

TWINNING PROJECT FICHE

List of Abbreviations

AVMU	Agency for Audio and Audiovisual Media Services
AJM	<i>"Association of Journalists of Macedonia"</i>
BC	Beneficiary Country
CA	Contracting Authority
CFCD	Central Financing and Contracting Department
CMEM	<i>"Council for Media Ethics Macedonia"</i>
CPC	Commission for Protection of Competition
EC	European Commission
EU	European Union
MIPD	Multi-Annual Indicative Planning Document
MRT	<i>"Macedonian Radio and Television"</i>
MTE	Mid-term expert
NPAA	National programme for the adoption of the acquis communautaire
OG RM	Official Gazette
OS	Operating Structure
PAO	Programme Authorising Officer
PF	Project Fiche
PL	Project Leader
PSC	Project Steering Committee
RTA	Resident Twinning Adviser
SPO	Senior Programme Officer
STE	Short-term experts
TAIB	Transition Assistance and Institution Building Component
ECHR	European Court of Human Rights

1. Basic Information

1.1. Publication reference: EuropeAid/ 137-305/IH/ACT/MK

1.2. Programme: Instrument for Pre-Accession Assistance (IPA) - National Programme for 2011 under IPA Transition Assistance and Institution Building Component (TAIB)

1.3. Twinning Number: MK 11 IB JH 02

1.4. Title: Freedom of Expression – Support to Media Reforms

1.5. Sector: Justice & Home Affairs

1.6. Beneficiary country: The Beneficiary Country¹

2. Objectives

2.1 Overall Objective(s):

The objective is to encourage and accelerate media reform, consolidate European standards focusing on media protection, professionalism and independence, improve the implementation of the media legislation by creating an environment for freedom of media, as well as to promote effective competition on the media market.

2.2 Project purpose:

The purpose is to increase the efficiency of existing regulatory mechanisms in the media sector, ensure respect for the code of ethics, improve the profile of the media community and industry, to improve implementation of European standards in the area of freedom of media and freedom of expression and increase public awareness about the issues related to media freedom protection and the importance of competition rules for proper functioning of the media markets. The purpose is also to build the skills of journalists and of editors regarding the new media environment and new media policies, as well as to improve the delineation of the competences among the different regulatory bodies to ensure functioning of the Media Ethics Council and to improve the quality of the Public Service Broadcaster.

2.3 Contribution to National Development Plan/Cooperation agreement/Association Agreement/Action Plan

Reference AP/NPAA / SAA / EP

The medium-term priorities in the 2014 NPAA include adopting secondary legislation in line with the two new laws: Media Law and Law on Audio and Audiovisual Media Services. The list of by-laws that should be adopted is extensive and among others it includes by-laws regarding changes in media ownership structure, transparency of the operation of media publishers (sources of financing, economic operation, ratings), protection of minors, European audiovisual

¹ As per Financing Agreement concerning the National Programme Transition Assistance and Institution Building – TAIB 2011 from the Instrument for Pre-Accession Assistance under the Transition Assistance and Institution Building Component – entered into force on 18 November 2012.

works, new commercial techniques, sponsorship, product placement, events of major importance, quotas for programs, defining locations for collection of the signal of the operators of public communication networks and providers of audiovisual media services on demand.

The scope of monitoring authority of the AVMU is widened to providers of audiovisual media services on demand, as a result of new competences posed by the new media legislation. Following the recent developments in audiovisual area, AVMU will draft Program for Media Literacy aimed at raising the level of media literacy, including technological access and protection of vulnerable groups.

The project is closely linked to the Information society and media priorities entailed in the **Accession Partnership** which call for reinforcing the independence and administrative capacity of the regulatory authorities for media.

Articles 94 and 95 of the **Stabilization and association agreement** foresee cooperation between the Beneficiary Country and the EU member states in the area of electronic communications and audiovisual policy. Article 94 - Cooperation in the audio-visual field "The Parties shall cooperate to promote the audio-visual industry in Europe and encourage co-production in the fields of cinema and television. The Parties will coordinate, and where appropriate, harmonize their policies on the regulation of content aspects of cross-border broadcasting, paying particular attention to matters relating to the acquisition of intellectual property rights for programmes and broadcast by satellite or cable."

The above mentioned co-operation will focus on the following priority areas:

- Policy development;
- Legal and Regulatory aspects;
- Institution Building required for a liberalized environment.

The Progress Report of 2014 in the area of audiovisual policy, noted the following: "The Laws on Audio and Audiovisual Media Services was adopted, in part in order to align national legislation with the Audiovisual Media Services Directive. Setting up the institutional framework required by the new law is underway and it remains to be seen whether these will function effectively in practice. Amendments to the law were adopted in July and September with only limited consultation with stakeholders. The renamed media regulatory authority, the Agency for Audio and Audiovisual Media Services, continued monitoring the content of programmes, media ownership and market concentration. It extended its monitoring activity to include regional television. There continue to be concerns about the fairness, objectivity and transparency of its approach. Its political and financial independence and that of the public service broadcaster is not yet firmly established"; "However, over the past year, there have been serious concerns about increasing politicisation of state institutions and government control over media, including in the context of elections as reported by OSCE/ODIHR"; "The situation on media freedom continued to deteriorate"; "The presidential and early parliamentary elections of April 2014 were assessed by the OSCE/ODIHR as efficiently administered, but affected by lack of separation between state and party activities and biased media reporting. Concerns about the blurring of state and governing parties are eroding trust in the public institutions"; "The situation on media freedom continued to deteriorate. Government influence on media output is exercised through, inter alia, state-financed advertising. There is a scarcity of truly independent reporting and lack of accurate and objective information being made available through mainstream media to the public, and a lack of informed public debate"; "There are serious concerns about government control over public institutions and the media"; "OSCE/ODIHR media monitoring showed that

