



**IREX**  
**MONTENEGRO INDEPENDENT MEDIA PROGRAM**  
**(MIMP)**  
**(CA No. 170-A-00-01-00102-00)**  
**Quarterly Report**  
**October 1, 2003 – December 31, 2003**

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

## **I. SUMMARY**

In the first quarter of the Year 3 MIMP Workplan, IREX continued its scope of work started in July 2001. IREX's strategy concentrates on developing capacity and sustainability for independent media, and its approach focuses on four Intermediate Results:

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

Within these four areas, IREX's work concentrates on key partners, particularly the Montenegrin Broadcasting Company (MBC), the weekly magazine *Monitor*, the Union of Independent Broadcast Media of Montenegro (UNEM), and the MINA News Agency. Much of this quarter's efforts focused on efforts to enhance MBC's profile through training and technical support and to further support the implementation of the media laws and the reform of state broadcaster, the Radio and Television of Crna Gora (RTCG). The highlights presented below demonstrate that IREX is making strides to help the Montenegrin media provide citizens with the balanced and unbiased news and information necessary to participate in democratic and free-market institutions:

- **Popularity of MBC Increasing** Viewer's interest in MBC TV is growing in areas throughout Montenegro and the network is gaining ground. In the small town of Risan, located on the Adriatic coast, a group of 50 viewers gathered together approximately 3,000 euros to purchase a repeater transmitter in order to improve the quality of the signal of MBC's broadcast in the area. In response to the viewers' efforts, MBC has committed to buy additional required equipment and will install the transmitter repeater. According to research by the Strategic Marketing and Media Research Institute (SMMRI), the network's ratings are up 28 percent since the last survey in April 2003. This places MBC ahead of RTCG2, TV IN, and TV Pink in Podgorica and on the coast.
- **IREX Consultants Neunert and Oehmichen Visit RTCG to Assess the Reform Process** Birgit (name) Neunert and Lutz Oehmichen visited Radio Television Crna Gore (RTCG) in order to discuss with RTCG leadership – the Director General, the Council and the Managing Board – the economic and financial situation facing the state-owned media house, and to obtain all information needed to develop a restructuring plan, which is of key importance for the transformation of RTCG into a public service broadcaster. After making their assessment, Neunert and Oehmichen put together a plan to give immediate "first-aid" to RTCG, and mapped out short-term (one year) opportunities to generate additional income. RTCG management was

very open and cooperative, providing all information necessary to facilitate the work of the IREX consultants.

- **Montenegro Media Institute (MMI) Journalism School Ends.** The first six-month MMI Journalism School was completed this quarter as the 14 trainees finished the final requirement of the course – an internship with a media organization. The average grade for the trainees was an 8 on a scale of 1 to 10, and MMI awarded them all with certificates recognized by the Danish School of Journalism, one of the most prestigious journalism schools in Europe. Many of the trainees will continue to work at the media outlets with which they were interning. The daily *Vijesti* has hired two trainees and MINA news agency has hired one. The weekly Monitor also plans to hire two trainees as well, pending funding from the Employment Fund.
- **IREX Helps Kronika and Polje Increase Sales** IREX partner *Polje*, located in Northern Montenegro, has doubled ad sales and increased its circulation by 30 percent. IREX provided the bi-weekly publication with a business plan and its recommendations for changing into a tabloid format and improving content were successfully followed. Another IREX partner, Albanian weekly *Kronika*, reported that its circulation is up seven percent in as little as two months after a visit by IREX-supported local consultant Radoje Cerovic. Cerovic worked with staff on defining a new marketing profile and creating an editorial policy that is coherent to its marketing strategy.

## II. MEDIA ENVIRONMENT

Legislation passed by the government of Montenegro in addition to general achievements by media professionals this past quarter has helped to further increase the professionalism of journalism in the country. Creating an environment in which journalists can provide quality reporting in a fair and transparent manner continues to be a slow, but efficient, process.

In October, the Montenegro Media Institute graduated the first generation of journalists from its six-month diploma course in journalism and bred hope in the country that these new talents will further contribute to the growing professionalism of Montenegrin media. The diploma is the first and only Montenegrin organization of its kind to be recognized internationally. The program, designed by Montenegrin and international experts from the prestigious Danish School of Journalism, consisted of an intense four months of training at MMI followed by a two month practicum at top media outlets in the country, which included RTV Montenegro, TV MBC, Radio Antena M, the correspondent office of Radio Free Europe in Podgorica, the daily newspaper *Vijesti* and MINA News Agency.

