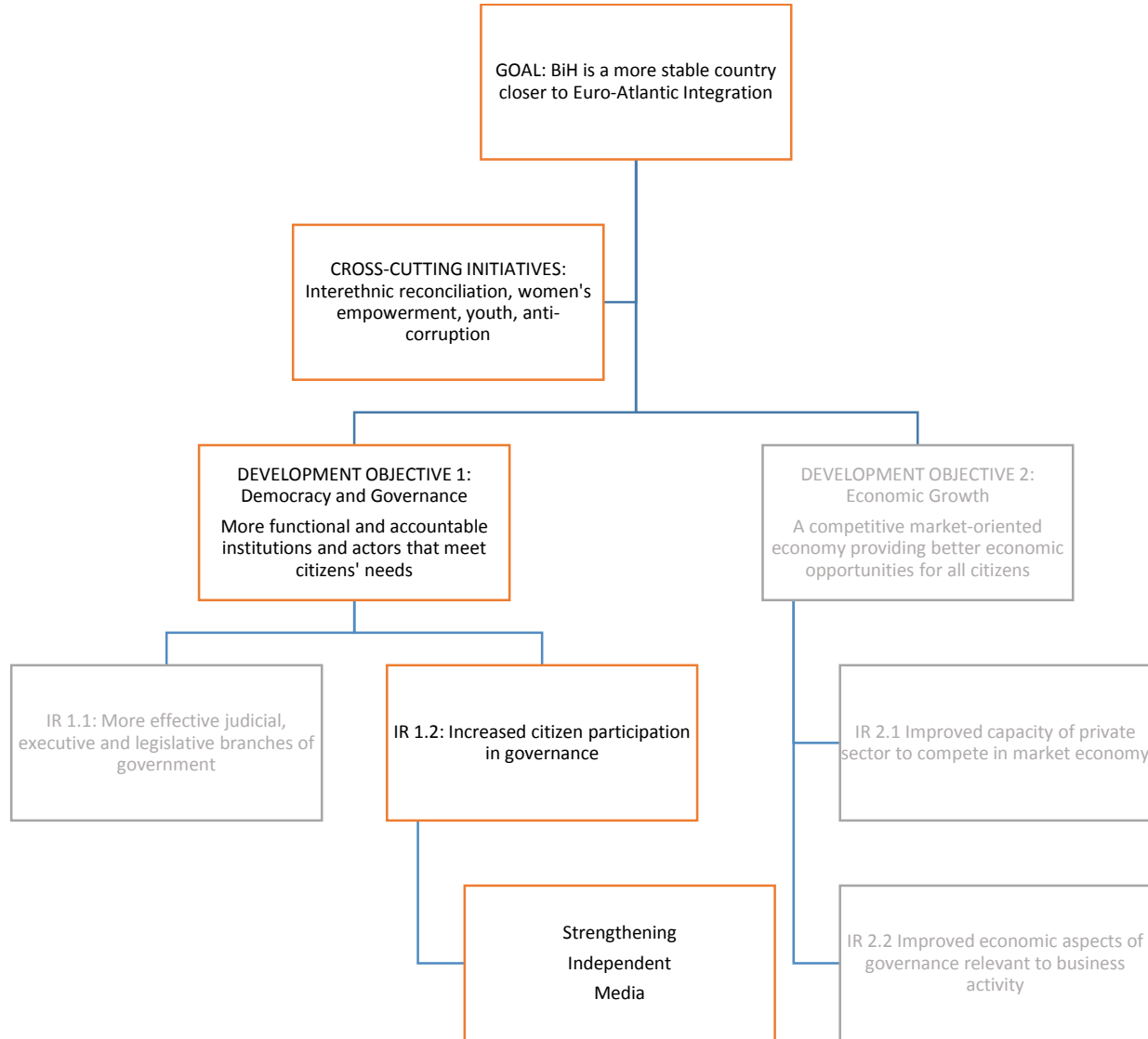
ANNEX II – Performance Evaluation Interview Guide

Below are instructions for interviewers with lists of questions, including probing questions, for the Key Informant Interviews. Instructions in this and remaining annexes are divided per interviewee category.

Coding in brackets refers to evaluation questions:
- EQ0 is a context question not defined in the SOW, but is nevertheless important for evaluation.
- EQ1 - effectiveness of achieving the higher level goals.
- EQ1.0 - effectiveness of achieving results that have been dropped after the program redesign.
- EQ1.1 - effectiveness of achieving results in advancement of online media.
- EQ1.2 - effectiveness of achieving results in advancement of investigative reporting.
- EQ1.3 - effectiveness of achieving results in promoting media policies, law and literacy.
- EQ2 – efficiency/effectiveness in implementation, including grants.
- EQ3 – relevance to BiH needs and acceptance among stakeholders.
- EQ4 – messages were accurately conveyed and understood by stakeholders.

This coding is applicable across all evaluation instruments.

International Community - EUSR/OHR, OSCE, CoE

1. How would you estimate the current media environment and operation of media in BiH? (EQ0)
2. Can we discuss the factors that influence the media sector the most in BiH? (PROBING: Which? Can you prioritize them? Political and financial factors?) (EQ0)
3. Do the current media contribute to inter-ethnic trust and cohesion? (EQ0)
4. Have you noticed any improvements in the last five years in the regulatory framework? (Please provide us with some research-based data, if your organization did so). (EQ1.0)
5. Have you noticed any improvements when it comes to the quality of online media reporting, and their relevance as reliable information sources? (please provide us with some research-based data) (EQ1.1)
6. Have you noticed any improvements in investigative reporting of media and journalists in BiH? (please provide us with some research-based data) (EQ1.2)
7. Have you noticed any backslides or regress in regard to media operation (for example, nationalistic rhetoric, hate speech, patriotic or ethno-exclusive reporting, etc.)? (EQ1.3)
8. How do you see the capacities of local scholars, journalists, and practitioners in terms of media policies and legal media environment? (EQ1.3)
9. Are you familiar with SIM goals, activities, and actors? (EQ4)
10. Did you cooperate with SIM in implementing certain SIM activities? (EQ4)
11. What would you highlight as the key achievements of SIM? (EQ1)
12. Is there anything more that you would like to add?

SIM staff

1. What would you highlight as the key legacy of the SIM project?
   a. In domain of support to regulatory and self-regulatory framework (EQ1.0)
   b. In domain of support to online media (EQ1.1)
   c. When it comes to investigative reporting, and (EQ1.2)
   d. When it comes to empowering local partners with necessary knowledge and skills in domain of media policy, media law, and media literacy (EQ1.3)
2. What were the main obstacles in achieving SIM goals? Explain. (EQ0)
3. How would you rate relations and communication with main stakeholders of the project: (EQ3)
   a. USAID
   b. Other international actors
   c. Political institutions
   d. Academic community
   e. Media outlets
   f. Journalists

g. Students

h. Media audience

4. Why most of the planned activities for traditional media have been dropped after second year of the project as well as any assistance to media associations and to a great extent, assistance to the regulatory and self- regulatory bodies? (EQ1.0)
5. Why activity related to support to the process of digitalization wasn't implemented? (EQ1.0)
6. How did you internally measure the fulfillment of SIM project goals? Which indicators did you use? (EQ2)
7. How many investigative stories were made and published by grantees? (Combination of reports analysis and KIIs)? (EQ1.2)
8. Did these stories affect decision making, institutions, and were they share by other media? Please provide evidence (combination of reports analysis and KIIs). (EQ1.2)
9. The size of the audience these stories reached? (EQ1.2)
10. How did you develop criteria for evaluation of grantees' investigative stories? (EQ2)
11. How effective was evaluation in regard to the quality of stories published and their reliability? Did grantees follow the criteria? (EQ2)
12. What did you find as the most challenging when it comes to evaluation of these stories? (EQ2)
13. How often have grantees asked for the legal support? Did you observe any significant achievements of this support when it comes to professionalism in producing investigative stories? (EQ1.2)
14. According to your analysis, has policy advocacy practice in BiH been generally improved? How did you measure it? (EQ1.3)
15. Has any significant media policy initiative resulted from SIM support? (EQ1.3)
16. Would you say that, as result of your activities, the capacities of media law expertise and legal literacy at universities, media associations and outlets are increased? How you would support this claim? (EQ1.3)
17. Have there been law amendments as direct or indirect result of SIM Activity? (EQ1.3)
18. How would you rate your efforts to introduce the concept of media literacy into BiH context? (EQ1.3)
19. Which stakeholders, or specific institutions, were the most supportive and cooperative? Which were not? (EQ1.3)
20. How has cooperation with universities influenced the interest for media literacy among students? (EQ1.3)
21. How would you rate the grantees' performances during SIM? (EQ1.3)
22. What are the main lessons learned from the SIM program and intensive work with main stakeholders? (E Lessons Learned)
23. What other approached would have been beneficial in: (E Lessons Learned)
    a. Building enabling environment for media operation
    b. Strengthening capacities of regulatory and self-regulatory bodies
    c. Strengthening capacities of local media experts to use gained knowledge in order to foster changes in media environment,
    d. Improving the quality of information and reliability of online sources,
    e. Improving the quality of investigative reporting
    f. Empowering women to take more active role in affairs related to media
    g. Decentralizing approach and providing more support to local media initiatives all over the county
24. If there is an opportunity for a new program support to independent media, what kinds of support might be provided? (E Lessons Learned)

Partner – Media Center
First I'd like to start off with some general questions to give us a little bit background.
1. What would you highlight as the key legacy of SIM?
2. What were the main obstacles in implementation of SIM project activities and achieving SIM goals? Explain. (EQ0)
3. How would you rate relations with main stakeholders of the SIM (EQ3)
4. Was SIM team conscientious about timeliness and organization of all activities? (EQ2)
5. Was SIM team well organized and did they clearly communication all procedures to you? (EQ2)
6. Did SIM team respond to your questions and concerns in a timely fashion? (EQ2)
7. What are the main trends when it comes to use of new media and online media platforms as a source of information in the last five years? (EQ0)
8. Do newly established online media perform their role and activities in professional way, serving as a relevant source of information for their public? Could we see this as result of the SIM project? In which way? (EQ1.1)
9. Do media, at least journalists and journalism students, who passed training at your institutions, use new technologies in reporting? (EQ1.1)
10. How important was SIM support to media.ba portal? How did you evaluate the impact of this support? In which aspects? (EQ1.1)
11. What are the most significant achievements of media.ba portal?   (EQ1.1)
12. Do you think SIM program was well tailored, suiting the complex context and specifics of social, political, and media scene

in BiH?   (EQ3)
1. To what extent did the Activity develop and communicate messages that accurately conveyed the Activity main goals? (EQ4)
13. How would you rate the efficiency (EQ2) and the impact (EQ1.2) of activities (trainings, workshops, granting, mentoring) on investigative reporting in BiH media?
14. How often did investigative reporting grantees ask for mentoring support? Did you observe any significant achievement of this support when it comes to professionalism in producing investigative stories? (EQ1.2)
15. How would you comment SIM support provided to develop and upgrade the online database Infobiro? (EQ1.2)
16. Does it serve as an important source for journalists, and for scholars and researchers? Can you provide us with the evidence (number of users, number of subscriptions, memorandums of cooperation, etc.)? (EQ3)
17. As part of SIM program, a SWOT analysis on Infobiro has been produced? Did program succeed to tackle observed problems – weaknesses and threats? To which extent? Which aspects were not solved? What are the reasons? Which aspects were not addressed at all? For what reasons? (EQ2)
18. What are the main lessons learned from the SIM program and intensive work with main stakeholders? (E Lessons Learned)
19. Taking into account achievements of the SIM program, and lessons learned, how might have USAID/Internews approached certain aspects of the project differently to address the significant challenges.   (E Lessons Learned)

Regulatory bodies and associations
1. How would you estimate the current media environment and operation of media outlets in BiH? (EQ0)
2. Do you think professional media sector in BiH is capable of monitoring and defending itself and putting the needs of its audience before its political and financial benefactors? (EQ0)
3. Do the current media contribute to inter-ethnic trust and cohesion? (EQ0)
4. Have you noticed any improvements in the last five years when it comes to regulatory framework? (EQ0)
5. Have you noticed any improvements when it comes to online media, the quality of their reporting, and relevance as sources of reliable information? (please provide us with some research-based data) (EQ1.1)
6. Have you noticed any improvements when it comes to investigative reporting of media and journalists in BiH? (please provide us with some research-based data) (EQ1.2)
7. Have you noticed any backslides or regress in regard to media operation (for example, nationalistic rhetoric, hate speech, patriotic or ethno-exclusive reporting, etc.)? (EQ0)
8. Do you find local scholars, journalists, and practitioners knowledgeable and skilled enough to take active steps in improving current policies and legal environment in which media operate? (EQ1.3)
9.   [For PC] Did media report in a professional way, serving as a relevant source of information for their public? (EQ1.1)
10. Has SIM affected quality of the new media outlets' reporting and contributed to their growth? (EQ1.1)
11. What would be the main achievements of this project in this regard? (EQ1.1)
12. Was SIM well-tailored to the complex social, political, and media context in BiH? (EQ3)
13. To what extent did the Activity develop and communicate messages that accurately conveyed the Activity main goals? (EQ4)
14. Was grant solicitation process transparent and were you satisfied with the time it took to receive a grant, implement it, and report on it? (EQ2)
15. Was SIM team conscientious about timeliness and organization of all activities? (EQ2)
16. Was SIM team well organized and did they clearly communication all procedures to you? (EQ2)
17. Did SIM team respond to your questions and concerns in a timely fashion? (EQ2)
18. Did workshops on policy and advocacy tools organized within the SIM project, succeeded in familiarizing you with the wider concept and applicability of policy advocacy? (EQ1.0)
19. Did workshops provided practical tools with which you can plan your advocacy activities within the local context? (EQ1.0)
20. Did you implement any advocacy campaign during the project duration? Did you find knowledge and skills gained useful? (EQ1.0)
21. (for PC) Did SIM support your organization in developing more advanced communication and advocacy with professional groups and the general public? (EQ1.0)
22. Did you find the concept of media literacy important for BiH media and its media context? In which way? (EQ1.3)
23. Did your organization participate in promoting this concept? How? (EQ1.3)
24. How did you cooperate with Internews in this regard? (EQ1.3)

Grantees – individuals and organizations
ALL GRANTEES
First I'd like to start off with some general questions related to the SIM project.