the majority of monitored media, including the public broadcaster, was biased in favour of the ruling party, and that the media often failed to distinguish between the coverage of officials in their capacity as ministers and as candidates"; "The situation as regards freedom of expression continues to be highly problematic. This is in spite of the introduction of comprehensive new media legislation at the end of 2013, following extensive public consultations and advice from international organisations. There is indirect state control of media output through government advertising and government-favoured (and favourable) media outlets. The public broadcaster does not fully play its role as the provider of balanced and informative media content, and its political bias was noted by OSCE/ODIHR during both this year's and last year's elections. This results in a scarcity of truly independent reporting and a lack of accurate and objective information being made available to the public by the mainstream media. Poor journalistic standards and ethics contribute to the situation. A positive development has been the establishment of a self-regulatory body, set up in December 2013 by media actors themselves. This should be supported in order to become operational as soon as possible. In September 2014, the government made data on government advertising, including partial figures, publicly available; however it is still unclear which media outlets are the primary beneficiaries of such campaigns and according to what criteria public funds are disbursed. Defamation actions continued to be raised by journalists against other journalists (highlighting the low level of solidarity within the profession), by politicians against journalists (creating a chilling effect on the freedom of expression) and by politicians against other politicians (in the place of open public debate). Court judgments upholding claims of defamation have been relatively low in number and have been relatively conservative in their award of damages; however there are exceptions, including cases involving public figures. This sends a damaging message, both as regards the freedom of expression and the impartiality of the courts. Non-judicial means for resolving such cases should be developed and strongly promoted by the government and by journalists and public figures should lead by example"; "The Agency for Audio and Audiovisual Media Services issued 18 banning orders to broadcasters to prevent further violations of copyright and neighbouring rights"; "In the area of freedom of expression and the media, a new Law on Media entered into force in December 2013, regulating basic obligations, protections and freedoms relating to the media. The widespread use of defamation actions continues to impinge on the freedom of expression. Since the decriminalisation of defamation in late 2012, around 580 civil defamation claims have been raised in the courts, including against journalists and by politicians against other politicians, sending a negative message to the public and media alike. Many court actions are initiated and then subsequently dropped, raising concern about defamation actions being used as a means of exerting pressure. Both the Law on Civil Damages for Insult and Defamation and the new Law on Media contain negligible provisions for non-judicial remedies such as the right of reply or correction. Alternative mechanisms for solving these kinds of disputes need to be developed and promoted, in order to improve the media culture. Labour rights are still inadequately enforced in relation to media outlets, also contributing to the continuing problem of self-censorship. As regards public advertising, the transparency provisions in the Law on Audio and Audiovisual Media Services should be respected in full and greater care needs to be taken to ensure that public funds are used to provide information of genuine public interest, rather than to promote government activities. A self-regulatory body was established in December 2013 by media actors themselves, in the form of the Media Ethics Council, run by a seven-member board with broad representation of the media, media associations and the public, but it has yet to become operational and start considering complaints from the public. Investigative reporting is still weak and needs to be fostered through continuous education and training of journalists, including exposure to best practices in other countries. There were no reported incidents of violence against journalists in the reporting

period. The media currently plays a negligible role in investigating and exposing corruption and organised crime".

Reference to MIPD

The MIPD 2011-2013 states that freedom of expression in the media is crucial in a modern European democracy.

This project will provide a substantial contribution to the national effort for strengthening the freedom of the media by joint implementation by the media regulation authority (AVMU and CPC), self-regulatory mechanisms (CMEM, AJM) and the public broadcasting service (MRT)

Link with national/ sectorial investment plans

- Law on Audio and Audiovisual media Services;
- Law on Media
- Law on Electronic Communications;
- "*Law on Macedonian Broadcasting Enterprise*";
- National Strategy for Development of the Broadcasting Sector 2013 – 2017;
- National Strategy for Development of Information and Communication Technologies;
- National Broadband Strategy.

3. Description

3.1 Background and justification:

The AVMU adopted guidelines on promoting media pluralism, on enforcement of sanctions, and on fair competition in the media sector. Furthermore, it improved its capacity for monitoring of content and oversight of media ownership and concentration and such efforts need to continue.

Given that media independence and pluralism as prerequisites and major factors of democratization, the freedom of the media has been identified in the enlargement strategies as one of the main priorities to be addressed by IPA.

Even though the country has made significant efforts in developing an effective legal framework for media, additional efforts are required to cement a culture of independence and sustainability in the media sector. Further effort is also required to consolidate professional structures and to raise professional and ethical standards in this area. In this respect it is expected that this project will further support the development of strengthened, free, independent media in the country, thereby contributing to heightened pluralistic democracy.

The Reporters Without Borders' press freedom index (201), ranked the country as 123th on a scale of 180 states while the Freedom House Report 2015 ranked the country as 125th on a scale of 199 states.

The adoption of the media legislation in December 2013 represents important step toward full reform of the media sector in line with the European standards. However, it remains to be ensured that the laws are fully aligned with the EU's Audiovisual Media Services Directive. This project will hence focus on **exchange of knowledge and best European practices** regarding media freedom protection, transparent media ownership, higher media independence, proper implementation of the competition rules, as well as on further capacity building of the relevant bodies/institutions, including AVMU, CPC, AJM, CMEM, and MRT.

The legislation establishes the **Agency for Audio and Audiovisual Media Services** (AVMU) as an independent non-profit regulatory body, with public competences and authority in the field of broadcasting activity defined by the Law on Audio and Audiovisual Media Services (Official Gazette of RM" No. 184/13, 13/14, 44/14,101/14).

In the organisational structure of AVMU there are seven sectors: Programme Sector, Sector for Legal Issues, Sector for Technologies and Informatics, Sector for Research and Strategic Development, Sector for European and International Affairs and Public Relations, Sector for Protection of Author's and Related Rights and Fight against Piracy, Sector for Financing and Accounting and the Secretariat.

The regulator's vision and policy for development of the broadcasting activity are articulated in the national strategies – the first Strategy for development of the broadcasting activity was adopted in 2007, covering the period 2007-2012 and the second one covers the period 2013-2017.

The legal framework on ownership and illicit media concentration in general is adequate. However, the best European practices in implementation of the respective rules should be taken into consideration in order best model regarding these issues to take place in the Beneficiary Country. In this area, the AVMU cooperates with CPC. However, AVMU will need further expert support in strengthening its capacities for tracking the ownership structure and determining illegal media concentration in the new converged markets, by enhancing the know-how capacities of the members and the staff of AVMU.

Content monitoring is enabled by recording the programs of the broadcasters. Content monitoring should determine not only the level of compliance with the Law on Audio and Audiovisual Media Services, the by-laws and License requirements, but also with electoral rules during the election campaigns, when the AVMU is obliged to monitor the programs of all broadcasters.

The **Commission for Protection of Competition** (CPC) is an independent state body with the status of a legal entity which ex-post protects effective competition in all sectors, including sectors which are ex-ante regulated.

The CPC supervises the application of the provisions of Law on Protection of Competition, the Law on State Aid Control and the by-laws adopted based on these Laws, monitors and analyses the conditions on the market to the extent necessary for the development of free and efficient competition, conducts administrative procedures and adopts decisions in administrative procedures in accordance with the provisions of Law on Protection of Competition and the Law on State Aid Control. The CPC is also the competent misdemeanour body for the misdemeanours determined with the provisions of the Law on Protection of Competition.

The CPC protects the effective competition on all sectors of the economy including the media sector by properly and effectively enforcing the competition rules on the media market.

AJM/ZNM is an independent association promoting professional standards and freedom of expression. Its mission is the protection of information and freedom of the journalistic profession. Established back in 1946, it represents a citizens' association, of the professional journalists in the country, with the aim of fulfilling their professional interests in the protection of

freedom of the public information, the freedom of the journalist profession and strengthening of the professional independence and ethics. In the past several years, AJM has promoted the idea of establishing independent self-regulatory body in the media community consisted of journalists, media owners and representatives of the public.

The policy for the development of the media freedom aims at enhancing the self-regulatory mechanisms, thereby increasing the possibility to provide media work of higher quality. This will strengthen the independence of the media professionals from the direct influence of the business and political interests of the media owners. The newly established self-regulatory body is the Media Ethics Council (CMEM), composed of representatives of media owners, journalists and representatives of civil society. CMEM acts upon citizens' complaints related to media content. Decisions taken by CMEM, according to its Statute, are mandatory for its members. The creation of the CMEM was championed by AJM and supported by media outlets, editors and other stakeholders. The goals of the CMEM, inter alia, as established in its Statute are: promotion and protection of the journalist profession by promotion and protection of the ethical standards in the media, strengthening of the self-regulation in the media, organising of workshops, training, conferences, debates, promotion of investigative reporting, exchange of experiences and information with similar associations and other civil society organisations in the country and abroad.

