

## PROJECT PROPOSAL FORM

### 1. PROJECT SUMMARY

1.1 Title of the Project:	<input type="text" value="Strategic Development of the Association of BH Journalists"/>	
1.2 Region/Country:	<input type="text" value="Bosnia and Herzegovina"/>	
1.3 Thematic Category:	<input type="checkbox"/> Structural aid print media <input type="checkbox"/> Structural aid tv <input type="checkbox"/> Structural aid radio	<input type="checkbox"/> Transformation to PBS <input type="checkbox"/> Journalistic education <input checked="" type="checkbox"/> Media Institutions
1.4 Total Project Cost:	Planned Starting Date:	Planned End Date:
<input type="text" value="EUR 236.282"/>	<input type="text" value="1.10.2005."/>	<input type="text" value="31.12.2006."/>
1.5. Contribution Press Now:	<input type="text" value="EUR 40.331"/>	

#### 1.6 Problem analysis & Identification of Needs

In the period 2000-2004, the journalist associations in B&H (the Independent Union of Professional Journalists of B&H, "Apel" Journalist Association from Mostar and the Independent Association of Journalists of the Republic of Srpska from Banja Luka) involved in the Coordination of Journalist Associations, organized a series of debates on the possibility of establish a unified journalist association in the country. The aim of the idea was to establish a journalist organization that would include journalists from all parts of B&H and which will prove capable of protecting the freedom of speech and other journalists' rights, and will appear as a "service" to the journalists and represent them in the negotiations with the local authorities and other institutions with competences over the work of media in B&H.

Having in mind that the "BH Journalists" association was established by three different associations, the Development Project of the Association aims to "reconcile" the differences, specific aspects and the restrictions visible over the past period, resulting from the war that was fought in the country. Also, it will take a lot of "diplomacy" to enable the Association to work equally on protection of journalists' rights and freedoms on the whole territory of Bosnia and Herzegovina, and to be equally accepted by its members, regardless of which part of B&H they come and in which media they work. Special sensibility should be demonstrated when acting to eliminate possible and/or projected/perceived ethnic, religious or political, regional and other divisions in B&H society.

The implementation of this project shall target the following target groups:

**1) Bosnian and Herzegovinian society** in which the media and the journalistic profession play an important role. The impact on this target group is necessary in order to raise the public sensibility about the needs and the problems of the journalist community, as well as to improve the public image and preserve the dignity of the journalistic profession in B&H society. This target group is also important for the Association from the aspect of fulfillment of the basic role of media and journalists – to inform the public.

**2) The Second Target Group includes the current government and the centres of power that adopt decisions, media legislation, tax policies...** that have impact on the work and status of journalists and define (enable or restrict) the professional behaviour of the journalists. Over the past period, the local authorities and the decision-making centres were not open for cooperation with the journalist community. Majority of laws and decisions related to the media were adopted without cooperation with the media and journalist associations, and usually the decisions were imposed with the aim to control the work of journalists and media. It is necessary to change this relationship and impose the Association as a relevant negotiator and "consultant" to the local authorities in the process of creation of legal framework for the work of media

and journalists.

### **3) Media organizations – media owners, managers and editorial bodies of media outlets**

The influence on this target group is necessary due to the fact that media and their owners view the Association as the “enemy that organizes the journalists against the owners” or as an institution that “awaits for their professional errors and imposes ethical rules on them”. A number of media owners (for instance, the “Dnevni Avaz” daily), has even prohibited their journalists from entering professional associations – indeed, that decision was not publicly proclaimed, but is silently accepted by the journalists of “Avaz”. This attitude needs to change, having in mind the mutual interests of media owners and the Association, in the context of improvement of quality of journalism in B&H, adherence to the universal ethical norm of the profession and regulation of labour rights of the journalists and their social status. .

### **4) Journalists and journalistic profession taken in the widest sense of the word (regardless of whether they are members of journalist associations or not)**

The journalists in B&H are not motivated sufficiently to act within the auspices of a professional journalist association, and the principle of professional solidarity has been all but forgotten. For that reason, it is necessary to enhance the feeling of “belonging to the profession” with the journalists and other media employees/professionals, and the need for personal engagement in the creation of improved working conditions.

### **5) Media institutes that organize journalistic training**

There is almost no cooperation between the media institutions and the Associations. The Association and its management and members are rarely invited by media institutions to present their work or the problems faced by the journalists in their work. Also, in the field of journalistic education, especially professional improvement upon university graduation, the Association is rarely consulted about the needs of its members or journalists in general, on the topics, subjects and areas in which they would like to be educated. Therefore, it is necessary to establish an interactive cooperation between such institutions and the Association, in which the Association would appear as a “source” of ideas and needs of its membership for professional improvement and specialization, while the media institutions would create and implement trainings, seminars and workshops...

### **6) Media Institutions – in addition to the journalist associations, these include regulatory bodies (RAK), self-regulation bodies (the Press Council), the Media Ombudsman...**

The Association already has a well established cooperation with this target groups (consultation regarding regulatory and self-regulatory decisions and rules, solution to current problems in the implementation of ethical standards, harmonization of rules and regulations of media work with the European standards...). However, the cooperation should continue and strengthen in terms of joint actions designed to contribute to improved quality of journalism and development of mechanisms for practical implementation of ethical norms.

### **7) Other journalist associations in B&H**

At this moment, there are four (4) journalist associations and three (3) trade unions active in B&H – which is ample illustration of the deep segmentation of the media community, its quality and the strength of its influence in the B&H Society. There were noted cases of direct competition, doubling of activities, attempts by one association to smear the name and good reputation of the other associations. For that reason, it is necessary for “BH Journalists” to initiate, propose and establish cooperation on those issues of interest to all journalists in B&H, with the general aim to improve the working conditions of media and journalists.

### **8) BH Journalists Association (about 600 members)**

Having in mind the background of the emergence of “BH Journalists” Association, its members are the key target group in the implementation of the Development Project.

In the Autumn of 2004, three journalist associations established the Working Group that was charged with the task to prepare the documents necessary for unification and create the conditions for establishment of a new association, under the name “BH Journalists”. The Constitutional Assembly of the “BH Journalists” Association was held in December 2004, thus marking the end of a long and hard road to gather together the journalists divided by war, entity lines, ethnic background, political affiliation and other differences... The united Association “BH Journalists”, at this moment, has about 600 members – journalists from all parts of B&H and from the biggest and most important media: PBS, OBN, Federal RTV, RTV of the Republic of Srpska, TV Hayat, RTV Mostar, Nezavisne novine daily, Oslobođenje daily, Jutarnje novine daily, Slobodna Bosna magazine, Alternativa televizija, Reporter magazine, BH Dani magazine, Start magazine, local radio and TV stations, Onasa and Fena news agencies....

The “BH Journalists” Association, thus, **was created by three organizations at various levels of development, with unequally developed organizing and managing structures, human and material resources and capacity, skills to service the needs of their respective members.** For instance, one of the founding associations had numerous membership, developed free legal assistance for the journalists,

sophisticated public appearances and methods of public promotion of journalists' rights, but insufficiently developed internal exchange of information between the leadership and the members of the organization, as well as members with little motivation to work within the association. The second founding association had small membership but a very strong image among the independent journalists in Mostar, while the third association had developed methods of public opposition to the local authorities and attempts to put the media under the control of the authorities in the Republic of Srpska, but lacked in terms of transparency of the work of its leadership. All three associations had underdeveloped financial resources – weak collection of membership fees and partnerships and sponsorships with the public and private sector, so that their financing depended almost exclusively on donor sources. The “BH Journalists” Association itself started its work and existence with such great dependence on the donors.