a. Do you think SIM was well-tailored to the complex social, political, and media context in BiH? (EQ3)
b. Was SIM team conscientious about timeliness and organization of all activities? (EQ2)
c. Was SIM team well organized and did they clearly communicate all procedures to you? (EQ2)
d. Did SIM team respond to your questions and concerns in a timely fashion? (EQ2)
e. How efficient were programmatic and management practices implemented within the project, particularly small grant mechanism? (EQ2)
f. Did small grants through the SIM project provide enough support for you and your media to improve your online reporting platform? (EQ2)
g. Was grant solicitation process transparent and were you satisfied with the time it took to receive a grant, implement it, and report on it? (EQ2)
h. Did you attend any trainings organized within SIM? If so, did you find it useful? In which way
i. To what extent did the Activity develop and communicate messages that accurately conveyed the Activity main goals? (EQ4)
j. Are you aware of any efforts by SIM to promote the role of women, youth and vulnerable groups in BiH's media? If so, could you please assess the success of these efforts? (EQ1)
k. Are you aware of any media watchdog platforms in BiH? (EX1.3)

ONLINE MEDIA GRANTEES ONLY
l. Which is the primary channel of reporting for you and your media? (EQ1.1)
m. How often do you use online platforms, Web pages, and social networks to inform your audience? (EQ1.1)
n. Are you following the interest of your audience using new communicating platforms? How do you respond? (EQ1.1)
o. Have you received any feedback about changes you have made to your content? Describe.
p. Did SIM affect your use of new media in any way? How this affected your perspectives, your content, your business decisions and financial sustainability? (EQ1.1)
q. What other aspects of support you will underline as important (e.g. knowledge transfer – training, practical work, internships, consultancy, etc.)? (EQ1.1)
r. Can you list and describe changes you made to content as a result of technical assistance provided by 'Internews' as part of the SIM program? (EQ1.1)

INVESTIGATIVE REPORTING GRANTEES ONLY
s. Did assistance you received under SIM help you and/or your media improve the capacities for investigative reporting? How did you assess/measure any improvement? (EQ1.2)
t. How many investigative stories were made and published by your media as result of the SIM support? (EQ1.2)
u. Did these stories make any significant impact among your audience, other media, and public institutions? How big audience these stories reached? (EQ1.2)
v. Do you think the SIM program has affected ethical standards and professionalism among journalists and media outlets in BiH? Provide examples, if there is so. (EQ1.2)
w. Have you used any legal or mentoring support from within SIM, how often and how satisfied were you? (EQ2)
x. Which resources you/your media mostly relied on while producing investigative stories? (EQ1.2)
y. How often did you use 'Infobiro' online database? (EQ1.2)
z. If you used 'Infobiro' how would you evaluate its quality, usability, how searchable it is, and why? (EQ1.2)
aa. Which other online databases do you use, and do they compare to 'Infobiro'? (EQ1.2)
bb. Did you, and how often, use UNESCO manual for investigative reporting which was translated and made available by MC? (EQ1.2)

MEDIA LAW/POLICY/LITERACY GRANTEES ONLY
cc. Did you consider Media Law Primer, produced within the SIM project, as an important source of information for your work? (EQ1.3)
dd. Is media literacy important for you? How would you evaluate SIM efforts in its promotion in BiH? (EQ1.3)
ee. Do you use any of available online media literacy resources? (EQ1.3)

Non-beneficiary media
1. Have you heard about SIM Activity empowering new information channels and quality of reporting? Do you remember hearing anything about who is implementing and funding it? (EQ4)
2. Did you apply for SIM small grants? If no, for what reasons? (EQ2)

3. Is donor support important for media outlets in BiH? In which sense (financial, knowledge transfer – training, practical work, internships, consultancy, etc.)? (EQ0)
4. How often do you produce complex investigative stories? (EQ1.2)
5. What are the main obstacles for producing such stories (staff, time, funds, political pressures)? (EQ1.2)
6. Did you apply for any grant that will enable you to produce investigative stories? If yes, can you please tell us details? (EQ1.2)
7. If you are familiar with SIM, do you think there is difference in the reporting standards of SIM-assisted media outlets and those not assisted by SIM? Evidence? (EQ1.2)
8. Which resources you and your media mostly rely on while producing investigative stories? (EQ1.2)
9. How often do you use 'Infobiro' online database? How would you rate it its quality, usefulness, how searchable is it? (EQ1.2)
10. Which other online databases do you use, and how does it compare to 'Infobiro'? (EQ1.2)
11. Did you, and how often, use the UNESCO manual for investigative reports translated and made available by MC? (EQ1.2)
12. Do you use the Media Law Primer, produced within SIM, in your work? (EQ1.3)
13. Did your journalists participate in any workshop, training, seminar related to investigative journalism, media law, or media literacy at all? Were any of these organized by Internews or Media Center as part of SIM? How did your journalists find it? (EQ3)
14. Are you aware of any media watchdog platform in BiH? (EQ1.3)
15. Do you have anything to add in regard to SIM program?

Academics, scholars
1. How would you estimate the current media environment and operation of media outlets in BiH? (EQ0)
2. Can we discuss the factors that influence the media sector the most in BiH? (Which are those? Can you prioritize them?) (EQ0)
3. Do media contribute to inter-ethnic trust and cohesion? (EQ0)
4. Have you noticed any improvements to the regulatory framework in the last five years? (Please provide us with some research-based data, if your organization did so). (EQ1.0)
5. Have you noticed any improvements in the quality and relevance of online media as reliable information sources? (please provide us with some research-based data) (EQ1.1)
6. Have you noticed any improvements in investigative reporting of media and journalists in BiH? (please provide us with some research-based data) (EQ1.2)
7. Have you noticed any backslides or regress in media operation (nationalistic rhetoric, hate speech, patriotic or ethno-exclusive reporting, etc.)? (EQ0)
8. Do you find local scholars, journalists, and practitioners skilled enough to take active steps in improving current policies and legal environment in which media operate? (EQ1.3)

9. The trends in the use of online media platforms as information sources in the last five years? (EQ0)
10. Do newly established online media perform professionally in serving as a relevant information source for their public? (EQ1.1)
11. Are new technologies in reporting and the use of online media part of any curricula at your faculty? (EQ1.3)
12. How did SIM affect the journalism studies at your institution? (EQ1.3)
13. How did SIM contribute to growth and quality of new media outlets? (EQ1.1)
14. What would be the main achievements of this project in this regard? (EQ1.1)
15. Was SIM well-tailored to the complex social, political, and media context in BiH? (EQ3)
16. Do you know the main goals of SIM? Do you know who the main donor is? (EQ4)
17. How important investigative journalism is for media professionalism and overall news quality? (EQ1.2)
18. Did you notice any influential investigative stories in BiH online media in recent years? (EQ1.2)
19. Do you have any courses or trainings on investigative journalism at your faculty? (EQ1.2)
20. How important is to monitor and evaluate regularly the media content in order to improve journalism and reporting standards? (EQ1.2)
21. Which resources you mostly relied on for your research, or regular job at you academic institution? (EQ1.2)
22. How often do you use 'Infobiro' online database? How would you rate its usefulness, the quality of information in it, and how searchable is it? (EQ1.2)
23. Which other online databases do you use, and how do they compare with 'Infobiro'? (EQ1.2)
24. How often do you use UNESCO manual for investigative reports, translated and made available by MC? (EQ1.2)
25. How would knowledge and expertise transferred to local scholars affect the teaching quality at your institution? (EQ1.3)
26. Do you consider SIM's Media Law Primer as an important source of information for your work? (EQ1.3)
27. How did media law and media literacy clinics organized at your university affect the following: (EQ1.3)

     a.   General understanding of the topics

     b.   It raised interest among professional staff

     c.   It attracted attention of the students, in which way? Did they demand more on these topics, maybe regular subject?

28. Is media law, media policy or media literacy taught at your faculty? (EQ1.3)
29. What do you expect to be SIM's long-lasting results in media law, media policy, and media literacy: (EQ1.3)
     a.   For your staff
     b.   For students
     c.   For faculty and its curricula
30. How would you rate the success of Media literacy clinics organized at your faculty? Is there any further interest to develop it as a part of regular curricula? (EQ1.3)
31. Do you have anything to add in regard to SIM program?

ANNEX III - Focus Group Instructions

Fellowship beneficiaries

1. How has this fellowship benefitted your media policy, law and media literacy skills, your position at your university, in your profession or academic community (EQ1.3)
2. What do you think were your most important contributions to the media policy debates, media law changes and implementation, or the media literacy understanding and the quality of reporting in BiH? Has the understanding of these concepts increased in the BiH media community? (EQ1.3)
3. How have you conveyed to others the knowledge you gained during that fellowship (EQ1.3)
4. Were you satisfied with how the fellowship was organized (selection process, availability of information about it, benefits you received, reporting requirements)? (EQ2)
5. What can you say about the appropriateness of the SIM Activity to the BiH media context? (EQ3)
6. Do you have anything to add in regard to SIM Activity?

ANNEX IV - Online Survey Instructions

Visitors of online media outlets

1. Which groups of information are you most interested in at news portals: (EQ1.1)
    a. Entertainment
    b. Political news and analyses
    c. Business news and analyses
    d. Columns on various topics
    e. Science and technology news
    f. Culture news
    g. Investigative stories
    h. Content created by visitors of online media like yourself
    i. Humorous contents
    j. Other [SPECIFY] _____

2. When visiting news and information Web portals, which format do you prefer the most: (EQ1.1)
    a. Textual
    b. Photos and videos
    c. Audio pieces
    d. Info graphics
    e. Other [SPECIFY]_____

3. When did you start visiting the page that directed you to this survey: (EQ1.1)
    a. Within the last year
    b. Within the last five years
    c. Much earlier
    d. DK/REF

4. Have you at any point noticed that: (EQ1.1) [D. IS A CONTROL QUESTION FOR 6.C.]
    A. The Web portal is easier to use than at the beginning   YES/NO/DK
    B. It has gotten easier to access information, videos, photos with your browser   YES/NO/DK
    C. It has gotten easier to find sections you are interested in   YES/NO/DK
    D. The news at this Web portal are mainly irrelevant and outdated   YES/NO/DK

5. [ONLY FOR ONLINE MEDIA OUTLETS WITH PRINT EDITIONS OR TV AND RADIO STATIONS]
   Do you prefer receiving the information from this media outlet: (EQ1.1)
    a. In print/On TV/On the radio
    b. Online on your desktop or laptop
    c. Online on your cell phone/tablet
    d. DK/REF

6. Thinking about the quality of information at this Website, do you agree that: (EQ1.1)
    A. Their news are backed up by credible evidence and sources
    B. Their news include different standpoints
    C. Most news at this Web portal are relevant and recent
    D. The stories include good quality graphics, videos and/or photos
    E. The online editors provide feedback to visitors' comments and questions

    a. Strongly disagree
    b. Disagree
    c. Somewhat disagree
    d. Neither agree nor disagree

e. Somewhat agree
f. Agree
g. Strongly agree
h. DK/REF

7. Thinking about the online media outlets compared to other media, do you think they are (EQ1.3)
   A. More influenced by political elites than print, TV and radio?   YES/NO/DK
   B. More prone to self-censorship than print, TV and radio?   YES/NO/DK
   C. Less interested in the visitors' and readers' opinions/preferences   YES/NO/DK

8. Have you ever complained about certain online content directly to any media outlet or regulatory?
   [IF YES, SHOW A AND B; IF NO, SKIP TO NEXT QUESTION]   YES/NO/DK   (EQ1.0; EQ1.3)

   A. Which media outlet or regulatory body? [SPECIFY] _____ (EQ1.0; EQ1.1; EQ1.3)
   B. What was their reaction? (EQ1.0; EQ1.3)

   a. None, they ignored it
   b. They responded, but refused to take the content off
   c. They took the content off

9. How often do you read investigative stories online? (EQ1.2)
   a. Never
   b. Almost never
   c. Occasionally/Sometimes
   d. Almost every time something is posted online at my usual information source
   e. Every time something new is posted online at my usual information source

10. How likely is it these stories can make an impact: (EQ1.2)
    A. on politicians to be more responsible
    B. on other media to report professionally
    C. in general fight against corruption and crime
    D. on audience, citizens, to be better informed and more active

    a. not likely
    b. somewhat unlikely
    c. neutral
    d. somewhat likely
    e. very probable

11. Do you have anything to add in regard to the Web portal that directed you to this survey? _____

Students – participants

This online survey guide is intended to assist in designing the online survey for SIM beneficiaries. The questions for the students which participated in the SIM trainings, workshops, roundtables or were otherwise involved as beneficiaries in the project should have a slightly better understanding of media concepts as they are coming from the faculties of journalism and political science, law or similar.

The online survey questions should always include an option of DK/REF, as absence of such option can sometimes provoke the respondent to simply close the browser. The respondent should be convinced that the online survey information is strictly confidential.

Thank you for agreeing to take the survey. The survey is designed as part of the USAID/BiH Monitoring and Evaluation Support Activity (MEASURE-BiH) in order to evaluate the performance of the USAID/BiH Strengthening Independent Media Activity. Our aim is to learn from your experiences, not to audit or judge your performance in any way. The information you provide to us will be used in combination with what we learn from others to produce an overview of the performance of SIM. Your comments are confidential.