AJM also has its own Council of Honour as a self-regulatory mechanism.

The journalist community is polarised and defamation raised by journalists against other journalists highlight the low level of solidarity within the profession. Investigative reporting is still weak and needs to be fostered through continuous education and training of journalists, including exposure to best practices in other countries.

MRT has the status of a public service broadcasting company, with the Parliament as its founder. MRT became an active member of the European Broadcasting Union (EBU) in 1993.

Being a public service, MRT produces news and current affairs programmes, debates, educational, cultural, documentary, sports, feature and entertainment programmes and is committed to enhancing the freedom of the media. Within the framework of its responsibilities as a public service, it also produces programmes for the disabled and people with special needs. MRT programmes place an emphasis on two major components: affirmation and fostering of tradition, of spiritual and cultural heritage and values of all ethnic, linguistic and religious communities, as well as preserving of their cultural and ethnic identity and moving towards European standards and values, this being one of the major responsibilities of MRT within the activities and efforts of the Beneficiary Country in joining European associations. Regarding the above-mentioned, the principal concern has always been human rights and freedoms, and the rule of law.

MRT is probably a unique broadcasting service in Europe, as a result of the fact that it broadcasts programmes in nine different languages.

The Public Service Broadcaster **MTV** broadcasts on the territory of the Beneficiary Country -- in the state language on Channel 1 and in the languages of non-majority communities on Channel 2; while **MRA** maintains two channels in state language and one in the languages of non-majority communities.

The regulatory/self-regulatory authorities, which regulate the broadcasting and the electronic-communications market, the Agency for Audio and Audiovisual Media Services, the Commission for Protection of Competition, AJM, CMEM, as well as the public broadcaster need additional capacity building in order to improve the implementation of the relevant broadcasting and electronic-communications legislation, improve the media professionalism and journalist professional standards and properly and effectively enforce the competition rules on the market.

The 2014 EC Progress report notes the following:

Political criteria:

The situation as regards freedom of expression continues to be highly problematic. This is in spite of the introduction of comprehensive new media legislation at the end of 2013, following extensive public consultations and advice from international organisations.

There is indirect state control of media output through government advertising and government-favoured (and favourable) media outlets. The public broadcaster does not fully play its role as the provider of balanced and informative media content, and its political bias was noted by OSCE/ODIHR during both this year's and last year's elections. This results in a scarcity of truly independent reporting and a lack of accurate and objective information being made available to the public by the mainstream media. Poor journalistic standards and ethics contribute to the situation. A positive development has been the establishment of a self-regulatory body, set up in December 2013 by media actors themselves. This should be supported in order to become operational as soon as possible. In September 2014, the government made data on government advertising, including partial figures, publicly available; however it is still unclear which media outlets are the primary beneficiaries of such campaigns and according to what criteria public funds are disbursed. Defamation actions continued to be raised by journalists against other journalists (highlighting the low level of solidarity within the profession), by politicians against journalists (creating a chilling effect on the freedom of expression) and by politicians against other politicians (in the place of open public debate). Court judgments upholding claims of defamation have been relatively low in number and have been relatively conservative in their award of damages; however there are exceptions, including cases involving public figures. This sends a damaging message, both as regards the freedom of expression and the impartiality of the courts. Non-judicial means for resolving such cases should be developed and strongly promoted by the government and by journalists and public figures should lead by example.

Chapter 10 – information society and media:

In the field of audiovisual policy, the Laws on Audio and Audiovisual Media Services was adopted, in part in order to align national legislation with the Audiovisual Media Services Directive. Setting up the institutional framework required by the new law is underway and it remains to be seen whether these will function effectively in practice. Amendments to the law were adopted in July and September with only limited consultation with stakeholders.

The renamed media regulatory authority, the Agency for Audio and Audiovisual Media Services, continued monitoring the content of programmes, media ownership and market concentration. It extended its monitoring activity to include regional television. There continue to be concerns about the fairness, objectivity and transparency of its approach. Its political and financial independence and that of the public service broadcaster is not yet firmly established. (see Chapter 23 — Judiciary and fundamental freedoms)

Conclusion

Good progress was made as regards the alignment with the acquis in the area of information society and media. New legislation on electronic communications and audiovisual policy are in place. Steps need to be taken to guarantee the independence of the public broadcaster and the media regulator. Overall, preparations in this area are on track.

Chapter 23: Judiciary and fundamental rights

In the area of freedom of expression and the media, a new Law on Media entered into force in December 2013, regulating basic obligations, protections and freedoms relating to the media. The widespread use of defamation actions continues to impinge on the freedom of expression. Since the decriminalisation of defamation in late 2012, around 580 civil defamation claims have been raised in the courts, including against journalists and by politicians against other politicians, sending a negative message to the public and media alike. Many court actions are initiated and then subsequently dropped, raising concern about defamation actions being used as a means of exerting pressure. Both the Law on Civil Damages for Insult and Defamation and the new Law on Media contain negligible provisions for non-judicial remedies such as the right of reply or correction. Alternative mechanisms for solving these kinds of disputes need to be developed and promoted, in order to improve the media culture. Labour rights are still inadequately enforced in relation to media outlets, also contributing to the continuing problem of self-censorship. As regards public advertising, the transparency provisions in the Law on Audio and Audio-visual Media Services should be respected in full and greater care needs to be taken to ensure that public funds are used to provide information of genuine public interest, rather than to promote government activities. A self-regulatory body was established in December 2013 by media actors themselves, in the form of the Media Ethics Council, run by a seven-member board with broad representation of the media, media associations and the public, but it has yet to become operational and start considering complaints from the public. Investigative reporting is still weak and needs to be fostered through continuous education and training of journalists, including exposure to best practices in other countries. There were no reported incidents of violence against journalists in the reporting period. The media currently plays a negligible role in investigating and exposing corruption and organised crime.

3.2 Linked activities

Reference No: FYR 04.03/01.01

Project title: Twinning initiative on the Approximation of the legislation in the competition policy and strengthening of the administrative capacity of the body for competition protection

Source of funding: **CARDS 2004**

Duration: February 2006 – September 2007

Description : Overall objective of the project was ensuring further transposition of the EU legislation, as a continuous process that will not be completed by enactment of the law and the by-laws, strengthening of the administrative capacity of the body for competition protection in the process of harmonization of the national legislation with EU legislation and strengthening of the public awareness particularly at the companies, judiciary and other state bodies relevant for the competition and its protection.

executed in the period February 2006 – September 2007

The Broadcasting Council was the beneficiary of a donation provided by the **OSCE** for equipment (several desktop computers) and software for input and process of data The first donation was received in 2006, while the latter one before elections in 2008 .

Reference No: EuropeAid/127054/C/SER/multi

Project title: Study of the Regulatory Authorities in Telecommunications and Media

Source of funding: **IPA TAIB 2008**

Duration: 06.12.2010-28.03.2011

Description: The specific objective of the Framework Assignment was to carry out an assessment of the current situation of the AEC and BCC and to produce an in-depth Study of their performance in regulating their respective markets and give recommendations where additional improvement is needed. This in-depth study will serve as a starting point for the implementation of all following IPA-projects, because it identifies the shortcomings in the media regulation authority.