Over the course of the past quarter, work continued on the implementation of the new media legislation as well as the development of the final draft of the law on Access to Information. Although it is perceived by many that the entire process has taken far too long, by the end of December it seemed as if things may be reaching the final stages. The working group for implementation confirmed that 80% of its work has been completed and the remainder depends on the efforts of the Broadcast Agency (BA) and RTCG. The BA will soon send the draft of the broadcast strategy to the public for comments and, after its review, it will be adopted by the BA. The other task left for completion is the development of a frequency plan, which is currently in the hands of Slovenian experts. As for the RTCG, it is following the procedures set by the law on the transformation of the RTCG concerning its restructuring and addressing the main issues concerning its reform including strategy development, duties of the RTCG bodies (council and managing board), legal and communication issues, organizational structure, financial structure, staffing, technology, and radio and television programming. Unfortunately, the Access to Information law has hit yet another stalemate as the failure to create a government consensus on the draft law has persisted. Although the majority has followed the suggestions for drafting the law recommended by international consultant Hendrik Bussiek, the minority has yet to approve.

While the final stages of the media law implementation process appear to be moving slowly, the Montenegrin government scored a major success by scrapping legislation which requires jail sentences for libel offenses. The government took an important step towards accepting democratic standards by

relinquishing the punishment of libel and slander through imprisonment in December. The passing of this innovative legislation was a very significant move for Montenegro since it, along with Great Britain and Bosnia-Herzegovina, are the only European countries to have enacted such a law. Although this was a significant achievement for the media community as many journalists were often charged with such an offense, it was not as welcome by some key law makers and judges in Montenegro. At the center of this debate was the trial of former editor-in-chief of daily *Dan*, Vasilav Asanin who was sentenced to a one month prison sentence for publishing an article about the close connection between cigarette smugglers and government officials. Asanin had previously been tried two separate times for this offense with the first court opting for a two-year suspended sentence or five months imprisonment, and the second considering the crime of libel of a milder degree but still charging him with a more severe punishment -- an unconditional prison sentence. It is interesting to note that opinions on this issue are divided among the implementers of the law as well. At a roundtable organized by the Council of Europe, Montenegro Supreme Court Judge Cedomir Bogicevic voiced his support for the freedom of expression, stating that the punishment of imprisonment for such an offense is retrograde and restricts the human spirit and that the subject should be punished in accordance with the standards of the European Court of Human Rights in Strasbourg.

Although there was much controversy over the case, surprisingly very few organizations in Montenegro that are relevant to the free speech cause publicly protested against it. Among the international advocates were the Montenegrin Helsinki Committee (MHC) and other organizations in support of Article 19 of the Universal Declaration for Human Rights which supports free expression. Litgar Hammerer, president of the MHC and the director of the European Program-Article 19, sent a letter to Montenegrin Prime Minister Milo Djukanovic asking for a law to be passed in which defamation is decriminalized, stating that removing the offense of libel from the Criminal Law of Montenegro is the only proper way of ensuring the freedom of expression. Also in the letter, he called on the Prime Minister to intercede with the respective authorities in order to broaden discussion on the issue. He asserted that defamation should not be regulated by criminal laws as hate speech and unjustified attacks on one's privacy are issues that should be regulated by civil laws; the purpose of libel law is to establish a balance between the freedom of expression and the right of an individual to protect his/her reputation. However, lawmakers in Montenegro claim that the Council of Europe advised them to keep libel in the Criminal Code since, as mentioned above, it does fall under criminal law in most European countries although these laws are not normally applied.

In December, another top media representative was charged with a similar legal offense. Director and present editor-in-chief of the daily newspaper "Dan," Dusko Jovanovic, revealed the identity of an International Criminal Tribunal for the former Yugoslavia (ICTY) protected witness. Jovanovic is expected to give his statement in the Belgrade ICTY office in the near future.

The significant progress made in media legislation this past year and in other laws relevant to media was overshadowed by a new scandal arising in November by an editorial in the student magazine *Index*, which was written by Predrag Zecevic, a member of the RTCG Council. In the article, Zecevic tried to belittle the Montenegrin sex trafficking affair which began over a year ago. In his argument he used extremely offensive language and criticism of all women involved in the case, including not only the victim but women's organizations and the new Montenegrin prosecutor, a woman who recently announced that the sex scandal files may be reopened.