First we'd like to start off with a bit of information about your background.
DEMOGRAPHICS: Sex; Age; Place of residence; Level of education; Disability, if applicable; University

2. Which type of USAID SIM activities did you take part in? [MULTIPLE OPTIONS POSSIBLE]
   a. Lecture
   b. Training/workshop/clinic
   c. Roundtable
   d. Conference
   e. Student assignment
   f. Other [SPECIFY] _____

3. What was the focus of that particular activity? [MULTIPLE OPTIONS POSSIBLE]
   a. Media Law
   b. Media Policies
   c. Media Literacy
   d. Innovation with online media
   e. Investigative reporting
   f. Other [SPECIFY[_____

4. Let us focus now on your satisfaction with SIM activities you participated in. Per each sub-question, mark your answer in terms of your satisfaction.
   A. How satisfied were you with the timeliness and organization of all trainings you participated in? (EQ2)
   B. How satisfied were you with the trainer's ability to clearly communicate the subject matter? (EQ2)
   C. How satisfied were you with the balance between theory and practice during the training? (EQ2)
   D. Was SIM team well organized and did they clearly communicate all procedures to you? (EQ2)
   E. Did SIM team respond to your questions and concerns in a timely fashion? (EQ2)

   a. Completely dissatisfied
   b. Mostly dissatisfied
   c. Somewhat dissatisfied
   d. Neither satisfied nor dissatisfied
   e. Somewhat satisfied
   f. Mostly satisfied
   g. Completely satisfied
   h. DK/REF

5. This part will focus on how you have used the knowledge since. How has this activity benefitted your academic or professional performance? Mark all applicable options. (EQ1) [MULTIPLE OPTIONS POSSIBLE]
   a. I gained useful understanding of the subject
   b. I established good contacts
   c. I joined an important network of students or professionals
   d. I use new media more efficiently
   e. I started my own research project
   f. I improved the quality of my articles
   g. I improved my investigative journalism skills
   h. I improved my critical thinking
   i. Some other positive outcome [SPECIFY] _____
   j. There was no positive outcome for me

6. Did the activity you participated in meet the learning and information needs you might have had at the time?
   YES/NO/DK (EQ3)

7. Which online media outlet providing information first comes to your mind? (EQ1)
   [SPECIFY] _____

8. Thinking about the quality of information you read at that online media outlet, how much do you agree with the following statements: (EQ1.1)
   A. Their news are backed up by credible evidence and sources
   B. Their news include different standpoints
   C. The journalists' and interlocutors" opinions are clearly distinguishable from facts
   D. Most news at this Web portal are relevant and recent
   E. The stories include good quality graphics, videos and/or photos
   F. The online editors provide feedback to visitors' comments and questions

   ff. Strongly disagree
   gg. Disagree
   hh. Somewhat disagree
   ii. Neither agree nor disagree
   jj. Somewhat agree
   kk. Agree
   ll. Strongly agree
   mm. DK/REF

9. When it comes to ethnically, sexually or otherwise offensive comments or articles at online media, which comes closest to your opinion: (EQ1.3)
   a. Such content should be immediately removed
   b. Not all offensive content is undeserved, some should be left
   c. Only extreme content should be removed
   d. Nothing should be removed
   e. DK/REF

10. Have you ever complained directly to any media outlet to express your dissatisfaction with their content?
    [IF YES, SHOW A AND B; IF NO, SKIP TO NEXT QUESTION]; YES/NO/DK; (EQ1.3)

    A. Which media outlet? [SPECIFY] _____ (EQ1.3)
    B. What was their reaction? (EQ1.3)

    a. None, they ignored it
    b. They responded, but refused to take the content off
    c. They took the content off

11. Mark any media regulatory bodies, associations or watchdogs you have ever written to about inappropriate content posted on an online media [MULTIPLE OPTIONS]   (EQ1.0)
    a. Communications Regulatory Agency
    b. Press Council
    c. Journalist association
    d. Other [SPECIFY] _____
    e. None

12. [FOR EACH MARKED BODY, ASK THIS QUESTION] What was their reaction?   (EQ1.0)
    a. None, they ignored it
    b. They responded, but refused to intervene
    c. They intervened towards the media outlet, but unsuccessfully
    d. They intervened, and the media outlet complied
    e. DK/REF

13. Thinking about the online media outlets compared to traditional media, do you think they are (EQ1.1)

A. More influenced by political elites than print, TV and radio?   YES/NO/DK
B. More prone to self-censorship than print, TV and radio?   YES/NO/DK
C. Less interested in the visitors' and readers' opinions/preferences   YES/NO/DK

14. Do you have anything to add in regard to the SIM Activity you participated in?

   _____

ANNEX V – Comparison of grantee and non-grantee media rankings

Table 1: Internet users in BiH

	Users	Population	% of Population
2000	41,860	3,805,512	1.1
2002	103,320	3,826,637	2.7
2006	977,497	3,894,410	25.1
2007	1,085,825	3,891,845	27.9
2013	2,628,846	3,871,643	67.9

Source: www.Internetworldstats.com

Table 2: Web portals stats according to Gemius[42]

Web portal	Period 1 (Sept, 2013)		Period 2 (March, 2014)		Period 3 (Sept, 2014)		Period 4 (March, 2015)		Period 5 (Sept, 2015)	
	Average time per user	Scope	Average time per user	Scope	Average time per user	Scope	Average time per user	Scope	Average time per user	Scope
Klix.ba	(2) 03:25:57	(2) 25.15%	(2) 03:59:44	(2) 21.61%	(2) 03:52:58	(3) 25.26%	(2) 3:43:03	(2) 28.08%	(2) 02:54:39	(2) 29,81%
Depo.ba	n / a	n / a	(4) 01:44:37	(14) 5.88%	(4) 01:28:34	(15) 5.49%	(4) 1:55:16	(12) 4.90%	(4) 01:53:57	(13) 3,85%
Bljesak.info	n / a	n / a	n / a	n / a	(6) 01:12:09	(17) 4.65%	(6) 1:09:22	(11) 5.01%	(5) 01:08:55	(9) 5,28%
Nezavisne	(4) 01:09:42	(9) 9.56%	(5) 01:04:00	(6) 11.28%	(7) 01:09:32	(7) 10.76%	(8) 1:04:16	(5) 11.65%	(9) 00:54:07	(31) 2,06%
Radiosarajevo.ba	(27) 00:15:57	(10) 9.35%	(20) 00:24:14	(3) 12.80%	(8) 01:03:48	(4) 15.32%	(9) 1:04:00	(4) 14.18%	(10) 00:48:41	(3) 16,90%
atvbl.com	n / a	n / a	(37) 00:10:57	(34) 2.48%	(35) 00:12:54	(32) 2.47%	(18) 0:30:08		(15) 00:28:01	(21) 2,56%
Buka.com	(51) 00:07:28	(18) 6.30%	n / a	n / a	n / a	n / a	n / a	n / a	(30) 00:13:07	(15) 3,64%
Oslobođenje	(20) 00:19:57	(19) 6.24%	(23) 00:20:58	(15) 5.87%	(26) 00:20:17	(10) 6.57%	(33) 0:15:47	(7) 9.04%	(31) 00:12:59	(4) 13,45%

Source: http://www.gemiusaudience.ba/rezultati

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[42] GemiusAudience only ranks subscribers to its services.

Beneficiaries vs. Non-beneficiaries (comparison)

Table 3: Selected Web portals – ranks, reach and page views

Site	Global Rank	Rank in country (BiH)	Global Reach	Global Page Views
Klix.ba (NON-GRANTEE)	8,140	6	0,0144%	0,001191%
Bljesak.info	49,748	36	0,00278%	0,000106%
Avaz.ba (NON-GRANTEE)	10,634	8	0,0129%	0,000624%
Slobodna-bosna.ba	172,679	323	0,00073%	0,0000242%
Mojahercegovina.com (NON-GRANTEE)	329,892	652	0,00037%	0,0000088%
Tacno.net	297,995	n/a	0,00045%	0,0000087%
Cin.ba (NON-GRANTEE)	875,411	1,342	0,00014%	0,000002%
Zurnal.ba	906,666	1,722	0,00013%	0,0000019%

Source: www.alexa.com[43]

Table 4: Selected Web portals – ranks, reach and page views

Site	Page Views /User	Bounce Rate[44]	Time on Site	Traffic Sources
Klix.ba (NON-GRANTEE)	7,32	25,9 %	10:11	Direct 69 % Search 20 %
Bljesak.info	3,37	37,6 %	5:31	Direct 40 % Search 22 % Links 22 %
Avaz.ba (NON-GRANTEE)	4,30	31,3 %	8:29	Direct 41 % Social 38 %
Slobodna-bosna.ba	3,00	32,9 %	4:46	Direct 67 % Search 22 %
Mojahercegovina.com (NON-GRANTEE)	2,10	49,2 %	3:29	Social 85 %
Tacno.net	1,70	61,7 %	3:01	Direct 41 % Social 38 %
Cin.ba (NON-GRANTEE)	1,30	61,8 %	2:59	Search 91,3 %
Zurnal.ba	1,20	78,8 %	3:11	Search 45,5 % Direct 27,27 % Social 22,73 %

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[43] General statistics as of November, 2, 2015.

[44] Bounce rate - the percentage of visitors to a particular website who navigate away from the site after viewing only one page.

Historical Traffic Trends: Alexa Traffic Rank

zurnal.ba   cin.ba   klix.ba   bljesak.info   slobodna-bosna.ba   avaz.ba   mojahercegovina.com   tacno.net
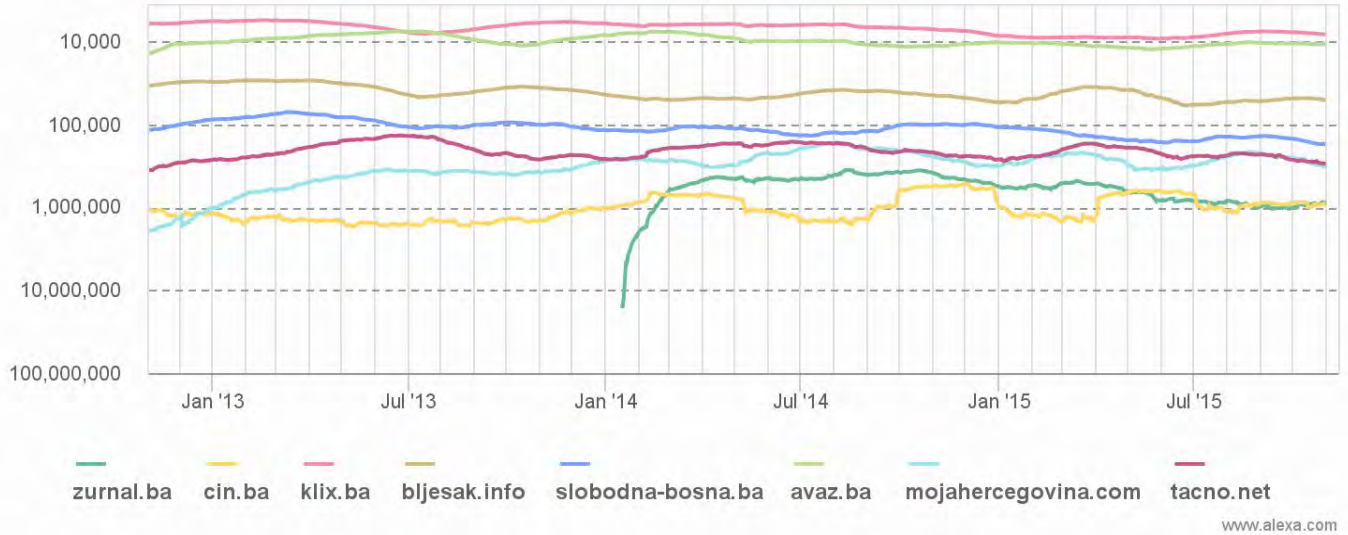
Historical Traffic Trends: Reach Percent

zurnal.ba   cin.ba   klix.ba   bljesak.info   slobodna-bosna.ba   avaz.ba   mojahercegovina.com   tacno.net
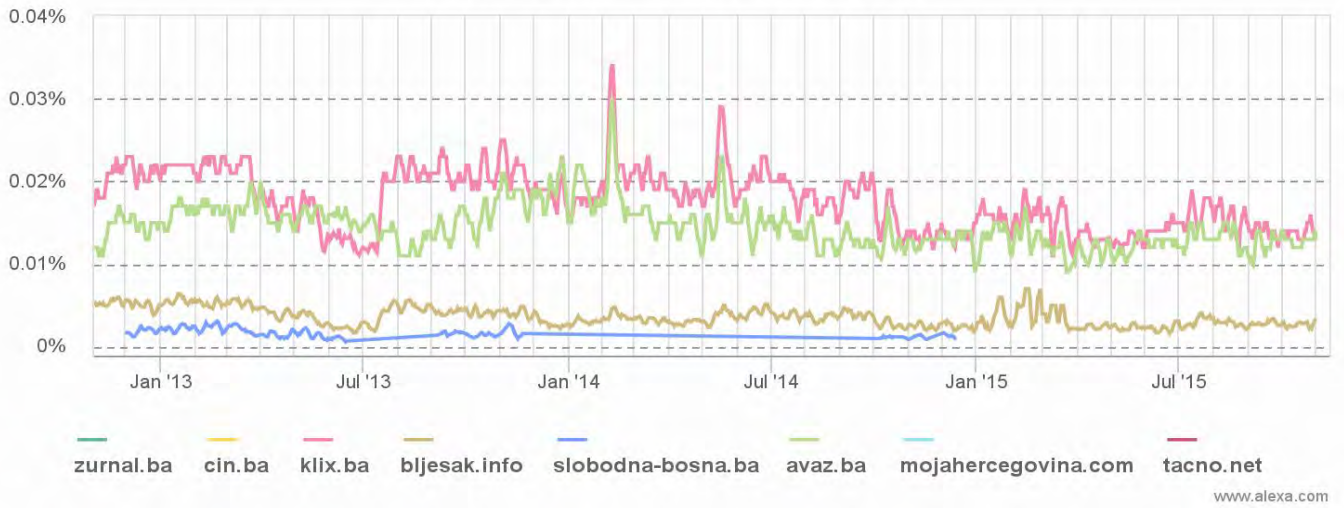
Historical Traffic Trends: Pageviews Percent

zurnal.ba   cin.ba   klix.ba   bljesak.info   slobodna-bosna.ba   avaz.ba   mojahercegovina.com   tacno.net