Reference No: SEE/B/0002/3.2/X

Project title: South-East European Digital Television

Source of funding: SEE DIGI TV / IPA 2009 Transnational programme

Duration: 28 months (01/2011 – 04/2013)

Description: This project focuses on overcoming the digital divide, which will occur along the introduction of new media technologies, especially among the population with low income. During this media market restructuring and migration of the media content to different distribution platforms it is of utmost importance the freedom of media to be guaranteed by effective implementation of the media legal provisions.
(component 2) .

The Broadcasting Council of the Beneficiary Country was supported through the **TAIEX programme** with the preparation of the Strategy for the Development of Broadcasting for the period 2007–2012. The first TAIEX mission was organised in co-operation with the Conseil Supérieur de l'Audiovisuel from France and its Head of Research and Strategic Development. The second mission through TAIEX involved co-operation with the Italian telecom regulator AGCOM.

Ongoing project:

Title: Enhancing the administrative capacities of telecom and media authorities for efficient regulation of new digital and multiple play services

Source of funding: IPA TAIB 2009

Duration: 18 months

Description: The project aims at strengthening the administrative capacities of the AVMU to better implement the Audio-visual Media Services Directive.

3.3 Results:

Expected results:

The following mandatory results, which should be jointly achieved by the MS and BC Twinning Partner, will directly support the achievement of the project's purpose:

Mandatory result 1: Enhanced current capacities of the AVMU to perform a role of protector and promoter of media freedom

This mandatory result shall be achieved through the achievement of the following intermediary results:

- Improved implementation by the AVMU of the Council of Europe recommendations, ECTHR practice and EU legislation and best international standards in the area of freedom of media, with emphasis on freedom of expression, hate speech and access of vulnerable groups to media;
- Enhanced know-how capacities of the AVMU staff in regard to monitoring of: broadcast programme services in new media environment, media markets and media ownership.

Mandatory result 2: Improved capacities of AVMU, AJM, MRT and CMEM for communication with the public and increased public awareness

This mandatory result shall be achieved through the achievement of the following intermediary results:

- Increased public awareness about different regulatory aspects with emphasis on issues related to media freedom protection, media literacy and providing access to media of vulnerable groups;
- Upgraded capacities of the staff of AVMU, of AJM, MRT and of CMEM for communication with the public;
- Widely promoted journalists' professional standards and increased awareness for their respective Code, including application of the rights and obligations resulting from the journalist profession.

Mandatory result 3: Improved capacities of CPC, AJM, CMEM and MRT

This mandatory result shall be achieved through the achievement of the following intermediary results:

- Upgraded capacities of CPC for effective monitoring and ruling on competition-related issues in media markets;
- Upgraded capacities in staff and performance of the AJM for becoming a watchdog for media freedom and media professionalism in the country, enhanced self-regulation and self-regulatory bodies, strengthened role membership and capacity of the 6 regional centers of AJM, created strategy of AJM for 3 years;
- Improved work of the Council of Honour of the Association of Journalists' and CMEM;
- Upgraded capacity of MRT for implementation of the code, standards and ethics of the journalist profession and for promotion of freedom of the media;
- Assessed implementation of the Law on free access to information of public character and the Law on Civil Liability for Defamation and Insult (Official Gazette no.143/12);
- Improved capacities of the judiciary concerning the practice of European Court of Human Rights (ECHR) about cases referring to freedom of expression and established viable track – record system on cases concerning freedom of expression and defamation.

Measurable indicators:

Mandatory result 1: Enhanced current capacities of AVMU to perform a role of protector and promoter of media freedom

- Prepared papers on implementation of European legislation and best practice in the area of freedom of media with emphasis on freedom of expression and hate speech;

- Developed program on access of vulnerable groups to media;
- Trained staff of the AVMU as well as the members of the Council, concerning main aspects of freedom of media and implementation of Europe legislative and standards;
- Trained staff of AVMU for different aspects of monitoring of the programme services in the new media environment, media market and media ownership structure.

Mandatory result 2: Improved capacities of AVMU, AJM, MRT and CMEM for communication with the public and increased public awareness

- Trained staff from **AVMU, AJM, MRT and CMEM** regarding providing access to media of vulnerable groups;
- Trained staff of the AVMU, AJM, MRT and CMEM for effective public communication about different regulatory aspects related to media freedom protection
- Developed strategy of the AVMU, AJM and CMEM for public communication;
- Trained staff in raising the level of media literacy and designed awareness-raising campaign about media literacy with emphasis on techniques used for commercial communication purposes (product placement and online advertising).

Mandatory result 3 : Improved capacities of CPC, AJM, CMEM and MRT

- Staff trained in the Commission for Protection of Competition and Improved track record for the monitoring and ruling related to competition-related issues in media markets;
- Trained staff of AJM members regarding journalist and media professionalism, ethic code, investigative journalism and European media standard ;
- Staff trained of the Regional coordinators and organized 2 thematic events per year per Regional Centre for wider membership of AJM from local media outlets;
- Drafted Strategic plan for 3 years of AJM, Action plan for communication with the members of AJM and Assessment and Recommendations for increasing the performance of work of AJM;
- Created tools for improving work of CMEM and AJM's Council of Honour;
- Number of journalists and judges trained regarding the practice of the European Court on Human Rights regarding cases of defamation and insult;
- Number of judges and prosecutors trained regarding legal aspects of freedom of media and ECHR case law and established viable track-record system on cases;
- Upgraded capacity of MRT for effective public communication at central, regional and local levels for becoming a symbol of media freedom;
- Assessment of implementation of the Law on free access to Public Information and the Law on civil liability of defamation and insult, and written recommendations drafted;
- Delivered training of judges and prosecutors regarding legal aspects of freedom of media and ECHR case law and established viable track-record system on cases.

3.4 Activities:

The Twinning project aims to introduce and share EU wide best practices in connection with EU legislation and specific needs of the Beneficiary Country in the field of freedom of expression and independent media. The Twinning project will be implemented by close co-operation between the partners aiming to achieve the mandatory results in sustainable manner.

The proposal made by the MS should include the activities they propose to achieve the results listed in the Twinning project fiche. Without listing necessarily all the possible activities, the proposal should be detailed enough to respond adequately to the Twinning project fiche.

The set of proposed activities will be further developed with the Twinning partners when drafting the Twinning work plan, keeping in mind that the final list of activities will be decided in cooperation with the Twinning partner. The components are closely interlinked and need to be sequenced accordingly.