Reaction received over the comment by the women's NGO sector and other civic organizations was stormy, it was clear that the Zecevic's "values" of a modern European civilization are contrary to those shared by the NGO sector in Montenegro. Several organizations demanded that the author resign; his colleague on the RTCG Council, Mira Asovic, stated that she found the article shameful and humiliating for all women. Although the situation is clearly a negative experience, it did open doors for the first public announcement by the newly established Journalist's Self-Regulatory Body (JSRB). JSRB members Ranko Vujovic and Boris Darmanovic publicly stated that Zecevic's article was of chauvinistic nature and discriminatory to women. JSRB coordinator Senko Cabarkapa stated that Zecevic not only violated the general principles of the Journalistic Code, but also Article 23 of the Law on Media which stipulates that it

is forbidden to publish information and attitudes that encourage discrimination, hatred or violence against persons or groups because of their sex. He called on Zecevic to apologize to those he had insulted in his article. JSRB also appealed to the RTCG Council members, whose candidacies were supported by the NGO sector, to boycott the Council until Zecevic makes a public apology. Zecevic did not see any reason for apologizing and reacted to the JSRB's statement by saying that he would respond by reminding the public about the past engagements of those who are currently in charge of the reform process for Montenegrin media, those who took part in military operations in Dubrovnik, and those supporters of Slobodan Milosevic. He went on to say, "I suppose, they should be partly responsible for ruining the Montenegrin media over more than a decade, because they tenured high posts within the bodies that regulated that area." His comment was seen as a clear insult to Cabarkapa whose JSRB appointment was criticized by part of the media fraternity due to past work that was seen as supportive of Milosevic's policy.

On other print media issues, *Vijesti* advanced its leadership position by a special promotional publication entitled "Books are Trendy Again." In November, the paper began to offer 30 masterpieces of 20<sup>th</sup> century literature at the popular price of 2.99 euro. The advertisement runs in the Thursday edition; this specific edition has a print run of 40,000 copies which is the highest circulation of a Montenegrin newspaper.

In contrast, the daily *Publika* is experiencing some drama with managers confessing to journalists that their salaries, not paid regularly anyway, would now be paid even less frequently. The paper seems to be in dire straits since the rumor is that it owes the printing company *Pobjeda* between 150,000 and 170,000 euro for six months of expenses.

*Pobjeda*, on the other hand, has confirmed through its general manager, Radojica Luburic, that for the first time in its 59 year history it can rely on its own finances. He acknowledged that the daily would be privatized very soon but only on a step-by-step basis. In his opinion, it is first necessary to estimate the total worth of the company and then restructure the ownership and make management improvements. Luburic commented that the company will follow the recommendations of the Montenegrin government's Council for Privatization. Currently, it is widely believed that Germany's *WAZ* is the prime candidate for the takeover.

Other official print media, *Polis* in Podgorica and *Pljevaljske Novine* in Pljevlja, are also awaiting privatization under the new media law. Eleven out of twelve municipal broadcast media have decided in favor of a public broadcast service (PBS) status, some having already appointed councils and directors.

Lastly, IREX held a roundtable discussion to discuss the status of media in Montenegro for the year 2003, and to determine ratings for IREX's annual Media Sustainability Index (MSI) publication. Although the attendees acknowledged that there have been continuous improvements in the development of independent media in Montenegro since the first MSI was published in 2001, the general impression was that if the country's economic situation had been better, there would have been a more positive trend in the development of media. The fight for income in a highly saturated market leaves the less sustainable outlets trying to find ways and means for survival. Sensationalism is an easy instant way to attract readers, although over the long term it ruins the credibility of the publication or program.

### III. PROGRAM ACTIVITIES

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

#### Intermediate Result 1

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

The success of independent media ultimately is tied to the quality of their journalism. In addition to improvement in reporting skills, IREX encourages independent media to increase comprehensive news and public affairs coverage, particularly on topics such as women's issues, economics, and business, and

provides development support to key partners to improve facilities and equipment. IREX's assistance includes specialized training, on-site consulting, and small grants.

## **1.1 Journalists Follow Accepted and Recognized Professional Standards**

### **1.1.1 Television Training:**

#### **a. Montenegro Broadcast Company**

IREX international consultant, Francis Mdlongwa, visited MBC TV to assist the station's journalists to improve their skills in reporting from the parliament. Mdlongwa was able to convey the essence of parliamentary reporting by providing advice on covering plenary sessions and committee meetings, and teaching the theoretical components of live coverage. The training was highly rated by all involved; Mdlongwa noted that this successful training seminar was due to the enthusiasm and discipline of the four journalists involved.

#### **b. M-Production**

No activities took place during this quarter.

