

## **Standard Summary Project Fiche – IPA centralised programmes**

### **Project number 4: Support for media capacity in the area of EU Integration**

#### **1 BASIC INFORMATION**

- 1.1 CRIS Number:** [2008/020-406](#)
- 1.2 Title:** **Support for media capacity in the area of EU Integration**
- 1.3 ELARG statistical code:** 01.10
- 1.4 Location:** Republic of Serbia

#### **Implementing arrangements:**

- 1.5 Contracting Authority:** EC Delegation to the Republic of Serbia
- 1.6 Implementing Agency:** EC Delegation to the Republic of Serbia
- 1.7 Beneficiary (including details of project manager):**

Ministry of Culture of the Republic of Serbia  
3 Vojkoviće St  
11 000 Belgrade  
Serbia

Project Manager is Mr Dragan Janjic, Assistant Minister of Culture for the media.

- Project Management Unit within the Media Division of the Ministry of Culture. Working Group to be formed by December 2008. The Ministry of Culture will in 2008 initiate the creation of a working group composed of expert representatives of the Ministry of Culture, Ministry of Finance, Serbian European Integration Office, EC Delegation and OSCE. With a role to prepare and update all relevant background information (on the project implementation, final beneficiaries, indicators, etc.) and give recommendations to the Steering Committee.
- The Steering Committee will be established after project starts and the membership will be decided in the early stage of project implementation. The role of the Steering Committee would be to decide on the references for tendering and grants allocation procedures, and to monitor project implementation.

#### **Financing:**

- 1.8 Overall cost:** **3,330,000 EUR**
- 1.9 EU contribution:** **3,000,000 EUR**
- 1.10 Final date for contracting:** 3 years after the signature of the Financing Agreement
- 1.11 Final date for execution of contracts:** 5 years after the signature of the Financing Agreement
- 1.12 Final date for disbursements:** 6 years after the signature of the Financing Agreement

## **2 OVERALL OBJECTIVE AND PROJECT PURPOSE**

### **2.1 Overall Objective:**

Media professionalism improved and media capacities enhanced to meet EU media standards and to have a significant role in strengthening civil society in Serbia.

### **2.2 Project purpose:**

The capacity of the media to inform the public about all aspects of EU integration strengthened at national, regional and local levels in Serbia.

### **2.3 Link with AP/NPAA/EP/SAA**

“Support development of media in line with EU standards. Foster professionalism of journalists and media operators,” (European Partnership, 2004/520/EC, L 227/29). The project is directly linked to this priority, since it will significantly contribute to enhancement of professional standards in the media through training of journalists and the management, and through support to high-quality production. Furthermore, apart from addressing this priority, by continuous and in-depth informing of the general public about EU integration, the project will help boost public awareness about all other priorities listed in the European Partnership, thus contributing to their fulfilment.

“Preparations in the area of information society and media are at an early stage and further efforts are needed to meet European standards,” (Section 4.2.6, page 37, EC Serbia 2007 Progress Report). The training curriculum as well as references for production commissioning will be in line with European standards, thus significantly contributing to the overall standards enhancement in the media sector. This will be required in relation to the grants allocation, with specific obligations for selected participants regarding compliance with media regulations and ethics.

“Cooperation could include inter alia programmes and facilities for the training of journalists and other media professionals, as well as technical assistance to the media, the public and private, so as to reinforce their independence, professionalism and links with European media,” (Article 104, Stabilisation and Association Agreement). There is a direct link with this part of Article 104 of the SAA (Cooperation in the audiovisual field), as one of the main priorities of the project is to reinforce independence and professionalism of the media. Through the enhancement of standards, media professionals in Serbia will also be in a better position to cooperate with their European counterparts.

“The Community and Serbia shall take the measures necessary to stimulate mutual exchange of information. Priority shall be given to programmes aimed at providing the general public with basic information about the Community and professional circles in Serbia with more specialized information,” (Article 107, SAA). The purpose of the project is to strengthen capacity of the media to be able to provide the general public with basic information about the Community, but also about a whole range of issues that are directly relevant to EU standards (regarding human rights, environment, economic development, regional cooperation, etc.) and the ways in which they affect the everyday lives of people in Serbia.

### **2.4 Link with MIPD<sup>1</sup>**

“There is still a need to strengthen the democratic institutions, the separation of power (judiciary, executive, legislative) and the media,” (MIPD 2007- 2009, p.12). The project will contribute to strengthening the media, particularly through the media management training component.

---

<sup>1</sup> Multi-Annual Indicative Planning Document

“Further support to civil society in order to promote the creation of a genuine dialogue and partnership between the Serbian authorities and civil society in the democratic stabilisation and the economic and social development of the country. Contributing to the consolidation of civil society through mainstreaming civil society issues in all programmes and supported also by other components of EC assistance. Promoting civil society in monitoring the effectiveness of government policies and programmes,” (MIPD, 2007-2009, p.16). In line with the MIPD, and in order to implement the mentioned priorities and objectives, support should be provided to civil society institutions with a view to promoting human rights, European standards and values, and to enable the participation of civil society representatives in policy-making, implementation, monitoring and evaluation of government programmes. By training media professionals to meet the highest standards in covering a wide range of issues related to civil society and by supporting media production on the topic, the project will have a direct impact on strengthening civil society and mainstreaming its issues. Better informed, the general public will be more included in monitoring the effectiveness of government policies and programmes.

“It is expected to improve implementation of policies against social exclusion of vulnerable groups, improve relations between Serbian authorities and civil society actors and promote the role of the media in the development of Serbian society,” (MIPD, 2009-2009, p.17). The project activities are aimed at strengthening the role of the media in the development of Serbian society. Through professional trainings journalists will be encouraged to cover topics about EU integration with a focus on European values and standards in different fields, thus contributing to the development of Serbian society. Special attention will be given to civil society issues.