Having in mind the problems listed above, the **definition of a development strategy** of the Association was identified as the **key need** that would secure the even development of the Association in all parts of Bosnia and Herzegovina, enable the creation of quality service for the journalists and the media, and make the services available to all journalists, regardless of which media they work in or where in B&H they live. To satisfy this need, it is of key importance to prepare a **strategic plan and plan of activities** that would reflect the current needs of journalists and media, would be accepted by all members and which will be implemented by all members, together with the Board of Directors and the Secretariat of the Association.

### **9) Management – Managing bodies of the Association**

One important segment for the even development of the organization is the transparency of its work and quality communication with the members, as well as the development of a managing structure that would be capable to respond to the needs of the membership and motivate them for activism and work inside the Association. Having in mind that the management and the managing bodies of the Association include persons that possess very different skills and experiences in the work inside an Association and implementation of activities of interest to all members. This target group plays the crucial role in the solving of identified problems in the work of the Association and the implementation of activities designed to eliminate such problems and contribute to the achievement of the main goal of the project - creation of a respectable journalist association that will be respected by journalists in all parts of B&H and will become an important factor in the protection of the freedom of public speech, the rights of journalists and creation of democratic environment for the work of the media.

In that regard, it is necessary to determine the principles of mutual communication and develop a quality system of reporting the actions taken by the Association and the services it may offer to the members. On the other hand, it is also necessary to develop an organization structure that would be able to answer the demands and the needs of the members for regional or thematic networking and connections, which includes the **establishment of two regional offices and five local offices** of the Association, as well as **thematic networking and organization** (investigative journalists, sports journalists, parliamentary reporters...)

One limiting factor to the development of the "BH Journalists" Association remain the limited funds available to the Association in the past. The Budget of the Association is almost 100% dependent on the donors. Over the past year, only 480 EUR in Membership Fees were collected. Over the past year, the Association has covered its operational costs and the costs of its activities through the EC CARDS project – Free Media Help Line. Therefore, the over- on donors' funds and the lack of fundraising skills and abilities of the Members to the Board of Directors and management remain the chief limiting factor for the stable development of the Association and the future self-financing.

At the establishment of the "BH Journalists" Association, an ambitious annual budget was prepared, which included **various sources of financing (membership fee, donors' funds, sponsorship and partnership agreements, local governmental funds, marketing activities...)**. According to that plan, it was envisioned that, in the first year of implementation of the project, 37% of the funds necessary for the work of the Association should be secured from membership fees, sponsorship and partnership agreements (such as agreements with private companies, public enterprises, service organizations...). Having in mind the weak economic status of the journalists/members of the Association, we are skeptical regarding the planned collection of membership fees. It would be realistic to expect for the membership fees to cover 20% of the total budget for the first year, and to increase the percentage by at least 20 percent each coming year. Regarding that, the Association should develop quality mechanisms for collection of membership fees, as well as new services that it may offer to its members, thus motivating them to pay their membership fees regularly. The remaining funds necessary to finance the Association (63% of the total budget) will be secured from donors' sources and the funds for strategic development of civil society organizations. Having in mind that the donors' funds follow a constant downwards trends, it would be necessary to create a quality **fundraising strategy** and **improve the fundraising skills of members of the Board of Directors and Secretariate** in terms of acquiring funding from a variety of sources.

### **1.7 Objectives – Describe the specific objective(s) of the action.**

#### **1. Long-term objective:**

**Establishment of a professional and self-sustainable journalist association** that will be respected by the

journalists in all media in B&H and which will have the capacity to protect the rights of journalists and improve the working conditions for the media on the whole territory of the country is the long-term goal of this project.

For the achievement of this objective, which is objectively possible to implement over the period of next three to four years, we defined several sub-objectives that are possible to achieve over the next 15 months. Above all, it is necessary to define the strategic directions and train the members of the management, the Board of Directors and the leaders of the organizing units of the Associations in the implementation of the strategic plan, secure the necessary funds to implement the planned activities, and run and manage the Association. This need is based on the fact that the members of the Board of Directors and the leaders of the regional and local offices are mostly journalists with little or no knowledge in this area, who have never faced the need to run and manage an association.

### **Specific Objectives:**

**1. 1. To Develop the skills and knowledge of the management** in the area of creation of strategy and quality management of the Association is the first specific objective. To implement this objective, we shall ask for assistance of a consultant to be engaged by Press Now, who will assist the Project Manager (the Secretary General of the Association) in the transfer of acquired knowledge on the members of Board of Directors and the leadership of the Association. Also, a training in management will be necessary to organize to be able to achieve this objective.

**1.2. To increase the revenue and income generated by the Association** is the second specific objective. To achieve this objective, it would be necessary to develop our own fundraising strategy that will include, on one hand, a stable collection of membership fees and constant increase of membership fees participation in the annual budget of the Association, and on the other hand, to develop the mechanisms for access to funds existing in the governmental funds for association activities, as well as creation of sponsorships and partnerships with the public and private sector, civil society organizations and various media institutions, as well as organization of various marketing manifestations and events, creation of "services package"...

**1.3. To improve the sistem of internal communication and secure the transparency of activities of the Association towards its members and the general public** is the third specific objective. This objective is extremely important because of the fact that many organizations in this parts have failed and were abandoned by their members due to the lack of transparency and exclusivity. It practically means that all activities took place in a rather small circle of people without any significant benefits for the wider membership, and without clear mechanisms for control of collection and management of funds and assets. It is our intent to create an organization that will exchange information with its members on daily basis, using the modern means of communication (ICT), that will know how to recognize the needs of its membership and answer those needs, and which will have developed system of quality reporting and control of activities and financial operations of the Association.

### **1.8 Expected Results**

**The Results** we shall achieve over the project period are the following:

1. Prepared Strategic Plan of the Association;
2. The management and the members of the Board of the Association trained in quality and transparent management of the association;
3. The growth of income of the Association in the period of 15 months and changed growth of its proportional participation in the planned annual budget;
4. Improved communication between members of the Association and improved public image of the Association;
5. Increased number of members of the Association in both B&H entities.

### **1.9 Indicators & Sources of Verification**

**Result 1. Prepared Strategic plan of the Association** will be measurable through the following indicators:

- 1.1. Finalized Strategic Plan of the Association;
- 1.2. Consultant's report with conclusions and recommendations;
- 1.3. Annual Plan of Activities;

- 1.4. Created database of Members of Association and their needs, as part of the implementation;  
of the Strategy

The sources of verification for the listed indicators are: Monthly reports, Strategic Plan for a period of three years (hard copy), Annual Plan of Activities (hard copy), reports from the meetings with the consultant and the meetings of the Board of Directors, the web-site of the Association

**Result 2. Management of the Association and the Members of the Board trained in quality and transparent management of the Association** will be measurable through the following indicators:

- 2.1 Consultant's visits/management training
- 2.2 Consultant's report with conclusions and recommendations;
- 2.3 Prepared TOR for the members of the Board and the Secretariat of the Association – long-term principles of action: Tasks and responsibilities
- 2.4. Developed Rules and Procedures of Financial and Narrative Reporting in accordance with the demands of the local financial Services and the needs of the members of the Association

The sources of verification for these indicators are: Training reports, monthly reports, recommendations and reports prepared by the consultant...

