The South Eastern Europe Clearinghouse for the Control of Small Arms and Light Weapons (SEESAC) has a mandate from the United Nations Development Programme (UNDP) and the Stability Pact for South East Europe (SPSEE) to provide operational assistance, technical assistance and management information in support of the formulation and implementation of SALW co-ordination, control and reduction measures, projects and activities in order to support the Stability Pact Regional Implementation Plan, thereby contributing to enhanced regional stability and further long-term development in South Eastern Europe.

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Introduction

In contemporary societies the mass media plays a crucial role in forming public opinion. The ability to reach into homes across great distances gives the media a unique power to communicate. Consequently, mastering the art of media relations is a pre-requisite for reaching large target audiences. Handled well, the mass media, (or at least sections of it), can be an important tool to support the implementation of a well-run project by furthering communication objectives. Alternatively, when neglected or mishandled, the media can severely undermine a project. By dealing with the media in a coordinated and planned manner a SALW Control intervention project can:

- Raise the project profile.
- Increase awareness and understanding of the project among target groups.
- Win support for the project’s goals and objectives.
- Demonstrate its accountability to key stakeholders.

As a part of civil society, the media are legitimate actors in SALW control processes, having a right and duty to scrutinise the work of governments and international agencies alike. By dealing with the media in a professional and consistent way, a SALW control project provides the corollary benefit of assisting in the development of civil society, making it more able to hold the ‘power to account’.

This study, ‘Media Operations during SALW Control Interventions’ attempts to encapsulate best practices for dealing with mass media outlets when implementing SALW control projects.1 It draws on a number of communication and media operation’s studies, but draws its major lessons from case studies of communication during SALW control programmes conducted in South East Europe from 2001 to 2003. The first section of this report sets out the principles for effective media work during SALW control interventions, and offers useful tools for applying them. The case studies from which the principles are derived have been included in section two. They summarise the experiences of project staff that have worked with the media during the recent micro-disarmament interventions in the region.

Micro-disarmament is a special case of SALW control with weapons collection as its core activity. It can be defined as follows:

“The monitoring, collection, control and final disposal of small arms, related ammunition and explosives and light weapons of combatants and often also of the civilian population. It includes the development of responsible arms management programmes.”

1 Hereafter the term ‘media’ will substitute for the more precise term ‘mass media’. Though the two terms are often used interchangeably, ‘media’ can also be considered to include small media such as billboards and leaflets. See appendix 1 for a definition of media terms.
Perhaps the two most important lessons to come from the combined research work on these two reports are these. First, always communicate strategically. Don’t start communicating until information has been gathered about the nature of the problems facing the project team and the tools and audiences available to them. Once the information is available, design and test a strategy. Manage it well while implementing it; monitoring and evaluation systems should be set up early on so that corrections can be made at the appropriate time and a final evaluation should be carried out. This handbook advocates the use of the programme cycle in media operations. Therefore section one is sub-divided into four parts: situation analysis; strategy design; management and implementation; monitoring and evaluation.

The second lesson concerns communication channels. Research in different social communication fields has shown that by using a larger number of communication channels, and by varying them, target audiences are more likely to change their attitudes and behaviours as desired. Below is a useful typology of communication channels:

- **Interpersonal channels:** involve one-to-one communication between two people, e.g. an NGO activist and a political leader, husband and wife, or mother and child.

- **Community-based channels:** reach a community of people, (a village or workforce). Tools for this form of communication include:
  - Community-based media, (local newspapers, local radio stations, bulletin boards, and posters).
  - Community-based activities, (training events, fairs, concerts).

- **Mass media channels:** reach a large audience in a short period of time by using the following tools:
  - Television
  - Radio
  - Newspapers / magazines
  - Magazines
  - Outdoor / transit advertising
  - Direct Mail
  - Electronic Mail
  - Internet

SASP, produced in 2003, placed heavy emphasis on the neglected question of community-based forms of communication during SALW Awareness campaigns (these had hitherto relied too heavily on the mass media). In contrast, this companion volume concentrates exclusively on mass media techniques. However, the secret to effective communication is to blend all these elements together in a systematic, ‘multi-channelled’ way. By doing so you can greatly increase the number of routes by which messages reach target audiences and gain additional benefits from repetition and reinforcement.