#### **c. Montenegro Media Institute**

The first six-month MMI Journalism School was completed this month as the 14 trainees finished the final requirement of the course – an internship with a media organization. The average grade for the trainees was an 8 on a scale of 1 to 10, and MMI awarded them all with certificates recognized by the Danish School of Journalism, one of the most prestigious journalism schools in Europe. Many of the trainees will continue to work at the media outlets with which they were interning. The daily *Vijesti* has hired two trainees and MINA news agency has hired one. The weekly Monitor also plans to hire two trainees as well, pending funding from the Employment Fund.

### **1.1.2. Radio Training**

Over 300 participants from around the world gathered in London October 19-20 for the National Association of Broadcasters European Radio Conference. Among those in attendance were Ranko Vujovic, the Coordinator of the Union of Electronic Media in Montenegro, and Vesna Banovic, IREX Senior Media Advisor; both supported by IREX funding. Speakers and panelists exchanged their views on the future of the radio industry, building maximum broadcast wealth, the globalization of media, developing successful promotional campaigns, and a variety of other topics. Vujovic and Banovic gained many new ideas from the conference and advised UNEM member stations on the thoughts exchanged at this event.

### **1.1.3. Print Training**

IREX partner *Polje*, located in Northern Montenegro, doubled ad sales and increased its circulation by 30 percent. IREX assisted the bi-weekly publication with the development of a business plan and provided its recommendations for changing into a tabloid format. The publication also successfully followed suggestions for improving content.

### **1.1.4 News Agency Training**

No activities took place during this quarter.

### **1.1.5 General Journalism**

## **1.2 Independent Media Provides Comprehensive News and Public Affairs Coverage**

### **1.2.1 Women's Issues in the Media:**

In November, the first cycle of *Ksenija* women's magazine shows was produced and aired by MBC. The following month in recognition of World AIDS Day, MBC produced a special edition of the women's television magazine. Topics of the program included AIDS prevention, testing, medical analyses, discrimination of people living with HIV/AIDS, and Montenegrin laws designed to protect individuals with infectious diseases, etc. MBC reporter Ivana Gledic also made a valuable contribution by providing an exclusive interview with two men from Belgrade who are suffering with AIDS. MBC managed to secure commercial funding from CAZAS, the Yugoslav Association for Fighting AIDS, and the OSCE to run ads on AIDS-related issues during its regular programming as well as the AIDS-devoted special edition of *Ksenija*. IREX staff helped MBC obtain funding by providing the station with a list of potential advertising clients that deal directly or indirectly with AIDS.

### **1.2.2 Enterprise and Investigative Reporting:**

No activities took place during this quarter.

### **1.2.3 Economics, Business, and Privatization Reporting**

No activities took place during this quarter.

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

### **1.3.1 Development Support to Key Customers**

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

#### **a.) TV MBC**

##### *Sales*

With IREX support, MBC marketing staff attended the first international public relations (PR) seminar for the Adriatic region. Organized by Croatian PR agency Apriori, over 120 participants and 33 media representatives from Montenegro, Serbia, Bosnia and Croatia attended. Due to the combination of the northern footprint expansion and the new marketing staff's activities, MBC gained another sales boost as it signed a three-month advertising contract worth 15,000 Euros with Shell, a leading global oil company. This was the first big account gained by one of the new marketing staff. Along with Procter & Gamble and United Nations agencies, Shell is the third global advertiser on MBC.

TV MBC has recently gained recognition due to a big increase in viewer trust. A December survey conducted by the Center for Democratic and Human Rights (CEDEM) showed that viewers' confidence in MBC TV has more than doubled. In December, 8% of viewers trusted MBC while in September it was only 3.9%. This new rating places the station just behind the three giants -TV CG, TV IN and TV Pink.

According to the company's director Nino Radulovic, the ratings increase was attributed to an intensive marketing campaign and discount advertising deals leading up to Christmas and New Year's. The discount advertising offer resulted in a one-year deal with the national airline company Montenegro Airlines. The marketing staff also earned new clients from the hotel industry, including Hotel Topolica from Bar and Hotel Vidikovac in Ulcinj. MBC also ran an intensive promotional campaign in the last month of 2003. MBC programs such as *Alter Ego*, *Ksenija*, hunting and fishing as well as the newly introduced winter sports program were advertised in daily newspapers *Vijesti*, *Dan*, *Pobjeda* and *Publika*. As part of

this, MBC got a new logo and promotional material including: cups, ashtrays, appendix, pens, watches etc.