**Result 3. The growth of income of the Association in the period of 15 months and changes in its proportional participation in the planned annual budget** shall be measured through the following indicators:

- 3.1 The income of the Association has grown by at least 37% over a period of 15 months
- 3.2 20% increase in collection of membership fees
- 3.3 At least 5 agreements signed on various discounts for the members of the Association (agreements on partnership and sponsorship)
- 3.4. Two new projects prepared and approved during the implementation of income generation Strategy

Sources of verification: Narrative and financial reports on monthly and annual levels, sponsorship and partnership agreements, percentages of discounts agreed for use of public transportation, telephone bills of the members...

**Result 4. Improved communication between members of Association and improved public image of the Association** – shall be measured through the following indicators:

- 4.1. Adopted principles for exchange of information between the members of the Association, the Board of Directors and the Secretariat
- 4.2. The number of monthly visits of the Association web-site has increased from 150 to 1000, over a period of 15 months
- 4.3. Printed visibility materials of the Association (advertisements, leaflets, posters... 2,500 units)
- 4.4. At least 36 articles, releases and interviews on the activities of the Association published in B&H Media over a period of one year

The sources of verification for these indicators are: Leaflets and other print materials, web-site, copies of newspaper articles, audio and video materials, regular reports on Association's activities.

**Result 5. Increased number of members of the Association in both B&H entities** shall be measured through the following indicators:

- 5.1. A 20% increase of the number of members of the Association in both B&H entities, over a period of 15 months.
- 5.2. Defined rules and procedures for admission of new members (in accordance with local legislation and regulation on the work of associations)
- 5.3. Developed list with at least five service activities/services for the members of the Association

5.4. An increase of the number of members from the current 0 to 80 in the areas where we have no members at this moment: western and eastern Herzegovina, the area of Brcko and Bijeljina...

The sources of verification for the listed indicators are: Membership registry, the Book of Rules and Procedures for Admission of New Members, brochure with a list of services offered by the Association.

#### 1.10 Relevance of the Project:

**Relevance of the project for target groups 1 to 4** (1. B&H Society; 2. current government and centres that adopt decisions, media legislation, tax policies...; 3. media organizations - owners, managers and editorial bodies of media outlets; and 4. journalists and journalist profession in the widest sense of the word (regardless of whether they are members of journalists associations or not))

Project activities are directed towards the creation of a strong and united journalist association, the existence and strengthening of which is directly connected to the needs of the media community and environment in B&H. In Bosnia and Herzegovina there is still a strong **pressure on the journalists by local authorities and various political, and even criminal groups**, who wish to control the media or divert their attention towards topics and issues of interest to those groups. Parallel to the restrictions of the media freedoms coming from the politicians, as of late, there is increased incidence of **pressure on the journalists by the media owners** which are reflected through the economic pressure or direct meddling in the work of the journalists.

For instance the **Free Media Help Line** has registered, over the past 18 months, over 40 cases of violations of journalists' rights and freedom of public speech. Of that number, the majority of cases is related to pressure on the journalists and threats by the local politicians, policemen, businessmen, sports managers (14 cases), violations of labour rights of journalists (12), insults of journalists and media on ethnic basis, confiscation of TV equipment... The public reactions of our Association and the free legal assistance provided by the Free Media Help Line (**one of the projects inside the Association**) helped protect the journalists and solve their problems. Therefore, the need for existence of a strong journalist Association which will oppose and hold its ground towards the local authorities and all forms of violations of the freedom of speech is very important in these parts of the world, and remains one of the main requirements for strengthening of the media community and position of journalists in front of local authorities and media owners. The creation of strong and self-sustainable journalist association in B&H shall mean the establishment of a strong representative of the media and journalists (advocate of media and journalist interests) in front of the media owners, local authorities, political parties or any other organization that work in the field of media and journalists.

**Relevance of the project for target groups 8 and 9.** (8. "BH Journalists" Association; and 9. Management and managing bodies of the Association)

The Project provides that the members of the Association and the Board of Directors, as well as several leading figures from various media and geographic areas in B&H, should be trained in the field of implementation of strategies, organization management skills and greater transparency of operations. Having in mind that these are reporters that have previously rarely or never met with preparation of strategies or management of an organization, we should conclude that the goals of the project and the planned activities completely correspond to the needs of this target group.

Also, the other goals of the project (the increased income of the Association, improved communication with its members and transparent work of the Association) are relevant for the other levels of target groups – members of the Association and the Association itself, having in mind that the achievement of these goals leads directly towards the improved status of these target groups. So, for instance, the increased income of the Association, through signing of sponsorship agreements (at least two agreements over a period of one year) shall lead directly towards the strengthening of the Association and the creation of real conditions for its sustainability. Or, the increased number of services and discounts offered by the Association (free legal assistance through the Free Media Help Line, public transportation discount...), shall mean some new benefits that the Association brings to its members, which shall result in greater dedication of the membership to the mission of the Association.

## 2. DETAILED DESCRIPTION OF THE ACTIVITIES

Include the title and a detailed description of each **activity to be undertaken to produce the results**, specifying where applicable the role of each partner in the activities. In this respect, the detailed description of activities must not be confused with the plan of action under point 6.

In order to achieve the planned results, it would be necessary to implement the following activities:

**Result: 1. Prepared Strategic Plan of the Association;**

**1.1. Conduct a poll of the journalists**

The first step in the implementation of the development project of the Association shall be to conduct a poll among the journalists and other media employees and professionals on their education, the employment status in their respective media (full-time employment, part-time employment, volunteering, valid contract of employment...), the needs for additional education, the services they expect from the Association, the contribution they can make for the development of the Association and its activities... In addition to the existing members, the poll will include the potential members - at least 1,000 journalists in B&H. This activity should be completed by the end of November of 2005. (see *Budget Line 1.1; to the total of EUR: 0*)

**1.2. Project development training by Press Now project manager**

Under this activity, the Press Now project manager shall assist the General Secretary of the Association in the preparation and drafting of application for Development Project of the Association, as well as project implementation and supervision of its success. To implement this activity it would be necessary to engage a Press Now project manager for 4 days in 2005 and 4 days in 2006. (see *budget line: 3.10.*)

**1.3. Creation of Association Database**

The results of the poll (activity 1.1.) shall be used to create a "database" with detailed structure of membership (gender, age, educational...), their employment and professional status in the media, the needs for education and professional improvement, expectations from the Association.... The "database" shall be established as a "permanent resource" of information for the management of the Association in terms of planning of various activities, services and events of interests to the Association and the members themselves. Also, the "public data in the database" shall be available for planning of other activities inside the media community in B&H. The database shall be completed by the end of November 2005, and will be continually updated with new information. The information in the database related to the needs of the members and their expectations from the Association shall be used in the process of strategic planning as a form of brainstorming to determine the strategic directions of Association's activities. (see *Budget line 1.5., of EUR: 1.000*)