69
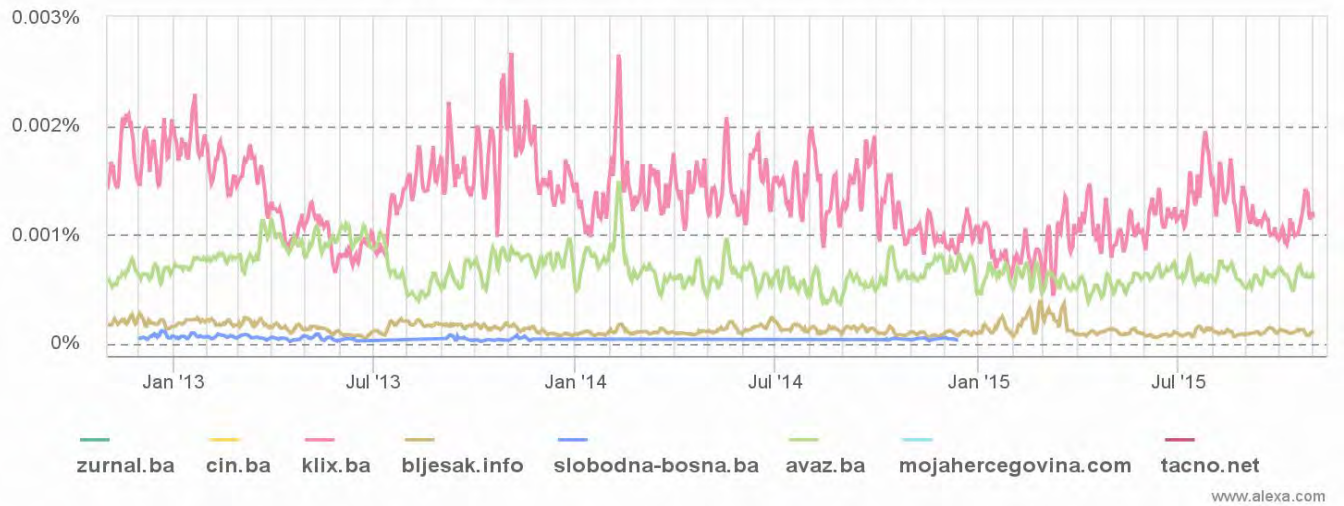
Engagement Metrics: Time on Site (Seconds)

zurnal.ba   cin.ba   klix.ba   bljesak.info   slobodna-bosna.ba   avaz.ba   mojahercegovina.com   tacno.net

www.alexa.com
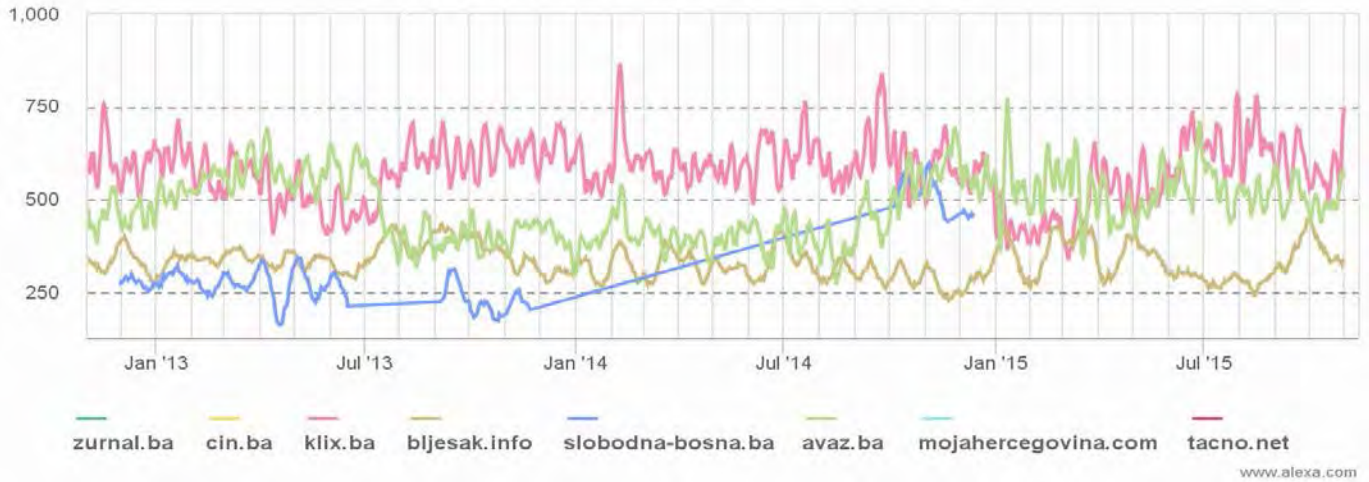
Engagement Metrics: Bounce Percent

zurnal.ba   cin.ba   klix.ba   bljesak.info   slobodna-bosna.ba   avaz.ba   mojahercegovina.com   tacno.net

www.alexa.com

Traffic Sources

Site	search	social	link	direct
zurnal.ba	45.45%	22.73%		27.27%
cin.ba	91.3%			
klix.ba	20.23%			68.57%
bljesak.info	22.12%	16.5%	21.74%	39.64%
slobodna-bosna.ba	21.71%			67.44%
avaz.ba	19.66%	26%		50.8%
mojahercegovina.com		85.11%		
tacno.net	15.38%	38.46%		41.03%

search   social   link   direct

www.alexa.com

70
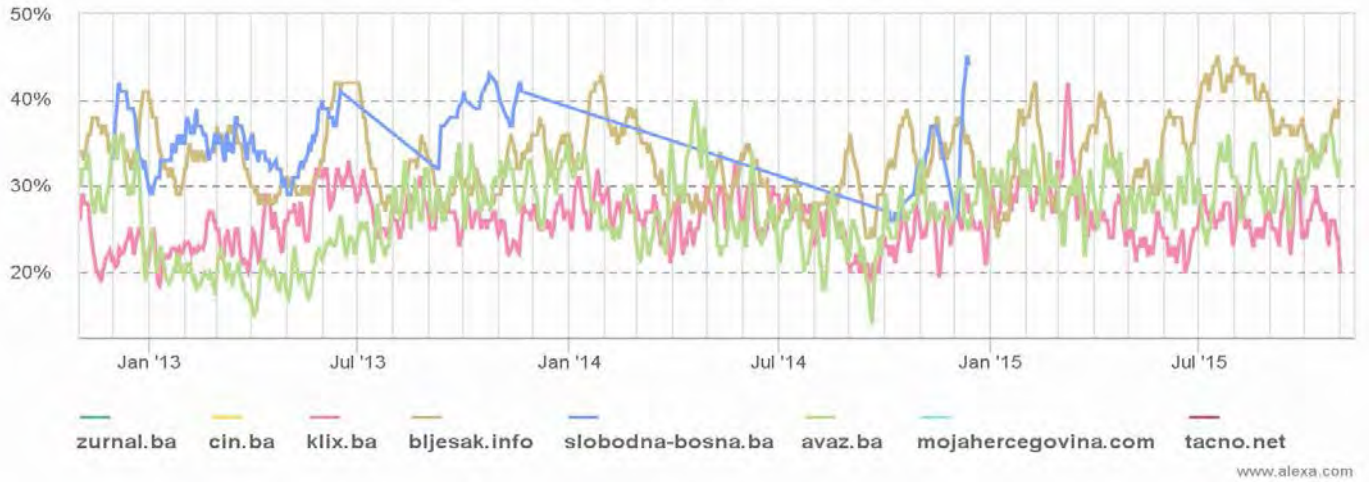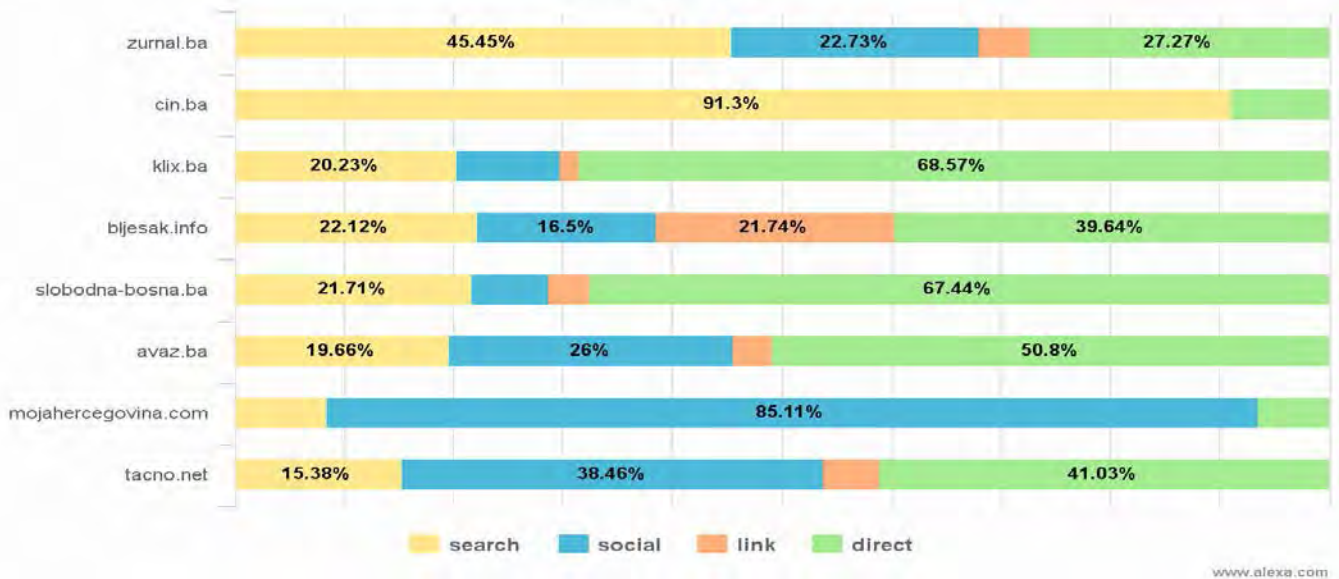
Table 5: Bljesak vs. Klix - comparison

	Bljesak	Klix
Rank in BiH	36	6
Percent of visitors	79,7 % BiH 7,1 % Cro 6,5 % Serb 1,8 % Canada	70,1 % BiH 7,6 % Croatia 3,8 % Austria 3,7 % Serbia 2,7 % USA
Bounce rate	37,6 %	26 %
Daily pageview per visitors	3,37	7,32
Daily time on site	5:31	10:11
Direct traffic to site	39,64 %	69 %
Traffic from social media	16,5 %	9,5 %

Source: www.alexa.com

Table 6: Slobodna Bosna vs. Avaz - comparison

	Slobodna Bosna	Avaz.ba
Rank in BiH	323	8
Percent of visitors	47,9 % BiH 31,3 % Switzerland 4,8 % Germany	55,2 % BiH 6,2 % Croatia 5,9 % Germany 4,8 % Switzerland 4,5 % Austria
Bounce rate	32,9 %	31,3 %
Daily pageview per visitors	3	4,3
Daily time on site	4:46	8:29
Direct traffic to site	67 %	51 %
Traffic from social media	7 %	26 %

Source: www.alexa.com

Table 7: Tacno.net vs. Mojahercegovina - comparison

	Tacno.net	Mojahercegovina.com
Rank in BiH	No rank for BiH	652
Percent of visitors	58,1 % Cro 18,3 % Ser	55,2 % BiH 38,9 % Serbia
Bounce rate	61,7 %	49,2 %
Daily pageview per visitors	1,7	2,1
Daily time on site	3:01	3:29
Direct traffic to site	41 %	6,3 %
Traffic from social media	38,4 %	85,11 %

Source: www.alexa.com

Table 8: Zurnal vs. Center for Investigative reporting - comparison

	Zurnal.ba	Center for investigative reporting (**www.cin.ba**)
Rank in BiH	1722	1342
Percent of visitors	BiH 52,5 %	BiH 66,4 %
Bounce rate	78,8 %	61,8 %
Daily pageview per visitors	1,2	1,3
Daily time on site	3:11	2:59
Direct traffic to site	28 %	8,7 %
Traffic from social media	23 %	0 (mainly through search – 91,3%)

Source: www.alexa.com

ANNEX VI – Analysis of the survey of online visitors

A request to integrate the online survey within their Web portals was sent to 17 media outlets. Based on the response, only Depo, ATV BL, Tacno.net, and Zurnal posted the survey on their Web portals. Possibly also Abrasmedia.info, Radiosarajevo.ba and Kameleon Radio posted the survey, albeit the period was to short, or Website traffic too low.

The total number of respondents were 1345, but not as many in fact answered each question.

		Frequency of using Internet (1313 respondents)								
		Never		< 1 day a week		1-2 days a week		3-4 days a week		Every day	
		Count	Column N %	Count	Column N %	Count	Column N %	Count	Column N %	Count	Column N %
Age	0-10	0	0	0	0	0	0	0	0	1	0.1
	11-20	0	0	0	0	1	5.9	1	1.5	17	1.4
	21-30	1	20	0	0	2	11.8	6	9.1	175	14.3
	31-40	0		0	0	3	17.7	16	24.2	**311**	**25.4**
	41-50	1	20	0	0	5	29.4	17	25.8	**319**	**26.1**
	51-60	0		1	50	6	35.3	19	28.8	**254**	**20.8**
	61-70	1	20	1	50	0	0	7	10.6	122	9.98
	71-80	2	40	0	0	0	0	0	0	24	1.96
	81-90	0		0	0	0	0	0	0	0	0
	Total	5	100	2	100	17	100	66	100	**1223**	**100**

		Frequency of using Internet (1313 respondents)								
		Never		<1 day/week		1-2 days/week		3-4 days/week		Every day	
		Count	Column N %	Count	Column N %	Count	Column N %	Count	Column N %	Count	Column N %
Employment	Working ≥40 h/week	2	40	0	0	8	47.1	28	42.4	**639**	**52.25**
	1-39 h/week	2	40	0	0	6	35.3	19	28.8	199	16.3
	0 h/week, looking for work	0	0	0	0	2	11.8	9	13.6	122	9.98
	0 h/week, not looking for work	0	0	0	0	0	0	1	1.5	40	3.3
	Pensioner	1	20	2	100	0	0	6	9.1	115	9.4
	PWD who cannot work	0	0	0	0	0	0	1	1.5	6	0.5
	Other	0	0	0	0	1	5.9	1	1.5	65	5.3
	Refuses to answer	0	0	0	0	0	0	1	1.5	37	3
	Total	5	100	2	100	17	100	66	100	1223	100

Which type of information are you most interested in at Web portals?		
187 of 1313 (14.24 %) respondents answered *g) Investigative journalism*		
	COUNT	**COLUMN N %**
Age		
0-10	0	,00
11-20	1	,53
21-30	23	12,30
31-40	37	19,79
41-50	54	28,88
51-60	45	24,06
61-70	20	10,70
71-80	7	3,74
81-90	0	,00
Total	**187**	**100,00**

Education level	**COUNT**	**COLUMN N %**
none	1	,53
Primary school	0	,00
High school	38	20,32
1st year of university	1	,53
2nd year of university	5	2,67
3rd year of university	2	1,07
4th year of university	6	3,21
University	85	45,45
Master's degree in process	8	4,28
Completed master's degree	22	11,76
PhD in process	8	4,28
PhD	8	4,28
Does not want to answer	3	1,60
Total	**187**	**100,00**

Employment	**COUNT**	**COLUMN N %**
Working ≥40 h/week	91	48,66
1-39 h/week	43	22,99
0 h/week, looking for work	13	6,95
0 h/week, not looking for work	5	2,67
Pensioner	20	10,70
PWD who cannot work	0	,00
Other	10	5,35
Does not want to answer	5	2,67
Total	**187**	**100,00**

When asked which type of information they are most interested in, 187 of 1313 (14.24 %) respondents answered g) Investigative journalism. Survey results indicate persons mostly interested in investigative journalism are predominantly above 30 years of age (87.17 %), with high education levels (71.75 % with a university degree or higher), and employed (71.65 % work part- or full-time).