The Twinning assistance will be provided in the form of know-how transfer, and will be delivered through the activities that will indicatively include:

a) Advice and coaching sessions: Coaching and advice activities will be the predominant type of activity. The Member State (MS) experts will train and advice the BC experts from the participating institutions to improve the methods and procedures related to freedom of expression and independent media. They shall contribute to increased effectiveness of relevant institution that monitor the media in cooperation with local partners in the country and its harmonisation with the EU legislation and best practices.

b) Tailor made training programme: This project will include the development of training programme and curricula for trainings (provision of a maintainable development of the concept); Preparation of manuals for trainings; Conducting of trainings; Preparation and implementation of working plan for supervision and assistance to the selected trained trainers in the initial phase of the delivery/cascading of the training to the end users.

c) Seminars, workshops and conferences: The training programme envisaged will involve the organisation of seminars, workshops, conferences etc.

d) Study visit: Study visit will be organised for the representatives of the institutions involved in the project from the beneficiary country to the Member State institutions, for exchange of good practices and experience in connection with implementation of freedom of expression and independent media, as well as for different aspects of monitoring of the programme services in the new media environment, media market and media ownership structure. Study visit will be organized for AJM members to journalistic associations to EU country regarding journalist professional standards, rights and obligations deriving from journalists' profession, European media standards, freedom of media, media professionalism.

e) Legal acts, Guidelines, Manuals, procedures: The Twinning partner should review, analyse and propose new legal acts, and/or Guidelines and amendments to existing national legislation which regulates the area of freedom of media and freedom of expression in line with the Acquis and EU best practice, as well as propose more effective procedures. This task will be done in close cooperation and consultation with Beneficiary institutions.

f) Assessment: The activities will be assessed through practical tools. The results will be compiled and presented to the Steering Committee, and integrated in the quarterly reports. When it is relevant and possible, the other activities of the Twinning project will be evaluated in the most relevant way.

3.5 Means/ Input from the MS Partner Administration:

The project will be implemented in the form of a Twinning contract between the Beneficiary country and an EU Member State(s). Details of implementation shall be agreed during the preparation of the work plan. The implementation of the project requires one Project Leader (PL) with responsibility for the overall coordination of project activities, one Resident Twinning Adviser (RTA) to manage project activities and a pool of STE within the limits of the budget. It is essential that the team has sufficiently broad expertise to cover all the areas included in the project description. The interested Member State institution shall include in its proposal the CVs of the designated PL and RTA.

3.5.1 Profile and tasks of the PL of the Member State

The Project Leader from the Member State must be a high-ranking public servant or equivalent staff, but preferably in an institution / agency / bureau or a department responsible for strengthening competition, preventing and reducing anti-competitive activities specifically in the area of media, with relevant working experience of at least 3 years.

The MS Project Leader will continue to work at his/her Member State institution, but will devote some of his/her time to conceive, supervise and co-ordinate the overall thrust of the Twinning project, and ensure the attainment of the projected outputs. The Project Leader is fully responsible for co-ordination of the work of the MS experts.

The MS Project Leader will manage the implementation of the project with the Project Leader from the Beneficiary Country and is expected to devote a minimum of 3 days per month to the project in his/her home administration with an on-site visit at least every 3 months. The Project Leader's seniority will ensure his/her ability to mobilize the necessary staff in support of the efficient implementation of the project. In addition, he/she should coordinate, on the Member State side, the Project Steering Committee (PSC), which will meet in Skopje at least every three months.

He/she will be supported by his/her home administration for logistic, accounting and administrative affairs.

Qualifications and skills

The Project Leader shall:

- Have at least a University degree²;
- Be a high-ranking official as civil servant or equivalent staff within a MS institution / agency / bureau or a department responsible for strengthening competition, preventing and reducing anti-competitive activities specifically in the area of media;
- Have at least 3 years of relevant experience in a MS public administration in the field of freedom of expression;

² For reference on equivalent qualification see: EPSO website-Annex 1 (http://europa.eu/epso/doc/diplomes-fortheweb_en.pdf)

- Fluent in written and spoken English.

Tasks:

- Conceive, supervise and coordinate the overall preparation of the project;
- Coordinate and monitor the overall implementation of the project including coordination and direction of the MS TW partner;
- Co-ordinate MS experts' work and availability;
- Communicate with the beneficiary, CFCD and EUD;
- Ensure the backstopping functions and financial management;
- Guarantee the successful implementation of the Project's Work Plan;
- Co-chairing the regular Project Steering Committee meeting with the Beneficiary Country PL;
- Preparation and drafting of interim, quarterly and final report.

Beneficiary Country Project Leader (BC PL)

The BC PL will act as the counterpart of the MS PL and will ensure close cooperation in the overall steering, co-ordination and management of the project from the beneficiary side. He/she will support the Twinning project team in organizational and technical matters and will also coordinate the PSC on behalf of the BC. The role of the BC PL and the MS PL are complementary.

3.5.2 Profile and tasks of the RTA

One RTA will be appointed and he/she will be located in the premises of the -AVMU in the Beneficiary country.

The secondment of the RTA will last 17 months, during which he/she will be responsible for the direct implementation of the project.

He/she will come from an EU Member State to work on a full time and day-to-day basis with the beneficiary administration. The RTA will have a key role in the coordination of the inputs required for the successful implementation of the project activities. He/she shall be supported by a pool of short – term experts.

Qualifications and skills:

- National of a Member State of the European Union;
- Civil servant or equivalent staff seconded to work within departments/units in charge of Human Rights, Labour and Democratic Governance, Elections, Rule of Law, Media Freedom e.g. – press, internet and digital media freedom in a Member State;
- University degree³ in social sciences, law or other areas relevant to the assignment;
- At least 3 years of professional experience in work with international standards and EU acquis in the area of freedom of media, broadcasting, media laws and related regulatory aspects;
- Experience in preparation of the related national legislation would be an asset;
- Fluency in written and spoken English.

³ For reference on equivalent qualification see: EPSO website-Annex 1 (http://europa.eu/epso/doc/diplomes-fortheweb_en.pdf)

Tasks:

As to the general responsibility of the day-to-day implementation of the Twinning project in the Beneficiary Country, the RTA's tasks will include:

- Coordination of all project activities and experts' inputs in the country;
- To provide technical advice, support and assist the beneficiary institution in the context of a predetermined work plan;
- Assisting the further development of a sustainable institutional framework (system and mechanisms) which would ensure the efficient and effective functioning;
- To provide advice and assistance in drafting legal, application acts, instructions, manuals etc. for implementation of the new legislation and supporting documents;
- To coordinate and organize training activities, guide the training delivery and related study visit(s);
- Ensuring day-to-day implementation of the Twinning project in the BC;
- Ensuring smooth correlation between the activities, deadlines and the envisaged results in the Work Plan;
- Ensuring smooth implementation of the different activities delivered;
- Assessing continuously the Twinning Project in all stages and provide link to compare it with the specified benchmarks/results and time-frame;
- Preparation the materials for regular monitoring and reporting;
- Preparation of operative side letters;
- Taking corrective actions, if necessary, inside the terms of the signed contract.

RTA Counterpart

An RTA Counterpart will be assigned by the AVMU.

3.5.3 Profile and tasks of the short-term experts (STE)

Other specialist staff will be made available by the Twinning Partner to support the implementation of activities. Specific and technical matters not directly covered by the RTA can be taken over by a pool of STE within the limits of the budget. The detailed expert input shall be established when drawing up the twinning work-plan.

Qualifications and skills of STE:

STE will:

- At least a University-level degree⁴ in an area relevant to the implementation of the project;
- Be civil servants or equivalent staff seconded to work within departments/units/structures related to anti-discrimination, Human Rights, Labour and Democratic Governance, Elections, Rule of Law, Media Freedom e.g. – press, internet or digital media freedom in a Member State;
- At least 3 years of experience in the field they will cover;
- Extensive experience of EU legal framework in the areas relevant to the project and the specific field that they will cover;
- Fluency in written and spoken English and computer literate.