**1.4. Engagement of external consultant and preparation of draft-Strategic Plan**

In cooperation with Press Now, a consultant shall be selected to work with the Project Manager (the Secretary General of the Association) on the preparation of the draft-Strategic Plan and other necessary documents for the development of activities on service and organization levels, and which should ultimately contribute to the creation of foundation for self-sustainability of the Association. The consultant should be engaged for a period not exceeding 10 full working days. (4 days in 2005 and 6 days in 2006). This period includes two visits to Sarajevo, work with the Secretary General on the definition of the draft-Strategic Plan, one meeting with the members of the Board of Directors of the Association and online consultations (mail, phone...). The start of the work with the consultant is planned for December 2005. (see *Budget lines 3.10., EUR: 3.500 and 3.1 and 3.2, EUR: 1.600*)

**1.5. "Brainstorming" – for collection of proposals and suggestions for the Strategic Plan**

This activity shall be organized in the form of one-day meeting with the 15 members of the Board of Directors, two leaders of regional offices in Banja Luka and Mostar, and five activists of the Association - future leaders of local offices and sections. The workshop shall be organized as an interactive workshop designed to define the mission and vision of the association, and provide proposals for the strategic plan and future activities. The "brainstorming" meeting of the Board of Directors should be held in the beginning of December 2005. (see *Budget line 1.14. - the segment related to Press Now amounts to EURO: 500*)

**1.6. Preparation of Strategic Plan and Transfer of Knowledge to the members of Board of Directors and Association Activists**

The Strategic Plan shall be prepared by the Secretary General of the Association, with the support by the Consultant. After the Strategic Plan is prepared, a one-day meeting will be held with the Board of Directors, the leaders of the regional and local offices, with the goal to introduce them to the contents of the Strategic Plan, the activities for its implementation and the resulting obligations. This activity should be completed by March 1, 2006, at the latest. (see *Budget Line 1.14. – segment related to the Press Now funds; EURO: 500*)

**Result: 2. The management and the members of the Board of the Association are trained in quality and transparent management of the Association;**

### **2.1 Two-day training on management and managing of the Association**

This activity should contribute to the education of the members of the Board of Directors and professional staff of the Secretariat of the Association on the principles of good management of an association, human resources management, adaptation to environment, exchange of information, responsibility. The training shall be organized in cooperation with the "Izbor Plus" organization from Sarajevo, which has the expertise to conduct training for associations and NGOs and has extensive experience in the field. The management training should be organized in Banja Luka, by the end of March 2006 at the latest. (See Budget Lines from 3.3. to 3.7.; Of EUR: 8.900)

### **2.2 Prepare and adopt the Rules and Procedures for Quality and Transparent Work of the Association**

This activity includes the preparation of systemizing of positions in the Secretariat of the Association, ToRs for the employees of the Secretariat, the members of the Board of Directors, the leaders of regional and local offices, as well as the members of the Journalist Council of Honour. Also, under this activity, it will be necessary to prepare the rules of financial and narrative reporting, exchange of information and contacts with the members, the rules of official travel, work with donors, etc. This Activity should be completed by the end of February 2006. (see Budget line 1.16; of EUR: 0)

### **2.3. Session of the Board of Directors – Adopting the Rules and Procedures**

The members of the Board of Directors should adopt the Rules and Procedures for Transparent Work of the Management and Managing Bodies of the Association; the systemization of jobs and positions in the Secretariat, and job descriptions. This activity should be completed by the start of March 2006. (See Budget Line 1.14; segment related to Press Now contribution of EUR: 500)

**Result: 3. The growth of income of the Association in the period of 15 months and growth of its proportional participation in the planned annual budget;**

### **3.1 Two-Day Workshop on Fundraising**

This activity should be implemented in the form of two-day workshop that would introduce the participants to the basic techniques and methods of fundraising, the transfer from donors' funds to other sources of financing, i.e. diversified sources of financing of the Association. The training should include the employees of the Secretariat of the Association, a number of members of the Board of Directors, as well as representatives of regional and local offices. The **trainers of the "Izbor Plus" organization** should provide the lectures at the training. The organization of this training should help with the development of fundraising knowledge and skills of the members of the Secretariat and the Board of Directors, which would result later with their involvement in the preparation of the Business Plan of the organization. This activity shall be completed in April 2006. (see Budget Lines from 3.3. to 3.7.; to the total of EUR: 8.900)

### **3.2 Preparation of the Business Plan**

The Business Plan shall be prepared in cooperation with the economic consultant from USAID Media. This activity shall reflect in no way or manner on the Budget of this Project, having in mind that USAID Media shall finance its own consultant. The Business Plan of the Association should be prepared by the beginning of March 2006.

The Business Plan and all the documents related to fundraising (the Rules and Procedures for work with the donors, sponsorship and partnership agreements, the membership fee criteria, etc.) should be adopted at the session of the Board of Directors to be held in the beginning of March 2006. (see Budget line 1.14., of EUR: 2.500)

### **3.3 Preparation of a list of potential sources of financing for the activities of the Association**

Organize a survey of interest of public and private companies and other organizations to establish cooperation and partnership with the Association. This activity shall be implemented through "one on one" interviews which will be conducted by the Members of the Board of Directors, the President of the Association and the General Secretary. The List shall be prepared by the end of February 2006. (see Budget line 1.15; of EUR: 0)

### **3.4 Adopting Rules and Procedures for Work with Donors and Potential Sponsors and Partners**

This activity shall be performed by the Secretariat of the Association and shall include preparation of Rules and Procedures for Work with Donors, Public and Private Sector and Local Authorities with the aim to secure diverse sources of financing for the Association. Also, this framework shall provide the basis for the preparation of draft-Sponsorship/Partnership agreement for the future sponsors and partners, with precisely outlined roles, interests and obligations of the parties of the agreement. This Activity should be completed by the end of April 2006, when the signing of agreements with sponsors and partners should take place, according to plans. (see Budget line 1.15., of EUR: 0)

### **3.5 Adoption of Membership Fee Criteria**

The criteria on the amount of the annual membership fee shall be based on the salaries of the members of the Association, as well as the category of membership, as defined by the Statute of the Association. The average annual membership fee should amount to no less than 50 EUR. The mechanisms for collection of membership fee should be tied to the issuance of membership ID card, provision of various services and benefits – the member who failed to pay his membership fee should not be entitled to any services or benefits. The criteria for collection of membership fee should be prepared by the end of 2005. (see Budget Line 1.15; of EUR: 0)

### **3.6. Develop the Criteria and Necessary Documents for preparation and organization of the "Days of B&H Journalism" fundraising event**

This manifestation should be developed as a marketing event that will provide the journalists and the media with an opportunity to present their works created during the previous year. Also, this event may provide an opportunity to discuss issues important for the media and journalists in B&H, as well as an occasion to meet the business partners, local authorities representatives, civil society organizations. The funds necessary to prepare and organize the event should be secured from two sources: The preparation of criteria and rules of manifestation – from the internal funds of the Association, while the event itself should be covered by sponsors and patrons. The deadline for preparation is March 2006, for when a public competition for best works by B&H journalists shall be announced. The event itself should take place in July 2006. (see Budget Line 1.16, of EUR: 300)

Result: **4. Improved communication between members and improved public image of the Association;**