Given the low percentage of surveyed online visitors interested in investigative journalism, any future strategy aiming to build new business models for investigative media outlets should continue to strive towards highly educated, employed individuals, but entirely different approaches are necessary to attract individuals with lower levels of education.

Respondents were asked about specific Web portals, specifically about their quality. As only the visitors of Depo, ATV BL, Tacno.net, and Zurnal responded in sufficient number, the analysis below describes their opinions only. Response count indicates the number of respondents who completed that particular question for the given Web portal.

The results indicate that visitors of the Websites ATV Banja Luka and Tacno.net, Mostar have noticed improvements in the usability and searchability of those Websites (Q14). Since ATV received 2 grants compared to Tacno.net (Centre for Critical Thinking) who have received 6, no specific improvement can be brought into connection with the SIM Activity.

	ATV (2 grants)	DEPO (1 grant)	ZURNAL (5 grants)	TACNO (6 grants)

Q14. Have you, at any moment noticed that:

Answer options: Yes, No, Don't know
Answer option Yes counted towards the percentage.

	Response option Yes %	Response count	Response option Yes %	Response count	Response option Yes %	Response count	Response option Yes %	Response count
The Web portal has become easier to use than earlier?	55.9%	93	41.3%	542	33.3%	105	47.7%	172
It is easier to open information, videos and photos with your browser at the Web portal?	55.3%	85	40.9%	516	35.0%	103	41.3%	160
It is easier to find sections you are interested in at the Web portal?	46.4%	84	44.6%	507	37.3%	102	53.1%	160
The information at this Web portal has become mostly irrelevant and outdated?	19.0%	84	26.8%	515	8.8%	102	8.3%	157

Q15. Speaking about the quality of information at this Website, do you agree that:

Answer options, scale from 1 (completely agree), to 7 (completely disagree);
Answer options 1, 2, 3 counted towards the percentage.

	ATV (2 grants)		DEPO (1 grant)		ZURNAL (5 grants)		TACNO (6 grants)	
	Percentage who agree	Response count	Percentage who agree	Response count	Percentage who agree	Response count	Percentage who agree	Response count
Information at the Web portal are based on verified evidence and sources	69.2%	91	52.2%	546	83.8%	105	77.4%	177
Information at the Web portal include different viewpoints	75.0%	92	55.3%	544	80.8%	104	80.5%	169
Most of the information at this Web portal is important and updated	68.1%	91	55.9%	535	80.8%	104	83.8%	167
Articles at the Web portal include quality graphics, video and/or photos	66.3%	89	55.9%	535	69.2%	104	64.7%	167
Online editors respond to visitors' questions and comments	11.2%	89	20.2%	531	28.4%	102	32.1%	162

Q16. How likely is it that you will recommend this portal to your friend or a colleagues

Scale 1-7, 1 extremely unlikely - 7 extremely likely

	ATV (2 grants)	DEPO (1 grant)	ZURNAL (5 grants)	TACNO (6 grants)
Response AVERAGE	3.35	3.42	4.75	5.2
Response COUNT	93	556	104	178

Compared to other media outlets included in the survey, Zurnal.info has the highest percentage of respondents who perceive their information as based on verified evidences and sources (83.8%), and including multiple viewpoints (80.8%), while Tacno.net is the most regarded by its visitors as providing important and updated information (83.8%). In general, very low percentages of visitors perceive these online media outlets as responsive to visitors' comments and questions.

Zurnal.ba and Tacno.net Web portals, who have received the most support from the SIM Activity, are more likely to be recommended by respondents to their friends or colleagues (4.75 and 5.2 out of 7, respectively) than the other two media outlets.

In conclusion, although the number of respondents varies between the four media outlets, the responses indicate that the audience of those who have received the most support from SIM is more confident of trustworthiness of their information and are more likely to recommend them to friends and colleagues.

ANNEX VII – Analysis of the online survey with student participants

Majority of online survey participants were women (73.3%) which corresponds to the composition of the SIM Activity participants. Further, most of them are still unemployed. Also, most of the participants participated in one of the media law events (95.6 %).

Please select your sex:

Answer Options	Response Percent	Response Count
Male	24.2%	29
Female	**73.3%**	88
Does not want to declare	0.0%	0
Refused to answer	2.5%	3
answered question		**120**

Employment status (one option only):

Answer Options	Response Percent	Response Count
Employed 1-39 h/week	10.0%	12
Employed ≥40 h/week	14.2%	17
Unemployed, looking for work	**44.2%**	53
Unemployed, not looking for work	**14.2%**	17
Other	15.8%	19
Does not want to answer	1.7%	2
answered question		**120**

What did the activity focus on? Multiple options are possible.

Answer Options	Response Percent	Response Count
Media Law	**95.6%**	109
Media policies	25.4%	29
Media Literacy	23.7%	27
Online media innovations	7.9%	9
Investigative journalism	6.1%	7
Other	1.8%	2
answered question		**114**

When asked about the influence these activities had on their careers, overwhelming majority of respondents noted SIM contributed to their understanding of the subject, while other dimensions of influence were comparably far less noted.

Q10. How has this activity influenced your academic and professional knowledge and skills? Multiple answers are possible.

Answer Options	Response Percent	Response Count
The activity contributed to my understanding of the subject.	**78.1%**	89
I established good contacts.	28.1%	32
I joined important student and professional networks.	15.8%	18
I use new media more efficiently.	28.1%	32
I started my own research project.	10.5%	12
It has improved the quality of my journalistic pieces.	8.8%	10
I improved my investigative reporting skills.	9.6%	11
I improved my critical thinking.	**65.8%**	75
There were no positive outcomes for me.	0.0%	0
Other.	1.8%	2
answered question		**114**

Overall, the level of satisfaction with all dimensions of these activities is rather high, with some variation. Respondents were more satisfied with *timeliness and organization of activities,* as well as with *SIM's timely response to their questions,* and slightly less satisfied with *the balance between the theory and practice.* Male respondents were less satisfied with *SIM's capacity to clearly communicate procedures to participants* than women.

Q11. To what extent are you satisfied with the organization of SIM activities you participated in? For each of the sections below, mark the level of your satisfaction. Only one answer is possible for each section (Note: Scale 7 to 1, 1 = completely satisfied)

Answer Options	Overall		Women		Men		Gender difference	
	Rating Average	Response Count	Rating Average	Response Count	Rating Average	Response Count	Rating Average	Response Count
Timeliness and organization of activities	**1.46**	114	1.47	83	1.39	28	0.08	55
Trainers' skills to transfer the knowledge successfully	1.59	114	1.57	83	1.57	28	0.00	55
Balance between theory and practice during the activity	**1.89**	114	1.81	83	1.89	28	-0.08	55
SIM's capacity to clearly communicate the procedures to participants	1.84	114	1.71	83	2.18	28	**-0.47**	55
SIM's timely response to participants' questions	**1.45**	114	1.41	83	1.54	28	-0.13	55

These respondents, having been participants in different SIM events, are considered a better informed group than the general online audience. Importantly, <u>most of them think online media are more prone to political influence than traditional media, but are still less prone to self-censorship, and more interested in the opinion of their audience</u>. Political influence is obviously difficult to exclude in any type of media, but online media use more interactive tools to communicate to their audiences, and cannot therefore exclude their opinions as easily as traditional media.

When comparing online media to traditional ones, such as press, TV or radio, do you think that:				
Answer Options	**Yes**	**No**	**Don't know**	**Response Count**
Online media are more prone to political influence?	**52**	47	11	110
Online media are more prone to self-censorship?	37	**52**	21	110
Online media are less interested in the audience's opinions?	40	**62**	8	110
answered question				**110**

<u>Nearly all respondents are in favor of some sort of control over hate speech in online media, either entirely, or selectively.</u> This is in line with current practices in addressing hate speech online. Most online media take exclusive care not to produce offensive contents, but control over visitors' comments varies. Some online media have disabled the comments entirely, while others remove only extremely offensive comments, or simply those reported by other visitors.

Thinking about online media contents which are offensive and motivated by ethnic, sexual, or other types of intolerance, how should such contents be treated?		
Answer Options	**Response Percent**	**Response Count**
Such contents should be immediately removed	**54.5%**	60
Not all offensive contents are problematic, some should be left	18.2%	20
Only extreme contents should be removed	**23.6%**	26
Nothing should be removed	0.9%	1
Don't know	2.7%	3
answered question		**110**

ANNEX VIII – An overview of human rights grants

Within Component 1 „Support the quality and growth of online media outlets, technologies, and sources", one of four major activities was devoted to providing grants for producing contents on human rights issues. The process of awarding human rights grants was conducted with particular emphasis on strengthening online media. Grants were meant to assist the already existing media outlets improve their services to the public, as well as to increase public awareness and engagement on human rights issues. At the same time, the intention was to support connections between traditional media and the modern online media. The requirement for the award of a grant was to address a certain set of human rights issues through their public communication, and/or to conduct concrete activities that have to do with marginalized groups.

The activity resulted in producing 405 journalistic pieces, plus four podcasts, one documentary film, and a guide on professional reporting about LGBT topics – all between February 2013 and June 2015. Two additional categories of results can be recognized in relation to awarding human rights grants to media outlets: enhancement of human resources through training (18 workshops/trainings for a total of 127 female and 59 male participants), and technical development of the grantees (purchase of relevant equipment, production of infographics and interactive maps, etc.). In the course of working on their respective topics, the grantees covered a wide span of human rights issues: discrimination having to do with the direct consequences of war and ensuing migrations, issues typical of transitional societies (e.g. regarding Roma populations), or issues that are almost a complete novelty in mainstream public discourse in the post-war Bosnian society (LGBT groups, rights of people with various disabilities, or domestic violence). The grants ensured an even coverage of various geographical regions of the country. Some of the grantees went beyond their primary scope of work by directly stimulating citizen participation in active protection of human rights.

KEY FINDINGS

Earlier evaluations have already noted that the increase in grantee innovation, improvements to online visibility, and increase in quality of content, can be correlated with financial and technical support by Internews, as evidenced by the conditions pre- and post- that support was offered. It is probably still early and too difficult to talk about the actual social importance of these human rights projects conducted by the grantees. Given the fact that the human rights grants were in part meant to lead to increasing public awareness and engagement on human rights issues, it is only fair to admit that no data are being collected that could aid in inferring whether this sort of impact is achieved, or if it could be brought in relation to SIM activities.

Eleven interviews were conducted with representatives (staff members) of the grantee media that have been awarded at least one of the human rights grants in the preceding time. In relation to the entire process of conducting human rights projects with the support of Internews, several significant issues emerge, which can be summarized as follows.

The issue of NGOs being awarded grants, when they are not primarily acting as media has been raised by four profit-based grantees. The issue of funds being available to a variety of grantees, including NGOs and not media exclusively, primarily has to do with the problem of competition for scarce available resources. As one grantee postulated, '*Significant number of portals active in B&H are maintained by nongovernmental organizations and as such creating a competitive environment for the portals that are media, true media.*' One interviewee openly said he does not mind NGOs being awarded grants as long as their work is transparent and well regulated.

Financial funds may have been more relevant for smaller grantees but were welcomed by all. Still, sustainability is a major concern for both, media driven by marketing logic and NGO-led portals that usually rely on donations. As two media representatives illustrated, ' *[…] media are financed through marketing […] that pie is getting smaller…'; '[…] small grants help us generate income, that is they cover our salaries in part, and we do not have to rely solely on marketing.'* Same applies for the NGO portal grantee, '*I'm free to say if there wasn't for these three projects it is questionable whether we could have survived in the meantime for it was, for the most of the time, our only source of income. They literally helped us maintain us and our work.'* '*These small grants are good because every – or nearly every [Bosnian convertible] mark is effectively spent. I strongly support these small grants because once again the media or non-governmental organization can get the money that will help them to make something creative even without enormous funds.'* However, no matter appraisals for timely and, for many, even sufficient funds for the proposed activities, major concern was raised by one grantee, '*It is in that moment that we were in need of means of self-preservation, to keep the magazine running, and we were given the fish and not the stick that we really need.*' Topics related to human rights only cannot help media compete on the media market, '*we need to be self-sustainable and fight other media on the market […] we must report on politics, and sport, and show business, and lifestyle […].'*

Trainings and professional support have been considered as useful and relevant by all grantees. No matter full-time employees or future cadre of journalists, trainings and professional support are deemed relevant. Nicely illustrated by two grantees from different kind of media outlets, '*[...] we started as a student portal, we dealt with the problems of students and few have gone astray, we did not know, we have not ourselves been determined exactly which topics we want to deal with, but through work with Internews and USAID we focused on human rights and marginalized groups.*' Experience/skills gained, in particular related to investigative journalism and infographics were praised. Activities related to trainings/workshops and students' internships were also held in high regard.