## **2.5 Link with National Development Plan (where applicable) n/a**

## **2.6 Link with national / sectoral plans**

The Communication Strategy of the Republic of Serbia about the Stabilization and Association process (2004) provides a framework for the Communication Strategy designed to bring the SAP and the reforms that are part of it closer to Serbian citizens. With a purpose to inform the public about EU integration the project has direct links with this strategy and corresponds to its main priorities.

“Efforts will continue to be invested for the purpose of creating a normative framework for the activities of the media pursuant to European standards along with the provision of the conditions for the implementation of, and compliance with, media laws and exercising of media freedoms, opinions and expression of views from the aspect of human freedoms and free media space, along with developing the culture of freedom of information, media pluralism, culture of tolerance and dialogue and protecting human and minority rights in this area,” (Memorandum on the Budget and Economic and Fiscal Policy for the Year 2008 with Projection for the Years 2009 and 2010, July 2007, p.84). By insisting on the promotion of European values, the project will contribute to developing a culture of freedom of information, media pluralism, a culture of tolerance and dialogue, and to protecting human and minority rights.

Since 2003, the Media Department of the Ministry of Culture has held regular, annual calls for proposals with the objective to support the production of quality non-commercial programmes addressing these issues. Five years’ experience shows that, apart from the budget constraints, there is also a limited capacity on the part of the media to recognize and address themes of public interest, and to cover these in-depth (analytically), especially in the local and regional media. At the same time, the evaluation of supported projects points to the importance of such programmes/articles for the general public, in terms of citizens’ relationships with NGOs and their participation in monitoring the work of local authorities in a variety of fields such as the environment, human and minority rights as well as perceptions

of, and regard toward, vulnerable groups. This is of utmost importance for raising public awareness about democratic standards. This project will ensure human capacity building both for securing economic independence (sustainability) of the media, as well as for addressing these issues through the media. Trained journalists will apply the knowledge and skills acquired to choose and investigate such issues and produce programmes and articles in continuity, with an aim to influence public opinion and raise public awareness about their rights and duties.

### **3 DESCRIPTION OF PROJECT**

#### **3.1 Background and justification:**

Media in Serbia worked under different forms of censorship for decades. During the communist era all media were State-owned and, consequently, apart from the government's direct involvement, strong self-censorship developed amongst journalists. In the 1990s the first privately-owned media companies were established. However, they started to work without proper professional and technical standards, without licenses and with no respect for copyrights. New entrants to the market were often incompetent and had extremely low criteria for journalistic practice. With widespread nepotism and strong political and economic influences, people without qualifications or experience could become editors or even editors-in-chief, particularly in the local media, which had an enormous impact on the quality of media content and reporting.

The overall transformation of the media in Serbia started after the democratic changes in 2000, with a clear orientation towards protecting freedom of expression in line with international legislation (in particular with Article 10 of the European Convention on Human Rights and Article 19 of the Universal Declaration of Human Rights) and ensuring media pluralism. Apart from adoption of the legislative framework ensuring media freedom as one of the core democratic rights<sup>2</sup>, further development, capacity building and enhancement of professional standards in the media are seen as key instruments for developing a democratic society.

The media industry in Serbia is expected to enter a new phase in 2008. With privatisation completed in full and the process of the allocation of frequencies by the independent regulatory bodies completed (in 2006 for the national, and in 2007 for the regional and local media) the media will have to work under market principles. This will be a significant change for the large number of local and regional media, which have been established and funded for years by local authorities. Under those circumstances the media did not have to develop their business capacities. While relying on funding from municipalities, actually by the political parties in power, they were open to political influence, often neglecting ethical and professional standards.

In light of the new changes, with strict legal obligations regarding technical and professional standards and without adequate capacities to meet all the standards required, despite liberalisation the media is facing other difficulties, mostly related to economic pressures. Out of about 400 broadcast media, just a handful dominates the market. Thus there is a threat that the media, particularly in undeveloped regions, may come under the influence of businessmen and politicians. This jeopardises the media's ability to fulfil its 'watchdog' role, and could prevent media pluralism.

---

<sup>2</sup> Adoption of the Broadcasting Law in 2002, Public Information Law in 2003, Law on Telecommunications in 2003, Law on Free Access to Information of Public Importance in 2004, Law on Advertising in 2005, and ongoing procedures regarding ratification of the European Convention on Transfrontier Television and drafting of the Law on Media Concentration,

Ensuring media pluralism is important to the development of a democratic society and the project will address these risks in different ways, bearing in mind the fact that, on the one hand, the media industry in Serbia is still undeveloped and, on the other hand, the general public is mainly unaware of the right to information (in terms of right to have timely and accurate access to information about issues of public importance). Firstly, through the management training component the project will, amongst other things, enable media managers to have greater access to funding opportunities for the topics that are often unprofitable but important for the public (such as environment, civil rights, etc). Through the journalism training component journalists will broaden their knowledge and improve their skills for reporting on these issues. Comparable to the processes that other post-communist are undergoing, present working conditions for journalists in this transition period are difficult, and reporting on issues of public importance requires resources, time and knowledge. Therefore there is often a dilemma whether to address these kinds of topics and how to cover them in a situation where ratings are of the greatest importance and ratings usually rely on light, 'tabloid' contents. Finally, apart from the training component, the grants component will help to effectively tackle these problems by supporting quality programme production and fostering pluralism, both in terms of the range of production content as well as the diversity of beneficiaries.