### **4.1 Regional Organization of Members**

The manner in which the Association was established and the circumstances in which it works, demand a very subtle regional organization of its members and use of all diplomatic methods to harmonize the internal differences and divisions. In that context, it is necessary to alleviate the leadership position of Sarajevo and the Central Office of the Association through regional organization of members: Through the establishment of two regional offices in Mostar and Banja Luka, as well as five (5) local offices in other parts of B&H. The activities of the regional and local offices should be based on the general programme of the Association, but would also deal with regional problems of journalists and media, and improvement of extremely bad working conditions for the media in smaller communities. The regional and local offices of the Association would be "physically" located in some of the local media, would not have the status of separate "legal entities" and would work within the auspices of the Association, with independence in the creation of their specific activities. The regulation of the establishment and the work of the local offices shall require the preparation of a special Rules and Procedures, and five local offices are planned to be established (Tuzla, Zenica, Brcko, Doboje and Bihać). The work of the local offices shall be financed from the Budget of the Association). (See Budget lines: 1.8; 1.9; 4.8; and 4.9; Of EUR: 12.450)

The Project includes regular meetings of the members of Regional and local offices, so that four one-day meetings are planned annually in the regional offices in Banja Luka and Mostar, as well as four meetings annually in each of the five local offices. (See Budget Line 1.2 and 1.3; of EUR: 3.600)

### **4.2. Redesign of the Association Web-site**

Having in mind that the web-site of one of the founding associations is already online (see: [www.nupn.ba](http://www.nupn.ba)), it is necessary to re-design the site, change its domain and name, and fully adapt it to the needs of the "BH Journalists" Association. Since we intend to use this web-site as a "communication channel" for our members, the web-site shall be designed in a manner that would make available to the members the following contents: Reports on all activities, projects, actions, public and press releases, information on our membership, the public information in the "database", online form of application for membership in the Association... Having in mind that Free Media Help Line is active under the auspices of the Association, the web-site will also offer information on the activities in the area of legal protection and assistance for the journalists, as well as online form for reporting of cases of pressure on the journalists and violations of their rights. The re-design of the web-site should be completed by the end of October 2005. (see Budget line 1.6., of EUR: 724)

### **4.3. Prepare and print promotional materials of the Association**

To provide for an effective public presentation of the Association, as well as to improve the communication with current and future members, potential donors and partners, we planned to create the visual identity of the Association and print promotional materials. We have already designed the Logo of the Association, which has been registered and protected at the Institute for Intellectual Property in Sarajevo. By the end of this year (2005), we plan to design and print: Posters (1,500 units), leaflets (1,000 units) which will be distributed all over B&H and in the 10 informative meetings with journalists in all parts of B&H. (See Budget Lines from 1.3. to 1.4; Of EUR: 5.250 EUR)

### **4.4. Prepare the PR Strategy of the Association**

The "BH Journalists" has been very active in the public affairs in B&H in the past year, through a series of public and press releases, statements, media appearances, seminars and public events it has organized.

These appearances were created by the management of the Association and, in majority of cases, initiated by the Secretary General. The public reactions and appearances met with significant response in the public and have resulted in the good and positive image the Association has in the public. It is necessary, however, to create serious and sophisticated public appearances that will maintain continuity and reflect clear views and positions on matters of concern to the media community and the current social affairs. Also, we need to create diverse methods of public appearances that will not be reduced solely to press releases and/or radio and TV appearances, but could include advertising in the media, organization of various events, actions, protests, peace-walks in B&H cities and townships (for instance, on May 2, the International Day of the Freedom of the Press). Practically, by beginning of May 2006,

a quality PR strategy should be prepared that will be able to impact the public image of the Association. (see Budget line liniju1.18., of EUR: 0)

#### **4.5. "E-Novinar" Newsletter**

The "E-Novinar" would be the electronic version of the newsletter of the Association, with an overview of all monthly activities, interesting news from media life, it would announce the planned events, offer reports on the implementation of projects, news on

The activities of the Press Council, RAC, professional media institutions; articles that will bring up the current journalistic dilemmas and problems in B&H. "E-Novinar" would be published monthly, distributed by e-mail and posted on the "BH Journalists" web-site. Having in mind that funds for the launch and publication of "E-Novinar" were secured in the Budget of the Development Project for the whole of 2006 (see Budget line 1.7; of EUR: 5.400), that period of time shall be used to explore the possibilities for self-financing of "E-Novinar", through sponsorships and partnerships with the media. This activity would become one of the "fundraising" activities of the Association.

#### **4.6. Annual Assembly of the Association**

The goal of this activity is to provide annual evaluation of the work of the Association, its progress in the implementation of the Plan of Activities and the improvement of status of media community in B&H, as well as to adopt the key decisions and documents necessary for the work of the Association, such as: Annual Programme of Activities and Financial Plan, adoption of reports on operation and activities: Narrative and financial reports, review of letters and requests submitted to the Assembly, confirmation of decisions adopted by the Board of Directors, etc. Also, the Annual Assembly is an opportunity to conduct detailed analysis of the problems faced by the Association and its members, to determine the key directions for future action and select the new tactics to establish the Association as professional and self-sustainable journalist association. Over the coming period (15 months), two Annual Assemblies are planned to take place – the first by the end of 2005, and the second in December of 2006. (see Budget Line 1.11; of EUR 6.000)

#### **4.7. Meetings of the Board of Directors**

Over the period of 15 months, 10 meetings of the Board of Directors are planned: Two meetings will be dedicated to the preparation of the Strategic Plan and adoption of key documents of this development project, while the other meetings will be directed at finding solutions to technical and other current issues related to the functioning of the Association. The meetings will be held in Sarajevo. (see Budget line 1.14., of EUR: 2.500 )

#### **4.8. Press Conferences and Public Reactions**

This activity will proceed over the whole year and will be implemented in two directions: The first includes public releases and reactions on a variety of events and developments related to the media community in B&H and the world, as well as reactions on violations of journalists' rights and freedom of public speech, while the second shall include press conferences organized to inform the public about the views, activities and actions of the Association. Having in mind past experiences, over the coming 15 months we plan to organize 8 press conferences, while the number of public reactions and appearance is hard to predict at this time. (see Budget line 1.18; of EUR: 960 )

**Result: 5. Increased number of members of the Association in both B&H entities.**

To achieve this result (with the indicators – 20% increase of number of members of the Association in both B&H entities over a period of one year - it would be necessary to create the conditions for improved quality and number of services offered to the members of the Association, and organize a number of informative meetings with journalists all over B&H. We planned the following activities:

#### **5.1. Organize 10 informative meetings**

The meetings shall be organized in various cities and townships in B&H and shall be used to introduce the media representatives and journalists to the activities of the Association, the services it offers to its members, as well as the measures the Association plans to take to improve the status of journalists and working conditions for media and journalists. The meetings shall also be used to collect information on the needs of the members, their proposals for improvements of the work of the Association, etc. The Meetings shall be held over a period of three months (November 2005 to February 2006), in the following cities and townships: Trebinje, Brcko, Dobo, Bosanska Kostajnica, Ljubuski, Zvornik, Gorazde, Odzak, Prijedor, Livno. (see Budget line 1.2., of EUR: 3.000)

#### **5.2 Improve the Activities of Free Media Help Line**

Since January 1, 2004, the Free Media Help Line (FMLH) is active within the framework of the Association.