Technical improvements as a direct output and value of the grant have been mentioned three times. '*We always try to cover for salaries, fees, and all that from our budget and invest as much money as possible we receive from the grant into equipment.*'

Technical/administrative aspects of the process were highly praised by eight grantees. '*Reporting is quite simple, narrative and financial reports are to be submitted every three months.*' Administrative assistance was estimated as timely and very useful. Only one grantee found administration complex in terms of reporting but was on the other hand very satisfied with ongoing support provided by Internews. The relationship with Internews staff and the general implementation process was unanimously rated as excellent. '*It is not that I only praise them now, but I really had a great experience with them.*"

Quality of the grants/ Perceived impact of human rights projects in grantees respective communities were considered satisfactory and relevant. All grantees seem satisfied with the perceived impact they had made, given the funds available, but 'measure' impact in very different terms. For example for some, indicator of change was increase in online visibility and/or number of articles covering issues of relevance, whilst for others it was that their work brought about more tangible changes (e.g. cooperation with police, local authorities and health centers) for vulnerable groups. '*We managed once, through one show, to push for Government actions that grant them [Roma] health insurance.*'

The overall quality of the SIM Project was addressed by two grantees. Main criticism being wrong momentum (outdated objective) for strengthening independent media in BiH, and (under)utilization of SIM assistance. '*[...] project we're going to be talking about, SIM Internews project is by far the worst project USAID brought to help media here. No one from the Internews even bothered to try talking to us how to do it, how to adjust, design a Web site, how to link it to existing printed editions [...]. This Internews brought me nothing but nice and kind people who unfortunately do not know even slightest part of our business.*' One representative wonders if the human rights related activities would have been more successful had the topics been more narrowly predefined (e.g. by the call for proposals) meaning all granted covering one or only few topics.

RECOMMENDATIONS

Since no unique indicators have been used to measure human rights grants' impact, which would go beyond grantees' satisfaction and perceived relevance, and since some grantees are e.g. more business oriented whilst other address specific target group(s) and/or are more community oriented, existing statistics can be misleading in that regard. Therefore, more complex evaluation procedures should be planned, including adequate controls for purposes of comparison.

It is clear that general attitude of grantees towards human right grants is affirmative. Nevertheless, having in mind both the concrete examples of how the grants were actually used by different media, and the unmet needs as expressed by some (see the point on overall quality), it is natural to assume that a more tailor-made approach should be adopted.

Further activities should be more open to differentiation with regard to type of media (specific needs for training and equipment, which can also be assessed in advance) or indeed the kind of action the grant will be used for. This can presumably be achieved through predefined elimination and selection criteria that would address e.g. whether the activity directly involves stakeholders such as NGOs, expert bodies, or (local) authorities; whether some sort of feedback is sought with regard to societal impact; etc.

Once a clearer vision of the variety of interested media is built, future activities of this kind can streamline the dissemination of best practices recognized through the SIM activities so far, as well as to offer trainings covering the topics of bridging the strong points of different types of media, or those identified as troublesome (e.g. relationship with NGOs and the need for achieving lasting social values through protection of universal human rights as well as the importance of synergies with various stakeholders).

The reservations of the media towards grants being awarded to NGOs stem from competitiveness over scarce resources. However, it is reasonable to assume that NGOs can sometimes open unique avenues to in-depth insights into issues related to

human rights violation, based on trust they in some cases develop with key stakeholders and informants. They are also often in need of having the media as allies in promoting their human rights protection activities. It may be possible to set aside a portion of the grants budget for the activities involving both media and NGOs, with specific criteria of what kind of cooperation is sought in order to achieve synergy of their activities. The media should ideally develop awareness of the need for this sort of joint actions once they accept the value of social impact that is expected from their production. It is quite probable that many journalists have a rather distorted view about the nature, variety, and actions of NGOs in general.

Although sustainability is a major concern for all grantees, it is clear that the key to sustainability is in their participation in the market. The contribution of SIM, including the human rights grants, is in assisting them to increase their competitiveness, and it stays up to the media to develop a more pro-active approach and fight for their share of the market. It can be noted that the grants were relatively more appreciated by the smaller media, but it remains to be seen what the effects really are in the long run.

SUCCESS HIGHLIGHTS

Office of the ombudsman for human rights in Bosnia and Herzegovina initiated contact with Tacno.net offering assistance in the fight against violence among children after Tacno.net published a story about a 15-year old Roma girl exposed to bullying by her schoolmates.

Coverage of domestic violence by radio Studio "N" contributed to forming a mobile team providing on-site expert services to victims of domestic violence across Canton 10.

Grounded in the trust developed with an association of Roma women "A Better Future" and their initial cooperation, RTV Slon built towards gaining a central role in providing and forwarding relevant information on the victims and available assistance in the time of 2015 floods in Tuzla region.

eTrafika journalists managed to track down online pedophiles and subsequently revive the initiative from 2013 regarding the establishment of the Register of Pedophiles in RS and provoke the Minister of Justice of RS to acknowledge the need to change the criminal law and make punishments for pedophiles more severe.

Table: HR Grants per grantee, number of grants and amounts they received and outputs

GRANTEE	GRANTEE TYPE	# OF HUMAN RIGHTS GRANTS	FOCUS	AMOUNT OF HUMAN RIGHTS GRANTS	PERIOD	# OF JOURNALIST PIECES PRODUCED	# OF VISITS IN THE GIVEN PERIOD
PORTAL E TRAFIKA	NGO	2 HR	Children	23,795.00	01.02.2014-01.11.2014 01.02.2015-31.07.2015	23 stories, six workshops,	394,265 total visits and 256,105 unique visitors
						23 articles	168,480 total visits and 133,263 unique visitors
RTV SLON TUZLA	Profit-based	1 HR, 1 HR-floods	Roma, floods	19,755.00	01.07.2013-30.06.2014 05.05.2014-05.07.2014	12 TV shows, also posted on Slon's YouTube channel.	1,000,000 viewers, 2,502,975 total visits and 664,159 unique visitors, 4,055 views of the 12 programs on YouTube.
						Reported extensively on floods and landslides	Data not available
RADIO ZID SARAJEVO	Profit-based	1 HR	Human rights	19,408.00	01.02.2013-01.02.2014	18 interactive maps	Data not available
START MAGAZINE	Profit-based	1 HR	Patients' rights	13,898.00	01.07.2013-30.12.2013	six stories for both its print magazine and online platform	60,966 visits and 46,646 unique visitors. print readership data not available
MEDIA PLAN INSTITUTE	NGO	1 HR	LGBT, minorities, freedom of expression	17,821.00	01.02.2013-01.11.2013	26 stories, 25-minute TV feature on diversity in BiH	9,716 total visits to its Website and 8,178 unique visitors, TV feature on Youtube had 185 views
CENTER FOR CRITICAL THINKING TACNO.NET	NGO	3 HR		40,517.56	01.02.2013-01.11.2013 01.02.2014-01.11.2014 09.02.205 - 09.06.2015	20 stories and four podcasts	2,578,724 visits and 1,293,247 unique visitors
						14 stories	total of 1,741,707 visits and 972,376 unique visitors
						12 articles	809,117 total visits and unique 340,093
INTERNET PORTAL BLJESAK	Profit-based	1 HR	Minorities, unemployed, vulnerable groups	8,387.00	01.05.2014-01.01.2015	23 articles	7,534,712 total visits and 1,377,553 unique visitors
SARAJEVO OPEN CENTER	NGO	1 HR	LGBT	21,915.00	01.02.2013-01.02.2014	16 stories, 9 info-sessions, one workshop for journalists, guide for journalists, an awards ceremony	32,633 total visits and 21,268 unique visitors.
NTV HAYAT	Profit-based	1 HR	Minorities	14,565.00	01.07.2013-30.09.2013	14 broadcasts conducted an advertising campaign of 136 15-second promos, launched its Facebook page	14 broadcasts on "News at 7" were seen by approximately 129,880 viewers, while the two feature shows had 63,920 viewers in total.
ABRAS MEDIA	NGO	1 HR	Women	13.000.00	01.02.2013-30.09.2013	126 articles, 53 of which were original, public roundtable discussion and film screening	155,666 total visits and 119,121 unique visitors
RADIO "STUDIO N" LIVNO	Profit-based	1 HR	Domestic violence and children	9.664.00	01.07.2013-31.03.2014	12 radio shows on two topics, panel discussion	Approximately 65000 listeners, 9,936 total visits and 6,313 unique visitors
PORTAL MEDIA (FRONTAL.BA)	Profit-based	1 HR, 1 HR-floods	Labor law, floods	15,750.00	15.04.2014-15.12.2014 10.06.2014-10.07.2014	Six stories	236,812 total visits and 143,285 unique visitors
						reported directly from affected areas	Data not available
RADIO PAN/RADIO OSVIT	Profit-based	1 HR, 1 HR-floods	Reconciliation, floods	21,930.00	01.07.2013-30.05.2014 10.06.2014-10.08.2014	12 radio shows on three topics and posted them on their Website	4,123 unique visitors and 10,245 visits, approximately 70,000 listeners
						Reported on floods	Data not available

STUDENT RADIO EFM	NGO	1 HR	Disabled persons	9,700.00	15.04.2014-15.04.2015	Two videos; a short story and a longer documentary on intellectually disabled, organized two round tables for authorities with movie screenings	Data not available
14 grantees in total	**8 profit-based, 6 NGOs**	**17 of 35 grants were for human rights reporting, and 3 on floods**		**HR grants amounted to USD 250,105.56**		**405 articles and stories, 18 workshops, 1documentary film, 1 manual on reporting on LGBT**	**20 million visits, 1 million viewers, hundreds of thousands of listeners**

ANNEX IX – List of persons intrerviewed

1. Suada Hadžović, CRA, media policy fellow, focus group on September 9, 2015
2. Elma Bešlić, media policy fellow, focus group on September 9, 2015
3. Asim Šahinpašić, media policy fellow, focus group on September 9, 2015
4. Amer Džihana, Internews, September 10, 2015
5. Kristina Ćendić, Internews, September 10, 2015
6. Vanja Ibrahimbegović Tihak, Internews, September 10, 2015
7. Feđa Kulenović, Internews, September 11, 2015
8. Ozren Kebo, Internews, September 11, 2015
9. Anja Gengo, SIM fellow, September 13, 2015
10. Sue Folger, Internews, September 16, 2015
11. Zlatan Musić, OSCE/SIM fellow, September 17, 2015
12. Marija Arnautović, individual grant, September 21, 2015
13. Vesna Andree Zaimović, Radio Sarajevo, September 21, 2015
14. Radenko Udovičić, Media plan, September 21, 2015
15. Željka Šulc, OSCE Mission to BiH, September 22, 2015
16. Lea Tajić, CRA BiH, September 22, 2015
17. Damir Banović, Law faculty, Sarajevo, September 22, 2015
18. Lejla Huremović, SOC, September 23, 2015
19. Jasna Jelisić, EU Delegation, SOC, September 23, 2015
20. Eldin Karić, Žurnal Infor, SOC, September 23, 2015
21. Vanja Stokić, E trafika Banja Luka, September 28, 2015
22. Eoin Young, Center for Policy, Budapest, September 28, 2015
23. Nataša Tešanović, ATV Banja Luka, September 28, 2015
24. Uglješa Vuković, Analiziraj.ba, September 28, 2015
25. Gordana Katana, Analiziraj.ba, September 28, 2015
26. Anđela Kuprešanin Vukelić, Faculty of Political Sciences Banja Luka, September 29, 2015
27. Borislav Vukojević, SIM fellow Banja Luka, September 29, 2015
28. Seid Hrnčić, RTV Slon Tuzla, September 29, 2015
29. Adnan Đapo, RTV Slon Tuzla, September 29, 2015
30. Borka Rudić, BH Journalists, September 30, 2015
31. Maja Hadžiosmanović, Mediacenter Sarajevo, September 30, 2015
32. Dragan Golubović, Mediacenter Sarajevo, September 30, 2015
33. Ljiljana Zurovac, Press Council, September 30, 2015
34. Boro Kontić, Mediacenter Sarajevo, September 30, 2015
35. Slobodanka Dekić, Mediacenter Sarajevo, September 30, 2015
36. Jasna Kilalić, USAID, September 30, 2015
37. Lejla Turčilo, Faculty of Political Sciences, Sarajevo, focus group on October 2, 2015
38. Kenan Ešref Rašidagić, Faculty of Political Science, Sarajevo, focus group on October 2, 2015
39. Dario Novalić, magazine Start, Sarajevo, October 2, 2015
40. Enes Praško, Law Faculty Zenica, October 3, 2015
41. Helena Mandić, CRA BiH, October 6, 2015
42. Amela Odobašić, CRA BiH, October 6, 2015
43. Ines Bamburać, Mediacenter, Sarajevo, October 7, 2015

44. Sanela Hodžić, Mediacenter, Sarajevo, October 7, 2015
45. Aida Kalender, Mediacenter, Sarajevo, October 7, 2015
46. Amna Popovac, Studio 88 Mostar, October 8, 2015
47. Marin Bago, Futura Mostar, October 14, 2015
48. Štefica Galić, tacno.net, October 14, 2015
49. Amer Bahtijar, tacno.net, October 14, 2015
50. Igor Kotromanić, Bljesak.info, October 14, 2015
51. Željko Šteger, Bljesak.info, October 14, 2015
52. Silvana Marić, Faculty of Philosophy Mostar, October 14, 2015
53. Amila Topčagić, Abrašmedia, October 14, 2015
54. Robert Jandrić, Abrašmedia, October 14, 2015
55. Rebeka Kotlo, Law Faculty, Džemal Bijedić Mostar, October 15, 2015
56. Ivan Šušnjar, Poskok.info, October 15, 2015
57. Željka Mihaljević, Radio N, Livno, October 15, 2015
58. Andrea Pavić, Radio N, Livno, October 15, 2015
59. Dario Šimić, Klix.ba Sarajevo, October 16, 2015
60. Mario Šimić, Klix.ba Sarajevo, October 16, 2015
61. Asim Metiljević, Slobodna Bosna, October 16, 2015
62. Almasa Bajrić, Bussines, October 23, 2015
63. Emilija Heleta Švrakić, October 28, 2015
64. Reuf Herić, PEM, October 29, 2015