In the race for ratings the 'watchdog' role of the media is often neglected and catering to the tastes of the masses prevails, with a great deal of sensationalism and 'infotainment' (coin of information and entertainment). Research has shown that television is the general public's predominant source of information. However, TV schedules and the content of current affairs programmes indicate that overall there is insufficient space devoted to covering the "unprofitable" topics that are of public interest, particularly in local and regional media.

Given the fact that a few national media have the bulk of the market share, the majority of the media (local and regional in particular) need to build capacities to improve their business performance in order to survive on the market. At the same time they must continue to develop professional standards, striving to achieve and maintain objective reporting at all costs.

The role of the media in the process of European integration is indispensable. As a principal source of information about this process, the media can play a significant part in raising public awareness about all aspects of EU integration by providing accurate, fair, balanced and timely information about a wide range of issues related to this process. It is necessary that the media continuously, clearly and objectively inform the public to battle ignorance and prejudice, to competently explain and prepare the public for the coming integration process, to offer citizens an objective notion of EU integration and, finally, to ensure predominant support to the State in its efforts to become a member of the EU.

The Government of the Republic of Serbia expects to sign the Stabilization and Association Agreement (SAA) in 2008. While the prospect of becoming a candidate country represents a privilege for Serbia, at the same time it carries with it the duties and requirements that Serbia needs to fulfil within clear deadlines, which can influence the everyday lives of its citizens. On the other hand the decision making system in the EU stipulates that the public in the member states be objectively informed about the enlargement process and the efforts that candidate countries and potential candidates are making to become members of the European family. Thus, the role of the media is one of the key instruments of support to Serbia in its efforts toward EU membership.

In that view, the Government of Serbia adopted in 2004 the Communication Strategy designed to bring the SAp of Serbia closer to its citizens. The main strategic objective has been to "Ensure that citizens are familiar with the SAp, understand the overall aim of joining the

European Union, have a balanced view of its consequences and possess sufficient reliable information to take up their roles and responsibilities in the SAp. These efforts can bring success only if all parties take up their responsibility and cooperate with each other.’’ Once the SAA between Serbia and the European Union was initialised in November 2007, the need of effective communication on these issues has become even more important.

Even after seven years, the public in Serbia is still unacquainted with certain EU standards in a range of fields, particularly with respect to topics such as the advantages and obligations of integration, decision making processes in the EU and funding opportunities. Although great attention has been paid to the conditions and criteria for EU membership, the majority of citizens, including media professionals, have little or no understanding of the importance and impact these have on their everyday lives.

The latest polls about European orientation among Serbian citizens, conducted by an independent research agency for the Serbian European Integration Office (SEIO), showed that just 30% of the population consider themselves informed about the integration of Serbia with the EU. The polls also show that 49.1% of the public believes that the main factor obstructing integration is a policy of constant conditioning and blackmailing of Serbia by the EU<sup>3</sup>, which demonstrates widespread misunderstanding amongst the general public about EU requirements and standards.

So far the media have mostly covered European integration superficially, often focusing exclusively on political topics such as cooperation with the Hague Tribunal and meetings of senior political officials with their European counterparts. One of the major reasons for that kind of reporting is a lack of adequate training. It is therefore necessary to provide professional training which will build the capacity of a large number of journalists from all parts of Serbia, to cover all aspects of the process of EU integration and civil society development by recognising and investigating a wide range of topics. The media should, through accurate and analytical reporting, provide the public with all necessary information regarding EU standards and principles in fields such as human rights and the protection of minorities, the market economy, social policy, public procurement, justice and security. It is essential to enable journalists from as many of the various media as possible to, knowing all aspects of the EU (main principles of the Acquis and European standards in different fields), be able to educate citizens and generate public opinion through accurate and objective reporting which strives to be analytical in its coverage of a wide range of topics.

To overall development of Serbian society the promotion of civil society issues is of particular importance. The public in Serbia need to be informed about European values and standards in a variety of fields covered by the civil sector. For that purpose it is necessary to enhance the skills of journalists in Serbia so that they can inform the public of all aspects of the EU integration process, not just about current political events. Journalists should be trained to meet the highest professional standards in investigating and reporting on these topics. At the same

---

<sup>3</sup> Question: **How informed are you about integration of our country with EU?** Answers: I am informed (30%), I am neither informed nor uninformed (32%), I am not informed (39%)

Question: **Which of the following factors obstruct integration of our country with EU the most?** Answers: Policy of constant conditioning and blackmailing of EU towards our country (49.1%), Incompetence of local leadership (13.9%), Not fulfilling our international obligations (20.1%), Mentality of the people here and absence of readiness for changes (9.5%), Objective obstacles - voluminous reforms that need to be conducted in all areas(7.4%)

time, to provide opportunities for these topics to be covered, it is necessary to train the management, particularly management of financially weak local and regional media companies. They should be enabled to develop strategies for self-sustainable business, and also to be acquainted with all possible funding opportunities.

In this process the role of the journalists/media associations is important. They should be in a position to protect journalists, to ensure that codes of conduct are fully observed and to strengthen self-regulation mechanisms. Conscious of the overall situation in the media sector, in the previous period they had series of activities (round tables, trainings, seminars, etc.) aimed at building professionalism among journalists. However, it did not have significant effects for the general public, given the fact that the powers of the associations in regards to the media are limited and their projects were not bound to media programmes themselves. Therefore this project is designed to facilitate a strong connection between the trainings and actual production of news stories that will follow these trainings and be accessible (via television, radio, newspapers, magazines) to the general public. The Ministry of Culture already has a well-established cooperative relationship with these journalists/media associations and it will continue this in the future as well, through the provision of further support to their efforts in the process of enhancing journalistic professionalism and building self-regulation.