This project provides free legal assistance to the journalists and education on journalists rights. Over 500 journalists have passed through the education seminars, and direct legal assistance was provided to about 100 journalists whose rights were violated in various manner. The FMHL is financed from the funds provided through the CARDS –EC, and will finish on November 30, 2005. We believe that it is necessary to maintain and improve FMHL and its services over the coming 15 years, to provide legal advise and assistance to the journalists that were exposed to different forms of pressure by the local politicians, media owners, or any other person or entity. Also, during the implementation of the Development Project, a strategy for sustainability of this service of "BH Journalists" will be prepared, through creation of partnerships or agreements with barrister offices or bar associations, as well as the national funds for free assistance. The institutions could help secure the self-sustainability of FMHL both with expert assistance or financial support. The engagement of Press Now is important, having in mind that FMHL should remain one of the important services that the Association can offer to its members. (see Budget line 1.8., of EUR: 5.400). It was planned that the future activities of FMHL are managed by the "Media Specialist", for whom a salary of 1,000 EUR (with taxes) is planned. The Press Now support should cover 2 salaries over the period of 15 months. (See *Budget Line 2.4.*)

### **5.3. Prepare draft-Collective Agreement for Media Employees**

The journalists in B&H lack a collective agreement on national level, nor a specified evaluation of journalists' work. The issue of employment status is a problem that could easily rally all journalists in B&H, and its solution should contribute to the rising reputation of the Association and increased membership. Therefore, over the next period of time, one of the activities of the Association designed to improve the status of journalists shall include the preparation of a draft-Collective Agreement which will be later submitted for adoption to the local Government, the trade unions, the association of publishers and media owners. The preparation of the collective agreement shall be preceded by an analysis of the data on the employment status of the journalists, acquired through the poll conducted at the beginning of the implementation of development project, which are stored in the Association "database". These activities shall be implemented with expert and financial support by the Friedrich Ebert Stiftung (Foundation), so that it won't present any burden on the Budget of the Association. (see Budget line 1.18., of EUR: 0)

### **5.4. Prepare and sign partnership and sponsorship agreements with various public and private companies**

After a survey of the existing interest with private and public companies, governmental institutions and media organization to create partnerships and sponsorships with the Association (see Activity 3.3.), and a list of potential partners is created, the Association will proceed to prepare and sign concrete agreements with the interested entities. We aim to establish partnership relations with transportation companies, Retirement and pension funds, insurance companies, telecommunication operators, computers companies, travel operators and tourist organizations... We plan to sign at least five agreements that should provide various discounts for the members of the Association. (see Budget line 1.19., of EUR: 0)

### **5.5. Apply for Membership in International Federation of Journalists (IFJ):** The full membership in the IFJ is

Important for two reasons: Because of the international reputation of "BH Journalists" and its inclusion in global journalist and media activities, as well as to secure international protection and benefits offered by the possession of IFJ membership card. This last point (the IFJ membership card) is important for B&H journalists in terms of travel outside of B&H, having in mind that IFJ membership card is considered to be "a journalist passport". The official application for full membership in IFJ shall be sent to Brussels by the end of November 2005, and the review of the Association's application should be reviewed for approval in December of this year.

The following persons shall be engaged on the implementation of the project activities:

**1. Project Manager, Borka Rudic**, who is also the Secretary General of the Association. Her obligations include: Preparation of project proposal; preparation, implementation and supervision of activities; work with the consultant; preparation of workshops and meetings; writing Strategic and Business Plan; preparation of Rules and Procedures of the Association; report on progress of implementation of project; monitoring of activities and evaluation of the project; supervision of financial management... The Secretary General shall also be responsible for the development of other ideas and projects of the Association; organization of various events, conferences; public action; representation of the Association in B&H and abroad; drafting of press releases; preparation of documents for the Association, reports, etc. For these tasks and responsibilities, a monthly salary (with taxes) of EUR: 1.251 is proposed – the Press Now funds should cover 6.5 monthly salaries. (see *Budget Line 2.1.*)

**2. Administrative Assistant Aida Poricanin**, who will be engaged on administrative operations related to the implementation of the Project: Maintenance of daily administration; contacts with members of the Board of Directors, leaderships of regional and local offices; technical preparation of meetings, workshops and annual Assembly; contacts with the media; distribution of materials on activities of the Association; writing reports and minutes from meetings; updating of the web-site; preparation of various legal and statutory documents necessary for proper functioning of the Association; coordination of activities with Project Manager, financial assistant and accountant; book-keeping... For her engagement, a monthly salary (with taxes) of EUR: 869 is proposed (see *Budget Line 2.2.*)

**3.Part-time Financial Assistant – Nives Trifunovic:** This position shall be responsible for the following tasks: Planning of weekly and monthly costs; registry of bills and invoices and preparation of payments (payment orders); reporting on expenditures on individual activities on weekly and monthly levels; contacts with the Bank and cooperation with the Accountant; keeping the books on collection of membership fees; preparation of individual activities' budgets; in cooperation with the Project Manager, preparation of financial report for the donors... (see *Budget Line 2.3.; of EUR: 687*)

**4.Media Specialist** – The job description for this position includes contacts with journalists whose rights have been violated; registration and investigation of individual cases; in cooperation with a lawyer (to be engaged on contract) seeking legal remedy and other instruments to assist the journalist. Also, the Media Specialist shall be responsible for monitoring of the media, media legislation and activities of local bodies and institutions in that area; establishment of cooperation with civil sector and organizations active in the field of protection of freedom of speech in B&H and the world; development of new ideas and projects within FMHL and the Association; preparation of reports on FMHL activities; drafting press-releases and informing the public on FMHL activities and attacks on the journalists, etc. For this position, we still don't have a name of the person – there is the possibility to continue the contract of the FMHL Media Specialist, expiring on November 30, 2005. Whether the Contract will be continued or a competition shall be opened for a new person, shall depend on the decision of the Board of Directors of the Association. (see Budget line 2.4., of EUR: 1000, monthly)

**5.** The positions of **Accountant (Ahmo Vlahovljak)** and **Janitor (Majda Tesic)** are also necessary for the normal functioning of the Association. In addition to the position of Financial Assistance, the engagement of certified accountant is necessary in the preparation of semiannual and annual reports for the local financial authorities, as well as in terms of implementation of local financial legislation. The Accountant and the Janitor shall be engaged for 2 hours per day. (see *Budget Line 2.5 and 2.6; of EUR: 450 monthly – the listed amount is with taxes included*)

### 3. OTHER ORGANIZATIONS

Where applicable, describe the level of involvement of other organizations in the project & the reason for the role of each partner.

Two other media organizations will be included in the implementation of this development project: **The Norwegian Peoples' Aid (NPA)** - Belgrade Office and **USAID Media** from Sarajevo. Also, a part of the development project (the drafting of collective agreement for journalists) shall include the **Friedrich Ebert Stiftung (Foundation)**.

**The NPA** support to the sustainability of the project is directed, above all, to the activities of the **Free Media Help Line**, which includes provision of direct legal assistance to the journalists, their protection in cases of threats, pressure or violations of journalists' rights. Also, NPA will cover parts of operative costs and salaries for the employees. The Agreement on Support for Free media Help Line was signed, and will cover activities between November 1, 2004 and May 1, 2006.

The **USAID Media** shall be involved in the development project in two ways:

**1.)Consultant services** in the segment of financial operations – review of all financial documents, analysis of financial operations and money flow, as well as recommendations for good financial operations and reporting. The USAID Media Consultant shall also assist the Project Manager in the drafting and writing of the **Business Plan**.

**2.)Strengthening of the Association** through **increased number of members, creation of quality organizing structure and improved image of the Association among the journalists and the general public**. This practically means that USAID Media shall support the organization of meetings with journalists and potential members of the Association in 10 cities in B&H; assist the functioning of regional and local offices; preparation and printing of promotional materials; organization of Annual Assembly, etc.