#### *Technical Infrastructure*

Viewer's interest in MBC TV has grown in areas throughout Montenegro and the network is gaining ground. In the small town of Risan, located on the Adriatic coast, a group of 50 viewers gathered together approximately 3,000 euros to purchase a repeater transmitter in order to improve the quality of the signal of MBC's broadcast in the area. In response to the viewers' efforts, MBC committed to buy additional required equipment and install the transmitter repeater. MBC also completed its northern footprint expansion by installing a fifth transmitter in Kolasin. .

#### *Personnel*

MBC hired a new Program Director after sacrificing predecessor Momcilo Stojanovic to the establishment of the Broadcasting Agency. The new appointee is Dusan Lekic who has worked in various capacities for the RTCG. MBC also changed its top management structure by inviting Bojana Radulovic to become a member of the board. She currently works as an MBC editor.

#### **b.) Monitor**

No activities took place this past quarter.

#### **c.) UNEM**

On December 1, in cooperation with the Montenegrin Society Fighting against AIDS (CAZAS) and the Union of Independent Electronic Media (UNEM), IREX organized a roundtable discussion to raise awareness of and discuss the problems associated with the fatal disease. CAZAS highlighted the stigma attached to the disease, based on its work with infected persons, and presented demographics on persons living with AIDS in Montenegro. This discussion also served to encourage the media to increase their reporting on HIV/AIDS in a professional and constructive manner; CAZAS and UNEM discussed the idea of developing a joint project for the education of journalists and possibly creating thematic programs for all member stations of UNEM.

UNEM, along with MMI and CAZAS, organized a round table discussion on the status and prevention of AIDS in Montenegro.

#### **d.) MINA News Agency**

In December, IREX awarded MINA a subgrant to open a full text and audio correspondent office in Belgrade, Serbia. For a period of nine months, these funds will cover operational costs of the office including the recruitment and salaries of three journalists, communication and transportation costs, and rent as well as the purchase of a personal computer.

#### 1.3.2 Albanian Language Efforts

IREX partner, Albanian weekly *Kronika*, reported that its circulation is up seven percent in as little as two months after a visit by IREX-supported local consultant Radoje Cerovic. Cerovic worked with staff on defining a new marketing profile and creating an editorial policy that is coherent to its marketing strategy.

#### 1.3.3 Roma

The Roma Democratic Centre celebrated its 100th show on Antena M. IREX has supported 24 episodes since its original airing.

### **INTERMEDIATE RESULT 2**

#### **Supporting Institutions Function in the Professional Interests of Independent Media**

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

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

### 2.1.1 UNEM as Provider of Training

No activities took place during this past quarter.

### 2.1.2 Small Grants for Group News Agency/Program Purchases

No activities took place during this past quarter.

### 2.1.3 Small Grants for Development of UNEM

IREX awarded UNEM a subgrant on behalf of the Working Group for the Implementation of the Media Laws to enable the Working Group to organize six round table meetings to educate stakeholders and other interested members of the public on media law reform issues and to advance the reform process.

## **2.3 Indigenous Training Institutions Provide Journalism Training (MMI)**

### 2.3.1 Co-Sponsored Seminars and Workshops

No activities took place during this past quarter.

### 2.3.2 Diploma Course

The first six-month Montenegro Media Institute (MMI) Journalism School was completed this quarter as the 14 trainees finished the final requirement of the course – an internship with a media organization. The average grade for the trainees was an 8 on a scale of 1 to 10, and MMI awarded them all with certificates recognized by the Danish School of Journalism, one of the most prestigious journalism schools in Europe. Many of the trainees continued to work at the media outlets with which they were interning. The daily *Vijesti* hired two trainees and MINA news agency has hired one. The weekly Monitor also planned to hire two trainees as well, pending funding from the Employment Fund.

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

<b>Timing</b>	<b>Training Event</b>	<b>Status</b>
Nov. 2002 – Mar. 2003	Training of trainers and developing curricula with Danish School of Journalism	✓
Feb. 3 – 21, 2003	Campaign for recruiting course applicants	✓ 79 applications received
Mar. 4 – 5, 2003	Entry tests for applicants (interviews)	✓ 32 applicants tested
Mar. 15 – 16, 2003	Final selection of participants	✓ 14 participants registered



Timing	Training Event	Status
Mar. 31 – Jul. 20, 2003	Journalism diploma course training at MMI	✓ On schedule
Jul. 21 – Aug. 10, 2003	Summer holiday for participants	✓
Aug. 1 – Oct. 10, 2003	Internships at local media outlets	✓ 14 participants are interning at one of the following outlets: MBC TV, MINA News Agency, TV Crna Gore, Radio Crna Gore, <i>Vijesti</i> , Radio Antena M, and Radio Free Europe
Oct. 13 – 24, 2003	Final two weeks of training, including evaluation of participants work in media and final practical exam	✓
Oct. 31, 2003	Award ceremony	✓

### 2.3.3 Research and Media Journalism Monitoring

No activities took place this past quarter.