In addition to human resources capacity building in the media, the best and far-reaching effects related to informing the public in Serbia about the EU integration process will be made with improved media production on the topic. This will be fostered through the grants component which will enable media outlets to put into practice what has been learned through the training component. Grants will be allocated to the media from all parts of the country. The local perspective of that media coverage is very important, and it is therefore necessary to have as many final beneficiaries as possible - to include national media with large audiences, but at the same time to give local media the opportunity to report on EU integration from the perspective that is important and interesting for local communities. Special support should be given to minority media.

Grants of €20,000 to €100,000 will help to facilitate the production of a series of programmes on EU integration through themes that are of interest to the general public. This will strengthen the project impact, because it will provide continuous information flow about all aspects of EU integration at the local, regional and national level throughout the country for the period of at least one year. This has been shown to be a successful way of motivating viewers to question issues further and to ask for more information on the topics that have been explored through a series of high-quality programmes, thereby encouraging greater participation among the general public.

The speed of democratic changes in Serbia is becoming more dynamic and it is essential to prepare the media to respond to this transformation of the country in the best possible way. It is also necessary to increase the visibility of EU contributions in that process. The proposed project will build upon the experiences and outputs of previous CARDS programme initiatives that supported the media sector in Serbia and will help to implement the communication strategy of the EU integration process. In the current political and economic climate in Serbia, it is vital to continue supporting these types of activities and the proposed project will bring a new, fresh approach to strengthening their potentially far-reaching impact.

### **3.2 Assessment of project impact, catalytic effect, sustainability and cross border impact (where applicable)**

With a large number of journalists from different media throughout Serbia trained to meet the highest professional standards in covering EU integration and civil society, along with widespread coordinated media production on these topics, a significant effect will be achieved toward raising public awareness. The expectation is that this initial outcome will trigger further reactions in terms of public demands and media responses to these issues. After the successful achievement of the project purpose, citizens will be more educated themselves. Hence, more developed media literacy and raised awareness amongst the general public will impose upon the media a greater responsibility to uphold these standards in the future.

Likewise the grants component is very important for ensuring the impact and sustainability of the project. The main idea is to connect trainings with actual media production. The grants will be provided for the best project proposals submitted by the training participants. Thus, they will have the opportunity to implement the acquired journalism and management skills as well as knowledge of EU integration issues.

Enabling the media to become more successful in project management and to gain access to different funding opportunities not only will help to secure the financial independence (sustainability) of their respective media houses, but it will also stimulate professionalism. In order to be eligible to receive support they will have to clearly define objectives and target groups, to the benefit of their stakeholders.

The training of trainers activities in both the training for journalists as well as the training for media management will assure a catalytic effect by providing for the replication of similar trainings in the future. A core group of training participants will undergo additional training which will build their capacity to deliver these trainings themselves. This is also expected to motivate continued networking among these trained trainers.

The Ministry of Culture in its regular activities has annual calls for proposals to support the production of programmes/articles/projects aimed at the protection of public interest in the media sector. This will also be one of the ways in which to provide for sustainability of the project results, because the Ministry's future support is likely to have a stronger effect once the capacities of journalists and media houses are enhanced through the implementation of this project.

### **3.3 Results and measurable indicators**

#### **1. Benchmark of public knowledge regarding EU integration with Serbia established**

*Measurable indicator:*

- Public opinion surveys completed before and after the project, measuring the level of knowledge about all aspects of EU integration with Serbia and the needs of the general public regarding media coverage of this process

#### **2. Journalists trained to cover EU integration with Serbia**

*Measurable indicators:*

- The number of journalists starting the training (50-70 total) is equal to the number of journalists successfully completing the training programme as a whole
- A core group of trainers completes the ToT and is prepared to deliver similar trainings.
- As a result of the training activities at least 500 news stories produced/written by the journalists who have completed the training (10 stories each) in the period of project implementation

### **3. Capacities for independent and self-sustainable business development improved among regional and local media**

*Measurable indicators:*

- Managers from 50-70 media houses from all parts of Serbia successfully complete the media management training programme
- A core group of trainers completes the ToT and is prepared to deliver similar trainings
- 2.5% increased revenues of the local and regional media participating in the project

### **4. Increased production of in-depth news stories covering the process of EU integration with Serbia**

*Measurable indicators:*

- By the end of project the number of articles/programmes with in-depth coverage of wide range of issues regarding the process of EU integration is 10% higher compared to the status before the project
- By the end of project public awareness of EU standards on a wide range of issues (human rights, environment, agriculture, economic and regional development, etc.) raised by 20% compared to the status before the project

#### **3.4 Activities:**

*Activities related to Result 1:*

- Research about media coverage of EU integration and public awareness of all aspects of that process. Public opinion surveys, audience research and media monitoring are planned to be carried out at the beginning and at the end of the project implementation, as well as analysis of the needs of the general public regarding media coverage of EU integration, with the purpose of getting a full insight into the level of public knowledge about this process. The research should cover a wide range of issues and all parts of the country.

*Activities related to Result 2:*

- Identifying media personnel – from national, regional and local media, and from specialised media – already involved and partly qualified for reporting on EU integration. The idea is to create a network of journalists. Apart from the project purpose this could be useful for future collaboration amongst journalists, possibly leading to their further networking.
- Selection of the media. In order to achieve stronger impact the aim is to include media from all parts of Serbia. Thus, their selection will be based on their references, but also with regard to adequate regional representation.
- Multi-layered journalism training programme adapted to the level of competencies of participants and type and needs of the media they work for. Thematic courses will be based on the training model of the European Journalism Centre in Maastricht (human rights, environment, agriculture, economic and regional development, EU funds, etc.).
- Study tours will be organised after the trainings and journalists will have the opportunity to visit relevant EU institutions in Brussels, Strasbourg and Luxembourg (European Parliament, European Commission, Council of Ministers, the European Anti-Fraud Office “OLAF”, Committee of the Regions, etc.).
- A training of trainers component will be introduced to prepare a core group of trainers from among the original training participants who will attend further trainings to gain the skills necessary to deliver trainings on a particular set of themes related to European integration to their peers in the future. The ToT will help to ensure the sustainability and greater impact of the project.