⁴ For reference on equivalent qualification see: EPSO website-Annex 1 (http://europa.eu/epso/doc/diplomes-fortheweb_en.pdf)

Tasks of the Short term Experts

More specifically, the STE will:

- Prepare and implement specific tasks based mainly on practical cases and experience in compliance with their mission description and in accordance with project activities;
- Provide practical expertise/advices to relevant staff for execution of different tasks related to the project;
- Assist in key tasks in the field they will cover;
- Contribute to the project reporting, to drafting the notes and other documents and reports on their missions;
- Address cross-cutting issues.

3.5.4. Profile and tasks of the RTA assistants

3.5.4.1 RTA Assistant:

The RTA will be provided with a full-time RTA assistant acting as an assistant for technical and organizational support. The assistant will be contracted according to Twinning rules and paid from the Twinning budget. The assistant will be selected through an open call. The role of RTA Assistant is to support the RTA in the project management by taking care of mission preparations and filing mission reports, time sheets and mission certificates. In addition, the assistant will be responsible for organization of meetings, seminars etc. and their logistics and may also take part in translation and interpretation if needed.

3.5.4.2 Full-time Translator / Interpreter

A Full-time Translator / Interpreter shall be selected through an open call and will be contracted according to the Twinning rules and paid from the Twinning budget. The Full-time Translator / Interpreter shall be involved in all necessary project activities (training sessions, translation of project documents/reports and materials, organizational activities, etc.). The role of Translator / Interpreter shall be to provide translation and editing, as well as interpretation services to the Twinning project, in general.

4. Institutional Framework

The Contracting Authority for this Twinning project is Central Financing and Contracting Department (CFCD) within the Ministry of Finance.

4.1 Beneficiary institutions

The beneficiary institution of this project is the Agency for Audio and Audiovisual Media Services of the Beneficiary Country . It will be directly responsible for co-ordination and management of the project and will support the project team in organizational and technical matters.

The Agency for Audio and Audiovisual Media Services is an independent non-profit regulatory body, with public competences and authority in the field of broadcasting activity defined by the Laws on Media and on Audio and Audiovisual Media Services (2013). AVMU, in the course of performance of its competences, ensures the freedom and pluralism of expression,

existence of diverse, independent and autonomous media, economic and technological development of broadcasting activity, and protection of the interests of citizens in the broadcasting.

Other Associated Bodies

The **Commission for Protection of Competition** is responsible for enforcing the Law on Protection of Competition, (“Official Gazette” No. 145/10 and 136/11).

The **AJM** has its Assembly as the higher body comprised of all AJM members, which decides upon any Statute changes and other important documents of the JA AJM Assembly. The AJM Assembly on every 4 years elects members of the bodies of AJM –Managing Board headed by a President, Supervising Committee and Council of Honour. The Managing Board decides upon the programme and strategic plans of the Association and together with the other bodies of AJM has the possibility of establishing working groups and other bodies which can be of temporary or of permanent existence.

The **MRT** consists of *MRA* and *MTV*. *MTV* offers broadcasting services on Channel 1 in the state language and on Channel 2 in the languages of non-majority communities living in the Beneficiary Country: programmes in Albanian (since 1967), Turkish (since 1969), Serbian, Romany, Vlach and Bosnian. Channel 3 (Assembly Channel) transmits the plenary sessions of the Assembly and its various commissions live and on a delayed basis. The Satellite Channel broadcasts programmes throughout the globe using several satellites.

4.2 Co-ordination mechanisms between institutions

A Steering Committee (SC) will be established at the beginning of the project and shall be composed of senior representatives of the beneficiary institutions and other associated bodies, the Delegation of the European Union and the Central Financing and Contracting Department and the Member State PL and the RTA.

The SC will monitor, supervise and co-ordinate the overall progress and implementation of the project. The SC will provide guidance for the different components of the project, will define priorities, approve and monitor budgets and approve the results.

4.3 Reporting requirements as per Art 6.4 of the Twinning Manual

Reports will follow the templates of Annex C4 of the Common Twinning Manual. In addition to these formal reporting stages, the twinning partners are obliged to inform in writing the CA as well as the final beneficiary of the action of any critical aspects or conditions of project implementation, or any amendments/modifications necessary within the budget.

All reports must be produced in the English in electronic and hard copy. These reports shall be signed by both PJs. Each report must be presented in electronic format one week prior to the Steering Committee meetings and in two hard copies to the following addresses:

Central Financing and Contracting Department

Ministry of Finance

Dame Gruev 12, 1000 Skopje

The final versions should incorporate any comments and discussions during the Steering Committee meetings.

5. Budget

The project will be implemented through a Twinning Contract estimated at a maximum of EUR 800.000 (out of which 95% IPA funds and 5% National co-financing).

Twinning Contract	Total (EUR)	IPA Community contribution		National Public contribution	
	800.000	EUR	%	EUR	%
		760.000	95	40.000	5

The co-financing requirement foreseen under IPA will be considered fulfilled according to the provision of the relevant Financing Agreement.

In addition to the IPA and National co-financing as part of the Twinning Contract amount, as a rule, all twinning contracts must provide additional co-financing on the side of the Beneficiary Institution, for the purpose of covering costs not covered under the project budget as per Twinning manual, point 5.13, as follows:

- direct and indirect cost of the Beneficiary administration civil servants and national private experts working for the project;
- Travel by the beneficiary officials from their capitals to a MS or between MS;
- Organization of seminars/ workshops/ trainings (incl. hall rental, printing seminar materials and other logistical support).
- Facilities for the Member State experts: adequately equipped office space; telephone; e-mail services; fax; photocopiers; computer; internet access; secretarial support; access to information.

The following expenses are also to be covered with the project funds:

- Visibility Cost;
- Audit certificate cost.

The project will be located in the premises of the AVMU. The AVMU will ensure appropriate facilities and basic equipment for the work of the experts.

6. Implementation Arrangements

6.1 Implementing Agency responsible for tendering, contracting and accounting

The Central Financing and Contracting Department of the Ministry of Finance shall be the Contracting Authority and will be responsible for all administrative and procedural aspects of the tendering process, contracting matters and financial management including payment of project activities. The Head of CFCD will act as the Programme Authorising Officer (PAO) of the project:

Ms. Radica Koceva

Head of Central Financing and Contracting Department

Dame Gruev 12, 1000 Skopje,

E-mail: radica.koceva@finance.gov.mk

Fax: +389 2 3231219

Website: <http://cfcd.finance.gov.mk/Home.html>

6.2 Main counterpart in the BC, including contact person and contact details

The BC Project Leader is:

Mr. Zoran Trajchevski, PhD
Position Director of AVMU
Address BLD VMRO br.3 Skopje

The RTA counterpart is:

M.s Emilija Janevska, MsC
Position Head of Program Sector of AVMU
Address BLD .VMRO br.3 Skopje

Senior Programme Officer:

M.r Ognen Nedelkovski
Position Head of the Secretariat
Address BLD .VMRO br.3 Skopje

Contact persons from AJM, CPC and MRT

Contact persons:

AJM

Mr. Naser Selmani
Position President of AJM
Address Gradski Zid 13, 1000 Skopje

Commission for Protection of Competition

Ms. Rozana Vankovska
Position Secretary General
Address Sv. Kiril i Metodij br.54 , 1000 Skopje

MRT

Ms. Gena Teodosievska
Position Head of International Relations
Address BLD. Goce Delcev bb,1000 Skopje

6.3 Contracts

One (1) Twinning contract is foreseen for the implementation of the above mentioned activities.