Fellow	Background	Summer School	Policy Workshop	Paper produced	Paper published and promoted
Nidzara Ahmetasevic	PhD, University of Graz	2011 Annenberg-Oxford Summer Institute on Media Law and Policy	Yes	Yes	Yes
Zlatan Music	OSCE Press, Assistant, Sarajevo	2011 Annenberg-Oxford Summer Institute on Media Law and Policy	Yes	Yes	Yes
Asim Sahinpasic	PhD candidate in Communications, Sarajevo	2011 CEU Summer School on Communication Policy Advocacy, Technology and Online Freedom of Expression	Yes	Yes	Yes
Ajla Terzic	MA student, Sarajevo	2011 CEU Summer School on Communication Policy Advocacy, Technology and Online Freedom of Expression	Yes	No	No
Emir Vajzovic	Sarajevo Faculty of Political Science	2012 Annenberg-Oxford Summer Institute on Media Law and Policy	*Yes*	No	No
Zarfa Hrnjic	Tuzla Faculty of Philosophy	2012 CEU Summer School on Internet Governance, Civil Society and Public Policy Advocacy	Yes	No	No
Kenan Esref Rasidagic	Sarajevo Faculty of Political Science	2012 Annenberg-Oxford Summer Institute on Media Law and Policy	Yes	No	No
Suada Hadzovic	Communications Regulatory Agency, Sarajevo	2013 Annenberg-Oxford Summer Institute on Media Law and Policy	Yes	Yes	Yes
Lea Tajic	Communications Regulatory Agency, Sarajevo	2013 CEU Summer School on Internet Governance, Civil Society and Public Policy Advocacy	Yes	Yes	No
Lejla Turcilo	Sarajevo Faculty of Political Science	2013 Annenberg-Oxford Summer Institute on Media Law and Policy	Yes	Yes	Yes
Nermina Mujagic	Sarajevo Faculty of Political Science	2014 Annenberg-Oxford Summer Institute on Media Law and Policy	Yes	*No*	*No*
Anja Gengo	Sarajevo Law Faculty	2014 Annenberg-Oxford Summer Institute on Media Law and Policy	Yes		
Borislav Vukojevic	Banja Luka Faculty of Political Science	2014, No	Yes	Yes	Yes
Elma Beslic	Sarajevo, NGO KULT	2014 CEU Summer School on Internet Governance, Civil Society and Public Policy Advocacy	Yes		
Ugljesa Vukovic	University of Istocno Sarajevo	2015 Annnenberg-Oxford Summer Institute on Media Law and Policy *(without USAID funding)*	No	No	No
Vanja Ibrahimbegovic-Tihak	SIM staff	No	*Yes*	*No*	*No*
Amer Dzihana	SIM staff	2011 CEU Summer School on Communication Policy Advocacy, Technology and Online Freedom of Expression	Yes	*No information*	*No information*
Kristina Cendic	SIM staff	No	*Yes*	Yes	Yes
Elvira Jahic	SIM staff	2011 CEU Summer School on Communication Policy Advocacy, Technology and Online Freedom of Expression	No	No	No
15 media policy fellows, excluding SIM staff	16 based in Sarajevo at the time; 1 based in Tuzla; 1 based in Istocno Sarajevo; 1 based in Banja Luka; 4 SIM staff	9 participants in the Annenberg – Oxford Summer Institute: 7 participants in the CEU Summer School, 2 of which SIM staff	17 attended policy development workshops	8 policy or academic papers completed	7 policy or academic papers published online

ANNEX XI – List of investigative pieces, experts' scoring and the scorecard

ARTICLES	EXPERT 1	EXPERT 2
Hadžić, H. (2012) "SLUČAJ 'FRIGOS' - OBRAZAC ZA ORGANIZOVANU PROPAST BH. PRIVREDE (V) - Babo, doveli su nas da vas protjeramo iz fabrike, jer kažu da ste banditi!"	3.33	1.89
Žurnal.ba (2011) "Epilog priče o prosvjetnoj mafiji - Između pobunjenika i direktora vlada neobična idila", Žurnal, 11.1.2011, http://zurnal.ba/novost/11335/izmedu-pobunjenika-i-direktora-vlada-neobicna-idila	2.33	3.44
Business Magazin (2011) "Gdje zavrsavaju milioni od sumskih naknada", 8.11.2011. dostupan samo djelomicno:	4.11	4.89
Dani (2012) "Monopol na tržištu - Bosnalijekova agencija za lijekove", Dani, 23.3.2012.,	3.38	2.78
Kovačević, V. (2012) "Ako student plati skijanje na Pohorju, ne mora da brine za ocjenu". Žurnal.ba	2.67	2.22
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Žurnal.ba (2012) "Jedan čovjek na osam fakulteta - Veljko Trivun je trener, menadžer, svjetski putnik a ponekad i professor", Žurnal.ba, http://zurnal.ba/novost/12450/veljko-trivun-je-trener-menadzer-svjetski-putnik-a-ponekad-i-profesor	3.33	1.89
Dani (2012) "Nastavlja se nemilosrdna pljačka Bosnalijeka - Parazitstvo od koga boli glava", Dani, 27.1.2012.	2.33	1.89
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Žurnal.ba (2011) "Profil odlazećeg ministra: Esad Dželilović - Poslije njega teško može biti gore", Žurnal.ba, http://zurnal.ba/novost/10568/poslije-njega-tesko-moze-biti-gore	2.89	4.44
Žurnal.ba (2011) "Tužilaštva pretrpana prijavama - Pet fakulteta čeka svoje optužnice", Žurnal.ba, http://zurnal.ba/novost/9392/pet-fakulteta-ceka-svoje-optuznice	3.00	1.89
Frontal.ba (2013) "Gradska razvojna agencija Banja Luka – CIDEA- Više od polovine budžeta se troši na plate i na režije (I dio)" Frontal.ba, http://www.frontal.ba/novost/60344/cidea-vise-od-polovine-budzeta-se-trosi-na-plate-i-na-	2.78	3.44
Start (2011) ""Bh. zdravstvo godišnje troši dvije milijarde maraka", Start, 18.10.2011.	3.67	4.11
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Mrkić-Radević, Branka (2012) "Komisije za borbu protiv korupcije na univerzitetima - Dekorativna tijela koja ama baš niko ne shvata ozbiljno, Žurnal.ba, http://zurnal.ba/novost/13384/dekorativna-tijela-koja-ama-bas-niko-ne-shvata-ozbiljno	4.78	4.33
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Kovačević, Ljiljana. (2012) "Studenti Fakulteta političkih nauka ogorčeni na predsjednika RS - Dodikove "diplomate" na tromjesečnom kursu izučavaju tajne međunarodne politike", Žurnal.ba, http://zurnal.ba/novost/12958/dodikove-diplomate-na-tromjesecnom-kursu-izucavaju-tajne-medunarodne-politike-	2.00	2.78
Start (2011) "Zdravstveni fondovi prazni, a pretvoreni u CENTRE MOCI", START, 13.12.2011.	4.11	3.44
Mrkić-Radević, Branka. (2012) "Ekonomski fakultet u Zenici - Kako je Fuad Kasumović "preskočio" dva semestra", Žurnal.ba, http://zurnal.ba/novost/12624/kako-je-fuad-kasumovic-preskocio-dva-semestra	3.33	4.22
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Frontal.ba (2013) "Analiza opštinskih budžeta - Centar za razvoj i unapređenje sela BL: Voda kao privilegija 21. vijeka (II dio)", Frontal.ba, http://www.frontal.ba/novost/61162/centar-za-razvoj-i-unapredenje-sela-bl-voda-kao-privilegija-21.-vijeka-ii-dio	3.78	4.33
Kovacevic, Ljiljana. (2012) "Slavenski humanitarni univerzitet ne postoji u Rusiji - Tihomir Gligorić, Miroslav Mikeš i Mile Radišić imaju lažne doktorske titule", Žurnal.ba, http://zurnal.ba/novost/11639/tihomir-gligoric-miroslav-mikes-i-mile-radisic-imaju-lazne-doktorske-titule	2.78	2.67
AVERAGE	3.13	3.21

VIDEOS	EXPERT 1	EXPERT 2
Nuhanović, Z. (2013) "Ničiji ljudi – Istraživačko – dokumentarni dosije – Emisija 6, drugi dio, Youtube.com, https://www.youtube.com/watch?v=Qi-o1rTeJf8	4.67	3.89
Žurnal.ba (2014) "AFERA Kum 1", Youtube.com, https://www.youtube.com/watch?v=tBkn0w6_83Y	5.00	4.89
Nuhanović, Z. (2013) "Ničiji ljudi – Istraživačko – dokumentarni dosije – Emisija 5, prvi dio, Youtube.com, https://www.youtube.com/watch?v=G6m-oBICMHw	5.00	4.11
Žurnal.ba (2014) "AFERA Kum 2", Youtube.com, https://www.youtube.com/watch?v=tBkn0w6_83Y	5.00	4.78
Nuhanović, Z. (2013) "Ničiji ljudi – Istraživačko – dokumentarni dosije – Emisija 5, drugi dio, Youtube.com, https://www.youtube.com/watch?v=oPy6_bwgkpI	4.89	4.78
Žurnal.ba (2014) "AFERA: NA Drini Kusturica", Youtube.com, https://www.youtube.com/watch?v=melPaT8USW0	5.00	3.33
Nuhanović, Z. (2013) "Ničiji ljudi – Istraživačko – dokumentarni dosije – Emisija 1, prvi dio", Youtube.com, https://www.youtube.com/watch?v=MPKjrIYuIwQ	5.00	2.89
Nuhanović, Z. (2013) "Ničiji ljudi – Istraživačko – dokumentarni dosije – Emisija 1, drugi dio", Youtube.com, https://www.youtube.com/watch?v=SeDRHirYp20	5.00	4.00
Nuhanović, Z. (2013) "Ničiji ljudi – Istraživačko – dokumentarni dosije – Emisija 3, drugi dio, Youtube.com, https://www.youtube.com/watch?v=rhAPNqyZPBs	5.00	3.22
Žurnal.ba (2014) "AFERA: Pad Picinog parka", Youtube.com, https://www.youtube.com/watch?v=KUA-EHu-Pbc	5.00	5.00
Žurnal.ba (2014) "AFERA – TV ŽURNAL: Povratak", Youtube.com, https://www.youtube.com/watch?v=euYYps2oTgE	5.00	3.89
AVERAGE	**4.96**	**4.07**

EVALUATOR SCORECARD		
Name of Evaluator		
Piece Title in B/C/S		
Author Name:		
Media:		
Date:		
Criteria	**Score:** Excellent [5]; Very good [4]; Good [3]; Fair [2]; Poor [1]; Missing [0]	**Comments on score** (Explain why you gave a specific score)
Fairness (Story includes many viewpoints, it is thorough, moderate in tone, includes all facts or details that would influence readers, even those that tend to disprove the thesis of the story)		
Accuracy (Story provides not only right and accurate facts but also deep and complete context. The author seeks to accurately reflect the tone of interviews and quotes. There is no usage of hearsay, innuendo or rumor)		
Clarity (Story is written in simple words and language, well organized with beginning, middle and end, respecting the importance of context in a way that even the most casual reader should be able to follow and understand the complex issues of the story)		
Public Interest (Story seeks to represent interests of readers/listeners and to express their voice. Story honors the belief that people have a right to know)		
Respect (Civil tone of respect is evident in the produced story. There is no usage of clever, funny, sarcastic or bitter comments. Story is told unvarnished and supported by documents and interviews, uses moderate tones and does not incite people to violent emotions)		
Ethical Conduct (There is no conflict of interest, not even the appearance of a conflict of interest. The story pursues highest ethical standards as defined by the Press Code BiH)		
Rights (Story honors and defends the rights of free speech and open access to public information, open and transparent government and public institutions, right to a free and open press)		
Advocacy (Story is written in a manner that respects the advocacy approach; it provides fair and accurate information allowing the mechanisms of civil society to act whether it is the people, the courts, the police or the government. The author does not take a stand of prosecutor, judge or the jury)		
Investigative Approach (How author combines different elements of investigative journalism, such as facts, sources, background, analysis, ethical standards; Is there anything news in the story; Any part of the story that is unexplored)		
Average Score (formula set for auto-calculation)	**0**	Provide general comment on the journalistic piece

ANNEX XII – List of grantees, with grants, amounts and grant period

	Grantee name	Subgrant number	Approved amount in US$	Grant start	Grant end
1	PORTAL ETRAFIKA	F5037-OM-01	15,200.00	01.02.2013	01.10.2013
2	PORTAL ETRAFIKA	F5037-HR-12	16,330.00	01.02.2014	01.11.2014
3	PORTAL ETRAFIKA	F5037-HR-19	7,465.00	01.02.2015	31.07.2015
4	ONE WORLD PLATFORM	F5037-OP-08	22,392.80	01.01.2012	01.01.2013
5	NOVI RADIO BIHAC	F5037-OP-10	12,000.00	01.01.2012	01.01.2013
6	SLOBODNA BOSNA	F5037-OP-14	21,000.00	15.07.2012	14.07.2013
7	SLOBODNA BOSNA	F5037-OP-05	17,770.00	01.12.2011	31.05.2012
8	RADIO KAMELEON	F5037-OP-12	14,900.00	01.05.2012	30.04.2013
9	RADIO ZID SARAJEVO	F5037-OP-13	15,000.00	15.07.2012	15.07.2013
10	RADIO ZID SARAJEVO	F5037-OP-04	14,240.00	01.07.2011	30.06.2012
11	RADIO ZID SARAJEVO	F5037-HR-02	19,408.00	01.02.2013	01.02.2014
12	DEPO	F5037-OP-02	12,934.00	15.06.2011	15.02.2012
13	BUKA	F5037-OP-01	11,880.00	01.07. 2011	31.12.2011
14	RADIO ZOS DOBOJ	F5037-OP-11	9,220.00	01.01.2012	01.09.2012
15	RADIO PAN/RADIO OSVIT	F5037-OP-09	11,490.00	01.01.2012	01.09.2012
16	RADIO PAN/RADIO OSVIT	F5037-HR-09	18,930.00	01.07.2013	30.05.2014
17	RADIO PAN/RADIO OSVIT	F5037-HR-18-FLOOD	3,000.00	10.06.2014	10.08.2014
18	VESTA UDRUZENJE	F5037-OP-06	10,000.00	01.01.2012	01.07.2012
19	SLOBODNA BOSNA	F5037-OP-16	24,900.00	01.08.2013	31.07.2014
20	MEDIA GERILA	F5037-OM-02	24,499.00	01.02.2013	01.10.2013
21	ATV BANJA LUKA	F5037-OP-03	14,225.00	20.06.2011	20.12.2011
22	ATV BANJA LUKA	F5037-IR-09	17,960.00	01.01.2012	01.07.2012
23	STUDENT RADIO EFM	F5037-OP-07	21,900.00	01.01.2012	01.01.2013
24	STUDENT RADIO EFM	F5037-HR-14	9,700.00	15.04.2014	15.04.2015
25	START MAGAZINE	F5037-IR-01	11,229.69	10.06.2011	10.01.2012
26	START MAGAZINE	F5037-IR-10	15,378.60	01.01.2012	01.08.2012
27	START MAGAZINE	F5037-HR-06	13,898.00	01.07.2013	30.12.2013
28	MARIJA ARNAUTOVIC	F5037-IR-02	6,410.00	15.06.2011	15.10.2011
29	MAGAZIN DANI	F5037-IR-03	15,912.03	01.08.2011	30.04.2012
31	BUSINESS MAGAZIN	F5037-IR-05	13,111.00	01.07.2011	31.01.2012
32	CDMA ZURNAL	F5037-IR-07	15,000.00	15.06.2011	15.12.2011
33	CDMA ZURNAL	F5037-IR-11	15,000.00	01.01.2012	01.07.2012
34	CDMA ZURNAL	F5037-IR-17	22,992.00	01.02.2013	01.10.2013
35	CDMA ZURNAL	F5037-IR-18	24,992.00	15.03.2014	15.11.2014
36	CDMA/ZURNAL	F5037-IR-19	20,000.00	01.01.2015	31.08.2015
37	RADIO STUDIO 88 MOSTAR	F5037-IR-08	17,082.00	15.06.2011	15.06.3012
38	RADIO STUDIO 88 MOSTAR	F5037-IR-14	13,188.00	15.07.2012	15.07.2013
39	HASAN HADZIC	F5037-IR-12	5,110.00	01.01.2012	01.04.2012
40	PORTAL MEDIA (FRONTAL.BA) BANJA LUKA	F5037-IR-13	11,818.47	15.07.2012	15.01.2013