#### *Activities related to Result 3:*

- Media management trainings organised on-site to provide know-how support for business development and funding opportunities (e.g. EU structural programme grants). The programme will include marketing and strategic and project management training modules.
- A training of trainers component will be introduced to prepare a core group of trainers from among the original training participants who will attend further trainings to gain the skills necessary to deliver trainings on a particular set of media management topics to their peers in the future. The ToT will help to ensure the sustainability and greater impact of the project.

#### *Activities related to result 4:*

- The call for proposals for the media is prepared and published following the PRAG procedures. Only the participants of the trainings will be eligible for grants.
- Participation in commissioning programmes/articles about EU integration with Serbia, covering civil society issues, topics of public interest and those produced/written in languages of national minorities. Grants of €20,000 – €100,000 will be allocated to the best programme proposals and training participants will have this support to directly apply their acquired knowledge and skills. Grants recipients will be required to provide 10% co-financing. Thus, the contribution issued by final beneficiary institutions (i.e. national, regional and local media) is calculated as the national co-funding of the Project.
- Monitoring and reporting on the grants activities.

### **3.5 Conditionality and sequencing:**

#### *Conditionality*

The main precondition for project implementation is to have a sufficient number of media companies that are interested in the trainings and production on EU integration with Serbia. The estimation is that the media will be interested, particularly local and regional media, given the benefits they will have regarding human resources capacity building and potential production support. After implementation of the planned activities in order to successfully and fully achieve the project purpose it is also necessary that there is a clear determination by the media to investigate and present topics relevant for all aspects of the process of EU integration, particularly those addressing civil society issues. In order to contribute to the overall objective, apart from the successful project implementation, improved functioning of independent regulatory bodies, establishment of the Press Council, and additional grants for non-commercial media productions are necessary.

#### *Sequencing*

Project implementation is planned to proceed according to the schedule described below. Dates have been set as markers, since the actual start of tendering for the service contract is tied to the signing of the Financing Agreement.

#### **Contracting Arrangement:**

##### 1. Technical assistance:

This contract is to be signed with a contractor selected through the tendering procedure. The Technical Assistance team will be responsible for overall project implementation: management

of activities regarding research, trainings and grants.

- Researches will be conducted in early stage of project implementation.
- Applications for the media to participate in the training programmes for journalists and management will be open after defining the selection process

## 2. Grants scheme:

- The call for proposals for the media will be launched for grants of €20,000 to €100,000 and will be allocated following all the appropriate assessment procedures.

### **3.6 Linked activities**

Since 2001, EU support to Serbian media amounted to €17 million, mainly through the CARDS Programme, which aimed to contribute to the development of a stable, open democracy in Serbia where all citizens are informed properly by the media about the issues that are of relevance to them. Funding was directed primarily to advanced training courses for journalists, development of high-quality media production (especially at regional and local levels), investigative reporting, strengthening the public service broadcaster, enforcement of media legislation,.

For the 2006 project *Support to Communication Strategy*, the SEIO received CARDS Programme support from to organise seminars for journalists from the local media on reporting about EU integration with Serbia. It has also supported the creation of daily shows *Evronet* by production group Mreza about EU integration, broadcast twice a day on the Serbian Public Broadcasting Service (RTS), with the aim to provide information through clear examples from everyday lives of citizens and to answer a variety of questions from all areas of European integration. With support through the CARDS programme, SEIO also designed and organised a radio quiz, “Wake up in Europe”, broadcast as part of the highest rated morning show of Radio B92 “Dizanje”, and has organised a competition for journalists on the best media report about the European integration process in Serbia.

In addition CARDS programme targeted support to civil society sector aimed at enhancing public participation in debate and raising awareness in Serbia on various aspects of European Integration. A sum of EURO 1, 6 million has been allocated for workshops, seminars and other activities related to EU integration and regional cooperation, as well as for the support of the publication of supplements, brochures and other forms of information dissemination.

Civil Society Facility – Horizontal activities (Regional and Multi-beneficiary level) will provide support to CSOs (including media) in the beneficiary countries and territories through three areas of intervention:

- i) support to local civic initiatives and capacity-building enforcing the role of civil society at national level;
- ii) visitor programmes to EU institutions and bodies for exchanging experiences, know-how and good practices between Beneficiary countries and the EU civil society organisations, and particularly for groups with influence over decision-making and society, such as journalists, young politicians, trade union leaders, teachers etc;
- iii) activities carried out in multilateral partnership between civil society organisations in the Beneficiary countries and the EU leading to a transfer of knowledge and networks, as well as transnational innovative projects.

### **3.7 Lessons learned**

In the previous period numbers of journalists and media companies have had trainings aimed at professional standards improvement. However, there was little effect comparing to the resources invested. In the proposed project the idea is to connect trainings with support to high-quality production on the topic in order to have greater impact. The media participating in the project will have an obligation to apply new knowledge gained through the trainings to the production of specialised programmes or newspapers reports.