7. Implementation Schedule (indicative)

7.1 Launching of the call for proposals (Date)

The estimated date for the launching of the call for proposals is: June 2015

7.2 Start of project activities (Date)

The estimated date for start of project activities is: November 2015

7.3 Project completion (Date)

The project implementation period (duration of the work plan) is 17 months after the commencement date of the Project.

7.4 Duration of the execution period (number of months)

The overall execution period of the Twinning project is 20 months with an implementation period of 17 months. (The execution period of the contract shall enter into force upon the date of notification by the Contracting Authority of the contract signed by all parties, whereas it shall end 3 months after the implementation period of the Action).

8. Sustainability

As developing free and democratic media cannot take place in isolation, the project will form part of the wider objective of democratisation, enabling all regulators to take a comprehensive approach to the market and to create an environment in which there would be no barriers to innovation and competition. The new regulatory policy will be focused on new dynamic approaches to competitive processes in the media market, towards increasing competition and furthering media freedom.

The independence and capacity of the regulatory authorities will be strengthened in the work of implementing national legislation aligned with the new EU regulatory framework for audiovisual media services. The regulators will become more responsive to increasing need for consumer protection and will actively encourage the involvement of the citizens and consumers in regulatory policy.

9. Crosscutting issues

Cross cutting issues have to be systematically addressed during the project lifetime.

The mainstreaming of the cross cutting issues is regarded on two different levels:

1. Ensuring that the internal policies, structure or operating procedures of the beneficiary agency will conform to and promote the relevant principles outlined per section below.
2. Ensuring that the products, outputs produced by the beneficiaries (e.g. laws, regulations, policies, and strategies) will conform to and promote the relevant principles outlined per section below.

The following cross-cutting issues should be addressed:

9.1 Civil Society development and dialogue

A strong media sector plays a key part in the consolidation of an active Civil Society sector. Awareness of this sector and of the process of civil society dialogue in the country will be incorporated throughout the project's components where appropriate.

9.2 Environment

It is not envisaged that the project will have a direct component addressing environment. Nonetheless due consideration will be taken into consideration of environmental best practice where relevant and appropriate in the project.

9.3 Equal Opportunities and non-discrimination

Equal opportunity principles and practices in ensuring equal gender participation in the Project will be guaranteed. The competent institutions involved in the project execution will observe equal opportunity of women and men in the human resources development and capacity building activities. The beneficiary will ensure equal access of men and women to the project activities and results and all other forms of discrimination will be eliminated

9.4 Minority and vulnerable groups

The Twinning partners in formulation the proposal and implementation of the contract shall ensure respect of Ohrid Framework Agreement, and "Race directive" 2000 (200/43/EC of 29 June). In addition to that, most of the Project activities will contribute to enhance the capacity of the regulators for preserving pluralism and language diversity in the media sphere especially having in mind the possibilities for access of different minorities and vulnerable groups to new converged audiovisual services.

9.5 Good governance, with particular attention to fight against corruption

The beneficiaries will, along with the above mentioned sections, endeavour to include references to best practice activities in the fight against corruption within the activities. Naturally, the consolidation of a lively and active media sector plays a part in that process.

Specific action instruments for the *good governance*, with particular attention to *fight against corruption*, will be incorporated on a horizontal basis, as part of the training activities. Therefore, particular attention will be put in the prevention of corrupt practices, mainly through the raising political and public awareness. The Government is strongly determined to fulfil all the criteria needed for EU accession and membership, and all the necessary actions are being taken to reach the aim. Through transparent policies and involvement of different stakeholders in the process of policy design the accountability and responsiveness vis-a-vis the citizens will be being strengthened.

9.6. Communication and publicity

All requirements to ensure the visibility of EU financing will be fulfilled in accordance with Regulation (EC). N. 718/2007

10. Conditionality and sequencing

10.1. Conditionality

In order to enable successful implementation of the project, following preconditions must be met before the start of the implementation:

- Timely allocation of working space and facilities by the beneficiary for the twinning project before the completion of the selection procedure;
- Participation in the selection process by the beneficiary as per EU Twinning regulations;
- Appointing counterpart personnel by beneficiary prior to launch of the TF;
- Provision of necessary authorisations for co-operation and sharing of information with all key stakeholders, co beneficiaries and related deployed advisory resources;
- Appointing relevant staff by the beneficiaries to participate in training activities;
- Organisation and appointment of members of working groups, steering and coordination committees, as per work plan of the project.

In the event that conditionality is not met, suspension or cancellation of projects will be considered.

10.2. Sequencing

Key milestones will be:

- 1) Approval of the Twinning project fiche;
- 2) Circulation of the Twinning Project Fiche to Member State National Contact Points;
- 3) Completion of the selection of the twinning partner;
- 4) Signature of the Twinning contract, including the Twinning Work Plan;
- 5) Commencement of the implementation of the twinning (inter alia, the arrival in the country of the RTA);
- 6) End of the implementation period;
- 7) Submission of the final report.

ANNEXES TO PROJECT FICHE

1. Logical framework matrix in standard format (compulsory)
2. List of relevant Laws and Regulations **ANNEX I - Logical framework matrix in standard format**

LOGFRAME PLANNING MATRIX FOR	Programme name and number: National Programme for IPA Component I TAIB for 2011		
	Contracting period expires two years from the final date of the conclusion of the Contract.	Disbursement period expires one year after the final date for execution of contracts.	
		Total budget: EUR 800.000	IPA budget: 760.000 EUR
Overall objective	Objectively verifiable indicators	Sources of Verification	
To encourage and accelerate media reform, consolidate European standards focusing on media protection, professionalism and independence, improve the implementation of the media legislation by creating an environment for freedom of media, as well as to promote effective competition on the media market.	Implementation of the European standards in the area of media reforms;	<ul style="list-style-type: none"> - EC Progress Reports; - Annual report of the EC. 	
Project purpose	Objectively verifiable indicators	Sources of Verification	Assumptions
To increase the efficiency of existing regulatory mechanisms in the media sector, ensure respect for the code of ethics, improve the profile of the media community and industry, and increase public awareness about the issues related to media freedom protection and the importance of competition rules for proper functioning of the media markets, to enhance and improve the skills of journalists and editors regarding the new media environment (on-demand and converged media services) and respectively, the new media policy, to amplify and intensify the quality of resources within the Public Broadcaster, to support the processes of the digitization of the cultural heritage, as well as to improve the delineation of the competences among the different	<ul style="list-style-type: none"> - Increased efficiency of the Agency for Audio and Audiovisual Media Services, the Commission for Protection of Competition; - Increased involvement of the AJMA in policymaking. 	<ul style="list-style-type: none"> ▪ EC Reports; ▪ Statistics and other data; ▪ Monitoring reports to CFCD. 	<ul style="list-style-type: none"> ▪ Political environment continuously improves and enables the process to develop;

regulatory bodies.