## **Intermediate Result 3**

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

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

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

### 3.1.1 Promoting the Right of Access to Information

In October, after a round table discussion for the working group for the law on free access to information was held and a draft version of the law finalized, a majority in the working group called for a rewrite of the draft. Although heavily criticized by IREX Consultant Hendrik Bussiek and many others, the draft law was sent to the Council of Europe for comments. A new draft law is being debated over by lawmakers.

### 3.1.2 Implementation of Code of Professional Standards

In October, IREX approved a subgrant for the Self-Regulatory Body to receive funds to support activities for the further development of the organization. Funding will be used for the recruitment and payment of one full-time coordinator, the operational costs of the office, and for a promotional campaign that will include TV spots, a seminar, and a roundtable discussion on the activities and development of the organization.

In November, the Self-Regulatory Body introduced itself by issuing a public statement based on their negative reaction to a sexist comment made by the editor of student magazine, *Index*, who is also a member of RTCG Council.

### 3.1.3 Promoting Employment Rights of Media Workers

No activities took place during this past quarter.

### **3.2 Media Licensing is Fair and Apolitical**

IREX business consultants, Birgit Neunert and Lutz Oehmichen visited RTCG in October to assess the organization and introduce a financial first aid package. The RTCG began implementing the proposed recommendations by decreasing the number of part-time staff members, and lowering salaries. The main reform issues that need to be addressed include strategy development, duties of the RTCG bodies (council and managing board), legal and communication issues, organizational structure, financial structure, staffing, technology, and radio and television programming.

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

No activities took place during this past quarter.

## **INTERMEDIATE RESULT 4**

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

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

#### **4.1 Independent Media Utilize Strategic Business Plans**

##### **4.1.1 Training in Strategic Management:**

No activities took place during this quarter.

##### **4.1.2 On-Site Consulting to Improve Business Management**

In October, IREX Chief of Party, Joe Raffelberg, met with MBC top management to discuss the business outlook and prioritize assistance efforts for the station. Raffelberg's visit was followed by IREX consultant Rich McClear in November who finished his first management assignment at the station. McClear spent the first part of his consultation getting a good overall assessment of the entire station and evaluating its progress. McClear targeted five areas on which to concentrate his assistance to MBC: hiring a program manager, hiring a general manager, training the marketing division, creating a strategic plan for programming, and developing an agenda for a meeting with the board of trustees. See 1.3.1 above.

#### **4.2 Independent Media Utilize Market Research**

##### **4.2.1 Market Research:**

Strategic Marketing and Media Research Institute (SMMRI), a Belgrade-based agency conducted radio and television research this past quarter in October for IREX-supported broadcasters Radio Antena M and MBC TV. The radio survey was drawn on a randomly chosen sample of 1221 interviewees aged 15 to 70 years old in Montenegro. The results, based on the number of listeners of a particular radio program during one day revealed that Radio Antena M gained 7.1 percent of the listening audience, a 255 percent increase from one year before in September 2002 when they had only 2 percent. Radio Antena M also was in third place for best informative radio program, gaining 10.9 percent of the vote.

SMMRI also surveyed the popularity of Montenegrin TV stations among a randomly chosen sample of 1221 interviewees aged 10 to 70 years old by tracking what stations they watched over the course of seven days. Based on the audience share of the whole Montenegrin market, TV MBC was ranked in fourth position with 6.9 percent of the vote, an overall increase of approximately 50 percent (up 4.6 to 6.9 percent) since last September 2002.

#### **IV. SUBAWARDS**

The table below summarizes the subgrants, totaling 61,487.20 USD, awarded between Oct 1 and December 31, 2003.

<b>Recipient</b>	<b>Purpose</b>	<b>Ceiling (USD)</b>
<b>FY04-UNEM7</b>	Organizing Roundtable Discussions	19,000
<b>FY04-MINA3</b>	Establishing a Belgrade Office	22,347.20
<b>FY04-SFRGBO1</b>	Developing the Self-regulatory Body	20,140