#### 4 INDICATIVE BUDGET (AMOUNTS IN €)

			SOURCES OF FUNDING									
			TOTAL EXP.RE	IPA COMMUNITY CONTRIBUTION		NATIONAL CONTRIBUTION					PRIVATE CONTRIBUTION	
ACTIVITIES	IB (1)	INV (1)	EUR (a)=(b)+(c)+(d)	EUR (b)	%(2)	Total EUR (c)=(x)+(y)+(z)	% (2)	Central EUR (x)	Regional/ Local EUR (y)	IFIs EUR (z)	EUR (d)	% (2)
Activity 1												
contract 1.1	x		1,200,000	1,200,000	100							-
Activity 2												
contract 2.1	x		1,800,000	1,800,000	100							-
contract 3.1	x		330,000			330,000	100		330,000			
.....												
TOTAL IB			3,330,000	3,000,000	90	330,000	10		330,000			
TOTAL INV												
<b>TOTAL PROJECT</b>			<b>3,330,000</b>	<b>3,000,000</b>	<b>90</b>	<b>330,000</b>	<b>10</b>		<b>330,000</b>			

NOTE: DO NOT MIX IB AND INV IN THE SAME ACTIVITY ROW. USE SEPARATE ROW

Amounts net of VAT

- (1) In the Activity row use "X" to identify whether IB or INV
- (2) Expressed in % of the **Total** Expenditure (column (a))

## 5 INDICATIVE IMPLEMENTATION SCHEDULE

<b>Contracts</b>	<b>Start of Tendering</b>	<b>Signature of contract</b>	<b>Project Completion</b>
Service Contract 1.1	T + 1Q	T + 4Q	T + 12Q
Grants Scheme 1.2		T + 6Q	T + 12Q

## 6 CROSS CUTTING ISSUES

Apart from compliance with European standards in respect to equal opportunity, environment and minority and vulnerable groups, with the overall objective of contributing to civil society development by raising public awareness, the project will, among other values, foster promotion of these principles and their genuine understanding and acceptance by the wider population.

### 6.1 Equal Opportunity

Equal opportunity for men and women to participate in the project will be ensured in the selection process. Gender equality principles will be mainstreamed in all project activities. Particularly, gender issues are planned to be one of the topics in thematic trainings for journalists as well as one of the preferred topics for media production support.

### 6.2 Environment

Environmental issues are certainly one of the least recognised topics amongst the general public in Serbia. Through awareness raising the project will help to mainstream the need of environmental protection and the role of individual citizens in that process, as well as an understanding of global trends and authorities' obligations in that arena.

### 6.3 Minorities

One of the main priorities in this project, especially in the part concerning media production, is to support minority media as well as projects concerning vulnerable groups. The Ministry of Culture already supports media production in minority languages as well as projects aimed at the protection of the right to information among people with disabilities, and has developed a wide network of those beneficiaries. As the project aims to strengthen the capacity of the media to inform the public about EU integration, special attention will be paid to informing the public in minority languages and to ensuring equal access to information for all. Additionally, rights of minorities and vulnerable groups will be promoted through the thematic journalism courses.

**ANNEX 1: LOGICAL FRAMEWORK MATRIX**

LOGFRAME PLANNING MATRIX FOR Project Fiche		Support for media capacity in the area of EU Integration	
		Contracting period expires 3 years after the signature of the Financing Agreement	Disbursement period expires 6 years after the signature of the Financing Agreement
		Total budget : €3,330,000	IPA budget: €3.000,000
OVERALL OBJECTIVE	Objectively verifiable indicators	Sources of Verification	
Media professionalism improved and the media capacities enhanced to meet the EU media standards and have significant role in strengthening the civil society in Serbia	<ul style="list-style-type: none"> <li>▪ Improved understanding of the European integration process;</li> <li>▪ Improved position of the media</li> </ul>	<ul style="list-style-type: none"> <li>▪ EC reports and documents regarding Serbia Council of Europe reports</li> <li>▪ OSCE reports</li> <li>▪ International and domestic NGOs reports</li> <li>▪ Media industry and market researches</li> </ul>	
SPECIFIC PROJECT PURPOSE	Objectively verifiable indicators	Sources of Verification	Assumptions
The capacity of the media to inform the public of all aspects of EU integration strengthened at national, regional and local levels in Serbia	<ul style="list-style-type: none"> <li>▪ 50-70 journalists working for the broadcast/print media from all parts of Serbia trained and professionally engaged in covering EU integration from August 2010 till April 2012</li> <li>▪ By May 2012 increased number of regular programmes/articles about EU integration and civil society by 50% comparing to the status before the project</li> <li>▪ From May 2011 – April 2012 programmes/articles about EU integration and civil society among the 10 highest rated in 70% of the media participating in the project</li> <li>▪ By May 2012 number of citizens who are in favour of EU integrations 5% higher comparing to the status before the project</li> <li>▪ By May 2012 number of citizens informed about EU integrations 20% higher comparing to the status before the project</li> <li>▪ By May 2012 public awareness of EU standards in wide range of issues (human rights, environment, agriculture, economic and regional development, etc.) risen for 20% comparing to the status before the project</li> </ul>	<ul style="list-style-type: none"> <li>▪ Analysis of programme schedules of the broadcast media and content of the newspapers/magazines conducted by a research agency before and after the project</li> <li>▪ Questionnaire of the Ministry of Culture for project participants</li> <li>▪ Audience research conducted by a research agency before and after the project</li> <li>▪ Public opinion surveys conducted by a research agency before and after the project</li> </ul>	<ul style="list-style-type: none"> <li>▪ Improved functioning of independent regulatory bodies (Republic Broadcasting Agency and Republic Telecommunication Agency) and regular programme scheme provided</li> <li>▪ The Press Council formed and majority of media signed and have implemented the code of conduct</li> <li>▪ Additional finances provided for non-commercial media, minority media and media from undeveloped regions, as an important contribution to media pluralism</li> </ul>