Results	Objectively verifiable indicators	Sources of Verification	Assumptions
<p><u>Mandatory result 1: Enhanced current capacities of the AVMU to perform a role of protector and promoter of media freedom</u> This mandatory result shall be achieved through the achievement of the following intermediary results:</p> <ul style="list-style-type: none"> - Improved implementation by the AVMU of the Council of Europe recommendations, ECTHR practice and EU legislation and best international standards in the area of freedom of media, with emphasis on freedom of expression, hate speech and access of vulnerable groups to media; - Enhanced know-how capacities of the AVMU staff in regard to monitoring of: broadcast programme services in new media environment, media markets and media ownership. <p><u>Mandatory result 2: Improved capacities of AVMU, AJM, MRT and CMEM for communication with the public and increased public awareness</u> This mandatory result shall be achieved through the achievement of the following intermediary results:</p> <ul style="list-style-type: none"> - Increased public awareness about different regulatory aspects with emphasis on issues related to media freedom protection, media literacy and providing access to media of vulnerable groups; 	<p><u>Mandatory result 1: Enhanced current capacities of AVMU to perform a role of protector and promoter of media freedom</u></p> <ul style="list-style-type: none"> - Prepared papers on implementation of European legislation and best practice in the area of freedom of media with emphasis on freedom of expression and hate speech; - Developed program on access of vulnerable groups to media; - Trained staff of the members of the Council of the AVMU and the staff, concerning main aspects of freedom of media and implementation of Europe legislative and standards; - Trained staff of AVMU for different aspects of monitoring of the programme services in the new media environment, media market and media ownership structure. <p><u>Mandatory result 2: Improved capacities of AVMU, AJM, MRT and CMEM for communication with the public and increased public awareness</u></p> <ul style="list-style-type: none"> - Trained staff from <u>AVMU, AJM, MRT and CMEM</u> regarding providing access to media of vulnerable groups; - Trained staff of the AVMU, AJM, MRT 	<ul style="list-style-type: none"> - EC Reports; - Evaluation form from the trainings and study visit; - Freedom House reports; - SPO monitoring reports to CFCD; - Training register for number of trained persons; - Analysis and Recommendation paper. 	<ul style="list-style-type: none"> - Commitment from national authorities in the process; - Availability of appropriate staff for trainings; - The stakeholders ready to cooperate; - Appropriate expertise is available; - Beneficiary institutions can make (qualified) staff available.

- Upgraded capacities of the staff of AVMU, of AJM, MRT and of CMEM for communication with the public;
- Widely promoted journalists' professional standards and increased awareness for their respective Code, including application of the rights and obligations resulting from the journalist profession.

Mandatory result 3: Improved capacities of CPC, AJM, CMEM and MRT

This mandatory result shall be achieved through the achievement of the following intermediary results:

- Upgraded capacities of CPC for effective monitoring and ruling on competition-related issues in media markets;
- Upgraded capacities in staff and performance of the AJM for becoming a watchdog for media freedom and media professionalism in the country, enhanced self-regulation and self-regulatory bodies, strengthened role membership and capacity of the 6 regional centers of AJM, created strategy of AJM for 3 years;
- Improved work of the Council of Honour of the Association of Journalists' and CMEM;
- Upgraded capacity of MRT for implementation of the code, standards and ethics of the journalist profession and for promotion of freedom of the media;
- Assessed implementation of the Law on free access to information of public character and the Law on Civil Liability for Defamation and Insult (Official Gazette no.143/12);
- Improved capacities of the judiciary concerning the practice of European Court of Human Rights (ECHR) about cases referring to freedom

and CMEM for effective public communication about different regulatory aspects related to media freedom protection

- Developed strategy of the AVMU, AJM and CMEM for public communication;
- Trained staff in raising the level of media literacy and designed awareness-raising campaign about media literacy with emphasis on techniques used for commercial communication purposes (product placement and online advertising).

Mandatory result 3 : Improved capacities of CPC, AJM, CMEM and MRT

- Staff trained in the Commission for Protection of Competition and Improved track record for the monitoring and ruling related to competition-related issues in media markets;
- Trained staff of AJM members regarding journalist and media professionalism, ethic code, investigative journalism and European media standard ;
- Staff trained of the Regional coordinators and organized 2 thematic events per year per Regional Centre for wider membership of AJM from local media outlets;
- Drafted Strategic plan for 3 years of AJM, Action plan for communication with the members of AJM and Assessment and Recommendations for increasing the performance of work of AJM;
- Created tools for improving work of

<p>of expression and established viable track – record system on cases concerning freedom of expression and defamation.</p>	<p>CMEM and AJM’s Council of Honour;</p> <ul style="list-style-type: none"> - Number of journalists and judges trained regarding the practice of the European Court on Human Rights regarding cases of defamation and insult; - Number of judges and prosecutors trained regarding legal aspects of freedom of media and ECHR case law and established viable track-record system on cases; - Upgraded capacity of MRT for effective public communication at central, regional and local levels for becoming a symbol of media freedom; - Assessment of implementation of the Law on free access to Public Information and the Law on civil liability of defamation and insult, and written recommendations drafted; - Delivered training of judges and prosecutors regarding legal aspects of freedom of media and ECHR case law and established viable track-record system on cases. 		
Activities	Means	Costs	Assumptions
<ul style="list-style-type: none"> - Advice and coaching sessions; - Tailor made training programme; - Seminars, workshops and conferences; - Study tours; -Analysis of Legal acts, Guidelines, Manuals, procedures and check-lists; - Assessment. 	<p>1 Twinning arrangement</p>	<p>Total : 800.000 EUR IPA funds: 760.000 EUR Nat. Contribution: 40.000 EUR</p>	<ul style="list-style-type: none"> - Commitment on behalf of senior level officials and experts involved in project implementation; - Commitment on behalf of Implementing Agency in tendering and contracting;

- | | | | |
|--|--|--|---|
| | | | <ul style="list-style-type: none">- Adequate training of the staff;- The necessary time limits are respected pursuant to the EU legal regulative;- Quality training is provided by certified trainers in respective training centres. |
|--|--|--|---|

ANNEX 2 - Reference to laws, regulations and strategic documents

Reference list of relevant laws and regulations

1. Law on Audio and Audiovisual media Services;
2. Law on Media
3. Law on Electronic Communications;
4. *"Law on Macedonian Broadcasting Enterprise"*;
5. National Strategy for Development of the Broadcasting Sector 2013 – 2017;
6. National Strategy for Development of Information and Communication Technologies;
7. National Broadband Strategy;
8. Statute and Strategic Plan of JM;
9. Code of Journalists;
10. *"Statute of MRT"*
11. The Law on Protection of Competition (LPC) (Official Gazette No. 145/10 and 136/11);
12. Strategic Plan of the AJM 2012-2014⁵
13. ACTION PLAN For Improvement of the Media Landscape in the Beneficiary Country ⁶

⁵http://www.znm.org.mk/drupal-7.7/sites/default/files/Strateski%20plan%20ZNM%20%282012-2014%29%20ENG%20Summary_0.pdf

⁶http://www.znm.org.mk/drupal-7.7/sites/default/files/Action%20plan_2012_AJM_MIM_eng_0.pdf