The involvement of USAID Media in the implementation of the Development Project shall continue during the whole period of implementation.

**The German foundation Friedrich Ebert Stiftung** – office in Sarajevo, shall be included in the work of the Working Group for preparation of draft-Collective Agreement for Journalists in B&H. The activities shall be implemented in the period from January 1, 2005 to December 31, 2006, having in mind that a complete project needs to be prepared, to include the following: Analysis of employment and labour rights of journalists in B&H; legal framework for protection of media employees; preparation of the draft-Collective Agreement and setting the minimal journalist salary; lobbying with the media owners to accept the agreement and the public campaigning; and, ultimately, the signing of the collective agreement with the publishers' association (in the process of establishment), employers in electronic media, trade unions and the Government. The Friedrich Ebert Stiftung foundation shall, in cooperation with the management of the Association, prepare a complete

project for the activities listed above.

## 4. MONITORING & EVALUATION

Describe the procedures for monitoring & evaluation

**The Monitoring** of all activities proposed by the Development Project of the Association shall be conducted by the Secretary General, on **monthly and weekly levels**. All the details of the monitoring shall be presented in regular **monthly, semiannual and annual reports**. Also, reports shall be made on all key individual activities proposed by this Project.

The success of the project shall be measured on the basis of proposed indicators. The final evaluation shall be conducted on the basis of evaluation in the following areas: **Efficiency, effectiveness, impact/effects of the project, project relevance, sustainability, Association management, strategic partnerships and capacities** of the Association.

The country coordinator of Press Now will do the monitoring and the evaluation of the interim and final reporting and through regular visits to the region.

## 5. POSSIBLE RISKS & CONSTRAINTS

There are **two types of risks** for the successful implementation of the project. First of all, there are **external factors - 1) political situation in B&H**, which gains in radicalization over the past half a year, and which will become even less favourable to the media, having in mind that the General Elections are scheduled for 2006, which means the increased pressure, threats and attacks on journalists and media; 2) **Economic situation** shall also remain unfavourable for the work of the media and journalists, having in mind that 17% VAT on the media shall enter into force in January 2006, which will lead to termination of some media and lay-offs of journalists and other media employees and professionals.

**Internal factors** shall also bear on the successful implementation of the project: 1) **divisions among media and journalists**, even the existence of "warring" parties that has important influence on the professional relations and solidarity among journalists; and 2) **motivation of members of managing bodies and general membership of the Association** to fulfil their obligations, having in mind the weak past involvement and activism of members of journalist associations in the work of professional associations.

## 6. TIME SCHEDULE & PLANNING

Note: The (indicative) Activity Plan should not provide detailed descriptions of activities, only their titles as mentioned in sections 2. Please mention actual months. If there are any months without activities, please also include them in the activity plan as well as in the total duration of the project. Also bear in mind to build in a sufficient buffer period in order to cope with unexpected delays in the implementation.

The Activity Plan should be sufficiently detailed to give an overview of the preparation and implementation of each activity.

The Activities mentioned in Section 2 of this Project shall proceed in accordance with the following plan: of Project application

	Activity	Time	Start / The End	Place
1.1.	<b>Poll</b>	1,5 months	15.9. – 1.11. 2005.	B&H
1.1.1.	Analysis of the Poll / Conclusions	15 days	1.11. – 15.11.2005.	Sarajevo
1.1.2.	Presentation of results (web, press release...)	5 days	By November 20, 2005	Sarajevo
1.2.	<b>Project development training by Press Now project manager</b>	8 days	During project period	Sarajevo/ Amsterdam
1.2.1.	Project development training		During project period	
1.3.	<b>Members Database</b>	20 days	10.11. – 30.11.2005.	Sarajevo
1.2.1.	Creation and preparation of Database	15 days	By November 25, 2005	Sarajevo
1.2.2.	Posting Database on the web-site	5 days	By November 30,	Sarajevo

			2005	
1.2.3.	Development and updating of database, further analysis	Continuing activity	-	Sarajevo
<b>1.3.</b>	<b>Consultant Engagement</b>	10 working days	15.11. 2005. – 1.2.2006.	Sarajevo/Amsterdam
1.3.1.	First visit of consultant to Sarajevo	2 working days	Around November 20, 2005	Sarajevo
1.3.2.	Consultant's meeting with Members of the Board	1 day	After November 20, 2005	Sarajevo
<b>1.4.</b>	<b>"Brainstorming" – preparation of draft-Strategy</b>	1 day	Start of December 2005	Banja Luka
<b>1.5.</b>	<b>Preparation of Strategic Plan</b>	2 months	December 2005/February 2006	Sarajevo
1.5.1.	Writing of draft-Strategic Plan	1 months	December 2005	Sarajevo
1.5.2.	Online consultations with the Consultant	3 working days	December 2005/January 2006	Sarajevo/Amsterdam
1.5.3.	Presentation of the first draft-Strategic Plan to the Members of the Board (online consultations with Board Members)	1 day	Second half of January 2006	B&H
1.5.4.	Adoption of Strategic Plan at a Meeting of the Board	1 day	Beginning of March 2006	Mostar
<b>2.1.</b>	<b>Training on Management</b>	2 days	March 2006	Sarajevo/Amsterdam/Travnik
2.1.1.	Preparation of programme of training by "Izbor Plus" trainers	3 days	February 2006	Sarajevo
2.1.2.	Harmonization of training programme with the consultant/online consultations	2 working hours	February 2006	Sarajevo/Amsterdam
2.1.3.	Implementation of training/evaluation/report	2 days	March 2006	Travnik
2.1.4.	Report by "Izbor Plus" organization and the Association	1 day	March 2006	Sarajevo
<b>2.2.</b>	<b>Rules and Procedures for work of the Association</b>	1 months	December 2005/February 2006	Sarajevo
2.2.1.	Preparation of system of jobs and positions and ToRs for Secretariat employees	3 days	December 2005	Sarajevo
2.2.2.	Preparation of ToR for the Board members, leaders of regional and local offices and Journalist Council of Honour	5 days	December 2005	Sarajevo
2.2.3.	Preparation of Rules and Procedures for official travel, financial and narrative reporting, work with donors, book-keeping and records management	15 days	January 2006	Sarajevo
2.2.4.	Online consultations with the consultant and Board Members on the ToR, rules and procedures	5 days	January 2006	Amsterdam/B&H
<b>2.3.</b>	<b>Adoption of Rules and Procedures – Board Meeting</b>	1 day	Beginning of March 2006	Mostar
<b>3.1.</b>	<b>Workshop on Fundraising</b>	2 days	April 2006	Sarajevo
3.1.1.	Preparation of programme of training by "Izbor Plus" trainers	3 days	Beginning of April 2006	Sarajevo
3.1.2.	Harmonization of training programme with the consultant/online consultations	2 working hours	April 2006	Sarajevo/Amsterdam
3.1.3.	Implementation of training/evaluation/	2 days	April 2006	Tuzla
3.1.4.	Report by "Izbor Plus" organization and the Association	1 day	April 2006	Sarajevo
<b>3.2.</b>	<b>Business Plan of the Association</b>	3 months	December 2005/February 2006	Sarajevo
3.2.1.	Estimation of financial and operational costs of the Association by USAID Media consultant	1 months	December 2005	Sarajevo
3.2.2.	Preparation of the draft-Business Plan	1 months	January /Februar2006	Sarajevo
3.2.3.	Consultations with the Press Now consultant (online)	1 day	January /Februar2006	
3.2.4.	Adoption of Business Plan at a Meeting of the Board	1 day	March 2006	Sarajevo
<b>3.3.</b>	<b>List of potential sources of financing</b>	2 months	January/February 2006	B&H
3.3.1.	Meetings with potential donors and sponsors	1.5 months	January/February 2006	B&H
3.3.2.	Drafting of the list of donors and diverse sources of financing	15 days	February	Sarajevo
3.3.3.	Adoption of the List at a Board Meeting	1 day	March 2006	Sarajevo
<b>3.4.</b>	<b>Rules for work with potential donors and</b>	2 months	March/April 2006	Sarajevo