41	PORTAL MEDIA (FRONTAL.BA) BANJA LUKA	F5037-HR-13	14,500.00	15.04.2014	15.12.2014
42	PORTAL MEDIA (FRONTAL.BA) BANJA LUKA	F5037-HR-16-FLOOD	1,250.00	10.06.2014	10.07.2014
30	PORTAL MEDIA (FRONTAL.BA) BANJA LUKA	F5037-IR-04	14,000.00	01.07.2011	01.07.2012
43	RADIO Q VISOKO	F5037-IR-15	7,000.00	15.07.2012	15.12.2012
44	PRIMP/BRCKO	F5037-IR-16	10,270.05	15.07.2012	15.01.2013
45	PEM	F5037-AS-01	12,424.00	01.10.2011	01.10.2012
46	ASSOCIATION BH JOURNALISTS	F5037-AS-02	12,130.00	01.11.2011	01.11.2012
47	PRESS COUNCIL	F5037-AS-03	24,991.00	15.11.2011	15.06.2012
48	ELSA	F5037-AS-04	4,980.00	15.04.2015	15.08.2015
49	ABRASMEDIA	F5037-HR-01	13,000.00	01.02.2013	30.09.2013
50	MEDIA PLAN INSTITUTE	F5037-HR-03	17,821.00	01.02.2013	01.11.2013
51	MEDIA PLAN INSTITUTE	F5037-EL-01	15,151.00	20.08.2014	20.10.2014
52	SARAJEVO OPEN CENTER	F5037-HR-04	21,915.00	01.02.2013	01.02.2014
53	CENTER FOR CRITICAL THINKING TACNO.NET	F5037-HR-05	15,000.00	01.02.2013	01.11.2013
54	CENTER FOR CRITICAL THINKING TACNO.NET	F5037-HR-11	19,981.56	01.02.2014	01.11.2014
55	CENTER FOR CRITICAL THINKING TACNO.NET	F5037-HR-20	5,536.00	09.02.2015	09.06.2015
56	CENTER FOR CRITICAL THINKING TACNO.NET	F5037-ML-05	24,992.52	01.01.2015	30.04.2015
57	CENTER FOR CRITICAL THINKING TACNO.NET	F5037-ML-06	24,998.44	01.05.2015	31.08.2015
58	CENTER FOR CRITICAL THINKING TACNO.NET	F5037-EL-03	24,910.00	20.09.2014	31.12.2014
59	RADIO "STUDIO N" LIVNO	F5037-HR-07	9,664.00	01.07.2013	31.03.2014
60	NTV HAYAT	F5037-HR-08	14,565.00	01.07.2013	30.09.2013
61	RTV SLON TUZLA	F5037-HR-10	17,760.00	01.07.2013	30.06.2014
62	RTV SLON TUZLA	F5037-HR-17-FLOOD	1,995.00	05.05.2014	05.07.2014
63	RTV SLON TUZLA	F5037-EL-02	4,920.00	29.09.2014	10.10.2014
64	INTERNET PORTAL BLJESAK	F5037-HR-15	8,387.00	01.05.2014	01.01.2015
65	FUTURA	F5037-OP-15	6,353.40	15.07.2012	15.11.2012
66	UNIVERZITET DZEMAL BIJEDIC	F5037-ML-01	8,942.73	01.04.2013	01.02.2014
67	LEA TAJIC	F5037-ML-02	3,860.00	01.04.2013	01.09.2013
68	FUTURA	F5037-ML-03	9,795.00	01.02.2014	01.05.2014
69	FACULTY OF PHILOSOPHY/ UNIVERSITY OF ZENICA	F5037-ML-04	5,120.00	01.10.2014	30.05.2015
	40 grantees	69 grants	**963,678.29**	**2011 - 2015**	

STRATA	NUMBER OF GRANTEES
MORE THAN 1 GRANT	14
1 GRANT ONLY	26
TOTAL	40

ANNEX XIII – SIM tracking table with indicators reconstructed from Activity reports

Result level	Result	INDICATORS	2011	2012	2013	2014	2015	EOP	Explanation of the EOP
DG 1.2.1.1	**Citizens have access to unbiased information**								
		# of non-state news outlets assisted by USG	11	19	23	15	6	22	profit-oriented
SIM Purpose	**A professional media sector capable of monitoring and defending itself, producing quality outputs that contribute to national cohesion and inter-ethnic trust, and putting the needs of its audience before its political and financial be**								
		# of positive modifications to enabling legislation/regulations for media drafted with USG assistance	0	0	0	0	0	0	
		# of media CSOs and/or support institutions assisted by USG	6	7	12	14	8	16	associations, non-profits, universities
		# of grants in total	11	19	12	22	6	69	not sum, based on grant records
		# of journalistic pieces in total	393	4025	7148	5239	825	17630	sum 2011 - 2015
		# of workshops/trainings/roundtables/conferences		68	67	62	29	226	sum 2011 - 2015
		# of participants		937	606	848	313	5095	sum 2011 - 2015
Outcome 1	**Quality and growth of new media outlets, technologies and sources supported**								
		MSI on multiple news sources and reliable and objective news	2.59	2.16	2.2	2.26	2.23	-0.36	Change from 2011 to 2015
		# of innovation grants (2014:1)	4	11	5	1	0	18	not sum, based on grant records
		# of human rights grants	0	0	5	15	2	20	not sum, based on grant records
		# of election grants	0	0	0	3	0	3	not sum, based on grant records
		# of journalistic pieces produced in innovation projects	206	3680	6447	4575	0	14908	sum 2011 - 2015
		# of journalistic pieces produced in human rights projects	0	0	230	121	64	415	sum 2011 - 2015
		# of journalistic pieces produced in election projects	0	0	0	7	0	7	sum 2011 - 2015
		# of web-visits in innovation grantees	342328	7481679	5013936	3571308	0	16409251	sum 2011 - 2015
		# of web-visitors in human rights grantees	0	0	2806394	16681731	1211501	20699626	sum 2011 - 2015
		# of innovations in online innovation projects		7	3	2	0	12	sum 2011 - 2015
		# of journalistic pieces produced by Media.ba	173	252	444	528	388	1785	sum 2011 - 2015
		# of interns (2014:10)	11	13	12	10	6	52	sum 2011 - 2015
Outcome 2	**Quality of investigative reporting and resources improved**								
		MSI on journalism and professional standards	1.87	1.68	1.6	1.83	1.77	-0.1	Change from 2011 to 2015
		# of investigative reporting grants (2014:1)	7	9	1	1	1	18	not sum, based on grant records
		# of journalistic pieces produced in investigative reporting projects (2014:8)	14	137	27	8	4	190	sum 2011 - 2015
		# of web-visits in investigative reporting grantees	10078	2473819	137229	120000	17774	2758900	sum 2011 - 2015
Outcome 3	**Developed local capacity expertise and practice in Media Policy, Law and Literacy**								
		MSI on legal and social norms on free speech and access to public information	2.54	2.45	2.38	2.36	2.56	0.02	Change from 2011 to 2015
		MSI on supporting media institutions	2.27	1.95	2.35	2.12	2.02	-0.25	Change from 2011 to 2015
		# of fellows	4	3	3	4	4	15	not a sum, based on fellowship records
		# of students participating in Moot Court	1	4	4	71	10	90	
		# of media law courses and workshops available at universities	2 universities, 4 faculties, 38 students	6 universities, 7 faculties, 150 students	7 universities, 11 faculties, 150 students	4 universities, 6 faculties, 76 students			
		# of grants to associations	0	3	0	0	1	4	not sum, based on grant records
		# of media literacy grants		1	2	2	3	6	not sum, based on grant records

ANNEX XIV – Disclosure of any conflict of interest

Name	Maja Barisic
Title	M&E Specialist, Democracy and Governance
Organization	IMPAQ International, LLC
Evaluation Position?	☑ Team Leader ☐ Team member
Evaluation Award Number	Monitoring and Evaluation Support Activity (MEASURE-BiH), implemented by IMPAQ International, LLC, Contract No. 168-C-14-00003
USAID Project(s) Evaluated	USAID Strengthening Independent Media Activity (SIM), implemented by Internews, Award Number: 168-A-00-10-00106
I have real or potential conflicts of interest to disclose.	☐ Yes ☑ No
If yes answered above, I disclose the following facts: *Real or potential conflicts of interest may include, but are not limited to:* *Close family member who is an employee of the USAID operating unit managing the project(s) being evaluated or the implementing organization(s) whose project(s) are being evaluated.* *Financial interest that is direct, or is significant though indirect, in the implementing organization(s) whose projects are being evaluated or in the outcome of the evaluation.* *Current or previous direct or significant though indirect experience with the project(s) being evaluated, including involvement in the project design or previous iterations of the project.* *Current or previous work experience or seeking employment with the USAID operating unit managing the evaluation or the implementing organization(s) whose project(s) are being evaluated.* *Current or previous work experience with an organization that may be seen as an industry competitor with the implementing organization(s) whose project(s) are being evaluated.* *Preconceived ideas toward individuals, groups, organizations, or objectives of the particular projects and organizations being evaluated that could bias the evaluation.*	

I certify (1) that I have completed this disclosure form fully and to the best of my ability and (2) that I will update this disclosure form promptly if relevant circumstances change. If I gain access to proprietary information of other companies, then I agree to protect their information from unauthorized use or disclosure for as long as it remains proprietary and refrain from using the information for any purpose other than that for which it was furnished.

Signature	*[signature]*
Date	12.1.2015

Name	Nina Bosankic Cmajcanin
Title	Research Fellow
Organization	IMPAQ International, LLC
Evaluation Position?	☐ Team Leader ☑ Team member
Evaluation Award Number	Monitoring and Evaluation Support Activity (MEASURE-BiH), implemented by IMPAQ International, LLC, Contract No. 168-C-14-00003
USAID Project(s) Evaluated	USAID Strengthening Independent Media Activity (SIM), implemented by Internews, Award Number: 168-A-00-10-00106
I have real or potential conflicts of interest to disclose.	☐ Yes ☑ No
If yes answered above, I disclose the following facts: *Real or potential conflicts of interest may include, but are not limited to:* 1. *Close family member who is an employee of the USAID operating unit managing the project(s) being evaluated or the implementing organization(s) whose project(s) are being evaluated.* 2. *Financial interest that is direct, or is significant though indirect, in the implementing organization(s) whose projects are being evaluated or in the outcome of the evaluation.* 3. *Current or previous direct or significant though indirect experience with the project(s) being evaluated, including involvement in the project design or previous iterations of the project.* 4. *Current or previous work experience or seeking employment with the USAID operating unit managing the evaluation or the implementing organization(s) whose project(s) are being evaluated.* 5. *Current or previous work experience with an organization that may be seen as an industry competitor with the implementing organization(s) whose project(s) are being evaluated.* 6. *Preconceived ideas toward individuals, groups, organizations, or objectives of the particular projects and organizations being evaluated that could bias the evaluation.*	

I certify (1) that I have completed this disclosure form fully and to the best of my ability and (2) that I will update this disclosure form promptly if relevant circumstances change. If I gain access to proprietary information of other companies, then I agree to protect their information from unauthorized use or disclosure for as long as it remains proprietary and refrain from using the information for any purpose other than that for which it was furnished.

Signature	
Date	12/2/15

Name	Davor Marko
Title	STTA
Organization	IMPAQ International, LLC
Evaluation Position?	☐ Team Leader **X** Team member
Evaluation Award Number	Monitoring and Evaluation Support Activity (MEASUREBiH), implemented by IMPAQ International, LLC, Contract No. 168-C-14-00003
USAID Project(s) Evaluated	USAID Strengthening Independent Media Acitivity (SIM), IP Internews, Award Number: 168-A-00-10-00106
I have real or potential conflicts of interest to disclose.	☐ Yes **X** No
If yes answered above, I disclose the following facts: *Real or potential conflicts of interest may include, but are not limited to:* *7. Close family member who is an employee of the USAID operating unit managing the project(s) being evaluated or the implementing organization(s) whose project(s) are being evaluated.* *8. Financial interest that is direct, or is significant though indirect, in the implementing organization(s) whose projects are being evaluated or in the outcome of the evaluation.* *9. Current or previous direct or significant though indirect experience with the project(s) being evaluated, including involvement in the project design or previous iterations of the project.* *10. Current or previous work experience or seeking employment with the USAID operating unit managing the evaluation or the implementing organization(s) whose project(s) are being evaluated.* *11. Current or previous work experience with an organization that may be seen as an industry competitor with the implementing organization(s) whose project(s) are being evaluated.* *12. Preconceived ideas toward individuals, groups, organizations, or objectives of the particular projects and organizations being evaluated that could bias the evaluation.*	

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Signature	*Давор Жарко*
Date	12/2/2015

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