RESULTS	Objectively verifiable indicators	Sources of Verification	Assumptions
<p>1. Benchmark of public knowledge regarding EU integration with Serbia established</p> <p>2. Journalists trained for covering EU integration with Serbia</p> <p>3. Improved capacities of regional and local media for independent and self-sustainable business development</p> <p>4. Increased media production with in-depth coverage of the process of EU integration with Serbia</p>	<p>1. Public opinion surveys conducted before and after the project, measuring the level of knowledge about all aspects of EU integration with Serbia and needs of the general public regarding media coverage of this process</p> <p>2.1. Number of 50-70 journalists starting the training equal to the number of journalists successfully completing the training programme as a whole by October 2010</p> <p>2.2 A core group of trainers completes the ToT and is prepared to deliver similar trainings by December 2010.</p> <p>3.1. Managers from 50-70 media from all parts of Serbia successfully completed the media management training programme by October 2010.</p> <p><u>3.2 A core group of trainers completes the ToT and is prepared to deliver similar trainings by December 2010.</u></p> <p>3.3. 2,5% increased revenues of the local and regional media participating in the project by April 2012</p> <p>4.1. At least 500 news stories produced/ written by the journalists who have completed the training (10 stories each) in the period between October 2010 and April 2012.</p> <p>4.2. 13 – 65 in-depth programmes/reports about EU integration broadcast/published by the media in Serbia from May 2011 till April 2012</p> <p>4.3. By May 2012 number of articles/programmes with in-depth coverage of wide range of issues regarding the process of EU integrations 10% higher comparing to the status before the project</p>	<p>1.1. Report by the project coordinator</p> <p>1.2. Report by a research agency</p> <p>2.1. Report by the project coordinator</p> <p>3.1. Report by the project coordinator</p> <p>3.2. Data gathered from the Tax Administration and the media participating in the project</p> <p>4.1. Report by the project coordinator</p> <p>4.2. Report by the project coordinator</p> <p>4.3. Media monitoring conducted by a research agency before and after the project</p>	<p>- Additional funding provided for non-commercial and programmes in languages of national minorities, and programmes/articles about civil society issues</p> <p>- Media willing to investigate and present topics relevant for the process of EU integration and civil society development</p>
ACTIVITIES	Means	Costs	Assumptions

Selection of the implementing partner (responsible for overall project implementation)			
<b>Activities related to Result 1 – Benchmark of public knowledge regarding EU integration with Serbia established</b>			
<ul style="list-style-type: none"> <li>• Research about media coverage of EU integration and public awareness of all aspects of that process:</li> <li>• Public opinion surveys, audience research and media monitoring at the beginning and at the end of the project implementation</li> <li>• Analysys of the needs of general public regarding media coverage of EU integration</li> </ul>	Activities 1-3 will be implemented through service contract	€1.2 million	
<b>Activities related to Result 2 - Journalists trained for covering EU integration with Serbia</b>			
<ul style="list-style-type: none"> <li>• Identifying media personnel - from national, regional and local media, and from specialised media – already involved and partly qualified for reporting on EU integrations</li> <li>• Selection of the media</li> <li>• Multi-layered journalism training programme adapted to the level of competencies of participants and type and needs of the media they work for</li> <li>• Thematic courses based on the training model of the European Journalism Center in Maastricht (human rights, environment, agriculture, economic and regional development, EU funds, etc.)</li> <li>• A training of trainers component will be introduced to prepare a core group of trainers from among the original training participants who will attend further trainings to gain the skills necessary to deliver trainings on a particular set of themes related to European integraion to their peers in the future. The ToT will help to ensure the sustainability and greater impact of the project.</li> <li>• Study tours: journalists to visit relevant EU institutions in Brussels, Strasbourg and</li> </ul>			

<p>Luxembourg (European Parliament, European Commission, Council of Ministers, OLAF, Committee of the Regions, etc.)</p>			
<p><b>Activities related to Result 3 – Improved capacities of regional and local media for independent and self-sustainable business development</b></p>			
<ul style="list-style-type: none"> <li>• Media management trainings organised on-site to provide know-how support for business development and funding opportunities (e.g. EU grants) :</li> <li>• Marketing and strategic management trainings</li> <li>• Project management trainings</li> <li>• A training of trainers component will be introduced to prepare a core group of trainers from among the original training participants who will attend further trainings to gain the skills necessary to deliver trainings on a particular set of media management topics to their peers in the future. The ToT will help to ensure the sustainability and greater impact of the project.</li> </ul>			
<p><b>Activities related to Result 4 – Increased media production with in-depth coverage of the process of EU integration with Serbia</b></p>			
<ul style="list-style-type: none"> <li>• Call for proposals for the media</li> <li>• Participation in commissioning programmes/articles about EU integration with Serbia, covering civil society issues, topics of public interest, and those produced/written in languages of national minorities</li> </ul>	<p>Grants €20.000 – €100.000</p>	<p>€1.8 million</p>	

**ANNEX 2: AMOUNTS CONTRACTED AND DISBURSED PER QUARTER OVER THE DURATION OF THE PROJECT**

<b>Contracted</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>Q5</b>	<b>Q6</b>	<b>Q7</b>	<b>Q8</b>	<b>Q9</b>	<b>Q10</b>	<b>Q11</b>	<b>Q12</b>	<b>TOTAL</b>
Contract 1.1				1,200,000									<b>1,200,000</b>
Grants Scheme						1,800,000							<b>1,800,000</b>
<b>Cumulated</b>				<b>1,200,000</b>		<b>3,000,000</b>							<b>3,000,000</b>
<b>Disbursed</b>													
Contract 1.1				120,000		270,000		270,000		270,000		270,000	<b>1,200,000</b>
Grants Scheme						1,440,000						360,000	<b>1,800,000</b>
<b>Cumulated</b>				<b>120,000</b>		<b>1,830,000</b>		<b>2,100,000</b>		<b>2,370,000</b>		<b>3,000,000</b>	<b>3,000,000</b>

## **ANNEX 3: Institutional Framework – legal responsibilities and statutes**

### **Institutional Framework**

The Media Department is in charge of implementation and monitoring of this project. Media department is part of the Ministry of Culture, and its work, mandate and authorizations are regulated by the Law on Ministries, article 20. Under this law, in the media field, Ministry of Culture is responsible for development and improvement of the public information system.