	<b>sponsors</b>			
3.4.1.	Preparation of rules and procedures for work with donors	10 days	March 2006	Sarajevo
3.4.2.	Adoption of the Rules	1 day	March 2006	Sarajevo
3.4.3.	Signing of Agreements	1,5 months	March/April 2006	Sarajevo
<b>3.5.</b>	<b>Membership Fee</b>	10 days	November 2005	Sarajevo
3.5.1.	Preparation of criteria for collection of membership fee and development of collection mechanisms	5 days	November 2005	
3.5.2.	Adoption of the Criteria at a Board Meeting	1 day	December 2005	Sarajevo
<b>3.6.</b>	<b>"Days of BH Journalism" Manifestation</b>	In 2006	In 2006	Sarajevo
3.6.1.	Preparation of rules and criteria for organization of "Days of BH Journalism" manifestation	1 months	January 2006	Sarajevo
3.6.2.	Adoption of the rules at a Board Meeting	1 day	February 2006	Sarajevo
3.6.3.	Opening of Public Competition	1 months	March 2006	B&H
3.6.4.	Collection of works and Jury evaluation	2 months	April/May 2006	B&H
3.6.5.	Organization of the manifestation	5 days	June 2006	Neum
<b>4.1.</b>	<b>Regional organization of members</b>	Project period	2005 /2006	B&H
4.1.1.	Opening of Regional Office in Mostar	1 day	November 2006	Mostar
4.1.2.	Opening of Regional Office in Banja Luka	1 day	December 2006	B. Luka
4.1.3.	Meetings and activities of the regional centres	Project period	2005 / 2006.	B&H
4.1.4.	Establishment of 5 local offices	5 days	In 2006	B&H
4.1.5.	Meetings and activities of regional offices	Project period	1005 / 2006.	B&H
<b>4.2.</b>	<b>Web-site</b>	1 months	October 2005	Sarajevo
4.2.1.	Web design/preparation of materials	15 days	October 2005	Sarajevo
4.2.2.	Uploading of contents on the web	15 days	October 2005	Sarajevo
<b>4.3.</b>	<b>Promotional materials</b>	2 months	November/December 2006	B&H
4.3.1.	Design of posters, leaflets, brochures	1 months	November 2005	B&H
4.3.2.	Printing of promotional materials	15 days	December 2005	Sarajevo
4.3.3.	Distribution	15 days	December 2005	B&H
<b>4.4.</b>	<b>PR Strategy</b>	Project. Per.	2005 / 2006.	B&H
4.4.1.	Preparation of PR Strategy	1mjesec	April 2006	B&H
4.4.2.	Adoption of PR Strategy at a Meeting of the Board	1 day	May 2006	B&H
<b>4.5.</b>	<b>"E-Novinar" Newsletter</b>	Project period	2005 / 2006.	B&H
4.5.1.	Preparation of "E-Novinar" concept	1 months	November 2005	Sarajevo
4.5.2.	Adoption of the newsletter concept (online consultations with the members of the Board	2 days	End of November 2005	B&H
4.5.3.	Preparation and distribution of "E-Novinar"	12 months	2006.	B&H
4.5.4.	Preparation of concept of self-financing for the newsletter	2 months	October/November 2006	Sarajevo
<b>4.6.</b>	<b>Association Assembly</b>	2 months	2005 / 2006.	B&H
4.6.1.	Reporting Assembly	2 days	December 2005	Banja Luka
4.6.2.	Elections Assembly	2 days	December 2006	Kupres
<b>4.7.</b>	<b>Meetings of the Board of Directors</b>	Project period	2005 / 2006.	B&H
4.7.1.	Meetings of the Board of Directors	Project period	2005 / 2006.	B&H
4.7.2.	Meetings of the Journalist Council of Honour	As needed	2005 / 2006.	B&H
<b>4.8.</b>	<b>Public Appearance/Reactions</b>			
4.8.1.	Press Conferences	Project period	2005 /2006.	B&H
4.8.2.	Public releases, statements, comments...	Project period	2005 / 2006.	B&H
<b>5.1.</b>	<b>Informative meetings with the journalists</b>	3 months	November 2005/February 2006	B&H
5.1.1.	Organize 10 meetings with journalists and media	2,5 months	November 2005/February 2006	B&H
5.1.2.	Summary of results of the meetings/recommendations to the Board of Directors	10 days	February 2006	B&H
<b>5.2.</b>	<b>Free Media Help Line</b>	Project period	2005 / 2006.	B&H
5.2.1.	Solving cases of assaults and attacks on journalists	Project period	2005 / 2006	B&H
5.2.2.	Legal advise and legal assistance to the journalists	Project period	2005 / 2006	B&H

5.2.3.	Educating journalists on their rights	Project.perio	2005 / 2006	B&H
<b>5.3.</b>	<b>Collective Agreement for Media Employees</b>	Project period	2005 / 2006	
5.3.1.	Preparation of the draft-Collective Agreement	3 months	February/April 2006	B&H
5.3.2.	Public debate on the Draft	2 months	May/June 2006	B&H
5.3.3.	Negotiations with employers and the Government	2 months	September/October	B&H
5.3.4.	Adoption of the collective agreemen/signing	2 months	November/December	B&H
<b>5.4.</b>	<b>Agreements on discounts for journalists</b>	3 months	November/January 2006	B&H
5.4.1.	Meetings with public and private companies	2 months	November/December	B&H
5.4.2.	Signing of five agreements on discounts for journalists	1 months	January 2006	B&H
<b>5.5.</b>	<b>IFJ Membership</b>	Project period	2005 / 2006.	Sarajevo/Brussels
5.5.1.	Application for IFJ Membership	1 months	November/December 2006	Sarajevo
5.5.2.	Acceptance of "BH Journalists" for IFJ membership	-	In 2006	Brussels

## ROLE AND VISIBILITY OF PRESS NOW

Note: Describe the role that Press Now will play in the project and how this role will be made visible.

Press Now has the role of strategic partner in the complete implementation of this project, which shall serve as a test of a long-term partnership. The partnership starts with the joint writing of project proposal, through identification and engagement of appropriate consultant, all the way to monitoring and evaluation through the interim and final reports. All Press Now activities will be executed (are going to be executed by the country coordinator who, in this particular case, is at the same time a thematic coordinator for the media institutions (journalist associations, regulatory agencies, self-regulatory bodies and news agencies) at Press Now. The Logo of Press Now will be present on the "BH Journalists" Association web-site (with a link to Press Now site) and on all publications related to this development project.