The Media Department of the Ministry of Culture comprises of three units in charge of:

1. Media regulation (normative unit);
2. Development of media pluralism (project management unit);
3. Foreign correspondents accreditations.

Project management unit within the Media Department engages is responsible for protection and improvement of the right to information and media pluralism and its work includes:

- Monitoring , recommendations and implementation of measures for protection of public interest in the media field;
- Providing conditions for protection and improvement of the right to information of minorities and vulnerable groups (disabled);
- Providing conditions for protection and improvement of the right to information in Serbian language for the Serbian minority in the region (neighbouring countries);
- Calls for proposals for projects in the public information and media field.

#### ANNEX 4: Reference to laws, regulations and strategic documents:

<b>Reference list to relevant laws, regulations and strategic documents</b>	
Constitution of the Republic of Serbia	<p>Article 51: Everyone shall have the right to be informed accurately, fully and timely about issues of public importance. The media shall have the obligation to respect this right.</p> <p>Everyone shall have the right to access information kept by state bodies and organizations with delegated public powers, in accordance with the law.</p>
Law on Ministries	<p>Under this law, in the media field, Ministry of Culture is responsible for development and improvement of the public information system.</p>
Public Information Law	<p>Article 4: Media outlets shall freely publish ideas, information and opinions on phenomena, events and personalities that the public has a justified interest to know about, unless specified differently by the law.</p>
Broadcasting Law	<p>Article: 68 (Provisions 1, 2, 3, 4)</p> <p>All broadcasters shall abide by the following standards in respect of programme content within their programme concept:</p> <ol style="list-style-type: none"> <li>1. Ensure the production and broadcasting of quality programme both in terms of technology and of programme content by applying international and national standards;</li> <li>2. Ensure free, comprehensive and timely informing of citizens;</li> <li>3. Broadcast important urgent announcements regarding threat to human life, health, security or property;</li> <li>4. Contribute to raising the overall culture and awareness of the citizens;</li> </ol> <p>All broadcasters shall keep the broadcast programme contents in keeping with regulations on public information, i.e. in keeping with regulations on the protection of cultural heritage.</p>
The Communication Strategy of the Serbian Government in the SAP	<p>3.1 Communication about the SAP as support to the process (p. 10):</p> <p>Stabilisation and Association Process is a complex political, technical and administrative process. For some people who are already directly involved in its preparation, both in the Government and in</p>

leading specialist non-governmental organisations, the process has become concrete and clearly determined. For most Serbian citizens, however, it is perceived as an abstract process on which they cannot exert much influence. At first glance, decisions made during the SAP do not appear to be in the interest of the whole population. Some segments of population find it hard to see how the demand of the European Union to create certain administrative, legal and technical conditions (even before the negotiations begin) can be of national interest. A well-planned communication strategy ought to explain and minimize negative effects on the SAP and help build the consensus necessary for smooth preparation and implementation of the SAA. Generally speaking, Communication Strategy seeks to raise awareness and eventually change attitudes. In this particular case, the chosen approach should ensure that progress towards the EU membership is based on adequate and reliable supply of information.

4.2.4 The media and Communication Channels to be used (p.15):

*Communication through the media*

This type of communication refers to information dissemination via radio, TV and the press (newspapers and magazines, including both national and regional titles). The media penetration is often high, but their impact varies. The press has a very important role as journalists are in the position to analyse the SAP and present it properly to the public. Some activities (such as journalist training) will be undertaken in cooperation with independent institutions that help journalists improve their understanding of the complex SAP issues. In addition, SEIO will assist other mass media in reporting on the EU association issues.

## **ANNEX 5: Details per EU funded contract (\*) where applicable:**

### **Service contract for Technical Assistance:**

Tasks expected from the contractor:

- To conduct research about media coverage of EU integration and public awareness of all aspects of that process
- To provide an analysis of the needs of general public regarding media coverage of EU integration
- To develop an adequate training programme for journalists and media managers
- To identify media personnel - from national, regional and local media, and from specialised media – already involved and partly qualified for reporting on EU integrations
- To organise and manage calls for proposals for the media and journalists for participating in the project
- To organise a multi-layered training for journalists adapted to the level of competency of participants and the type and needs of the media for which they work
- To organise study tours for journalists to visit relevant EU institutions in Brussels, Strasbourg and Luxembourg
- To organise media management trainings providing know-how support for business development and funding opportunities
- To design and implement the Training of Trainers programme so that a core group of training participants will gain the know-how needed to conduct similar trainings in the future.
- To manage the grants scheme, including but not limited to the following:
  - Develop the scope of eligible activities that can supported through the grants
  - Develop the criteria that need to be met by applicants
  - Make the public announcement – call for proposals – for the grants scheme
  - Assess grant applications according to standard EC methodology
  - Manage the grants allocation, and the monitoring and evaluation of the activities that are being supported

### **Grants scheme:**

- Grants ranging from €20,000 to €100,000 will be allocated to journalists that have completed the training programme and have met the criteria that are required. Proposals will be assessed according to the quality and relevance of the news stories that are to be produced through the grant.
- All grant recipients will provide 10% co-financing for the production of these news stories