Read together, these two volumes should give SALW control project staff sound guidance in the difficult task of communicating with different audiences about SALW.
Media Relations: Guidelines

Situation Analysis

All programme planners need to begin by analysing the situation that confronts them and identifying the nature of the problems they face. To analyse the external situation in preparation for communication in regard to SALW, a wide range of sources should be consulted and a variety of research tools used, from desk research to focus groups and interviews. Existing media reports in the area of operations will provide a lot of useful information, as will national SALW surveys where available. Analysing the appropriate audiences for communication efforts is a prerequisite for correctly selecting the media outlets the project should utilise. This section deals with ‘target audience analysis’ extensively. Advice is also offered on how to analyse the media, an important intermediate audience for all communicators. First however, the project team’s own capacities for media work need to be understood, beginning with the resources available.

Resources

The resources available for media work can be broken down into three categories: capital (i.e. equipment), financial, and human (personnel). The more resources available mean a greater capacity to engage with the media.

Capital

A good media campaign will make maximal use of outside capital resources to supplement its in-house resources. Examples could include holding media events in free venues or outdoors. As a minimum however, a certain amount of office space is required and equipment should be dedicated for the media team. Obvious items include phones, computers, photocopiers and faxes. Other valuable items include a television and VHS recorder, radio and audio tape recorder. A CD burner is also desirable. A suitable venue should also be found for interviews and briefings. It should provide enough space for three or four journalists, their equipment and an interviewee. The background should be free from clutter, clean and tidy. The walls of the venue can also be used to display the project logo and related publicity materials. If a dedicated venue cannot be found, offices can be rearranged in an appropriate manner.

Once of the most crucial and least glamorous necessary resources is a filing system. A combined electronic and hard-copy filing system, with indexed materials capable of swift retrieval, is an essential tool in media operations. Without this, it is difficult to track media coverage of project work, and complicates the provision of background information to journalists.

Financial planning

First and foremost, sufficient money must be available. At an early stage in programme planning, a budget allocating the finances available for media work should be developed. The first step is to identify, or decide on the total funds allocated for media work within the overall project budget - until you know how much money is available, effective planning is complicated. Once this figure is known, it will be a key factor in the development of a media plan, (see below), since activities should be planned in line with available resources. Finally, remember to take into account all incoming and outgoing money, and consider the possibility of raising extra funds where necessary.

Professional

At the core of project media activities will be an in-house team comprised of one or more individuals with the skills, personality and inclination to handle the media. Where more than one member of staff is available for media work, consider allocating distinct roles to those most suited for particular aspects of media work, and specify the roles and responsibilities of each very carefully. Whoever is appointed for each role will probably need introductory training in SALW issues and programming. Since a number of different tools and resources now exist on the subject, this should not be seen as a major obstacle.²

Communications Officer

The media strategy will inevitably require a Communications Officer. Whoever fills this role effectively takes the lead on media work within the project and spends most time with journalists. For this reason Communications Officers need to have an understanding both of journalists and the local media context. They also need to be outgoing, articulate, and prepared for a lot of telephone work. An existing network of journalist contacts is also desirable. Their responsibilities include the following:

- Contacting journalists.
- Issuing press releases.
- Maintaining contact lists and databases.
- Monitoring the media for relevant press coverage.
- Organising media events.

Media Operations during SALW Control Interventions

- Briefing others who are likely to come into contact with the media, (for example, by preparing Q&A briefings and MLTT before interviews).

Staff qualified in media studies, journalism or communications should be considered for this role. Above all though, communications skills rather than diplomas are important, and people from many walks of life may possess or be able to acquire them. In the final analysis qualities such as dedication, tenacity, precision and sociability are probably more important than skills or experience.

Spokesperson

Along with the communications officer the spokesperson will be the visible face of the project for journalists. For the general public, who may not come into contact with the communications officer, he or she might be the only face associated with the project. For these reasons he/she should be selected carefully. A spokesperson needs to be:

- Familiar with the SALW issue and project goals and activities.
- Presentable, both in person, on camera and on air.
- Articulate.
- Calm in the face of questioning.
- Quick-thinking.
- Comfortable with all media event formats, including interviews and press conferences.

However well trained or experienced, a spokesperson depends for his or her information on the Communications Officer who monitors the media and briefs other staff before media events. The spokesperson should always be well briefed and ready for likely questions before facing the media.

Writer

A project may also consider a third responsibility within the media operations team. While the spokesperson and communications officer should have the skills and professionalism to face the media, organise events and distribute information, it may be necessary on occasions to look elsewhere for writing skills, particularly if there is a need to work in several languages. Whoever performs this role is responsible for writing materials that are correct both grammatically and factually but also clear, concise and stimulating. Whether a separate staff member is available for this role or not, all materials issued by the media team must meet these standards. The Communications Officer will ultimately be responsible for signing of materials prepared by the writer.

Target audience analysis

A target audience is a group of people with a common set of characteristics that may make them susceptible to the communication programme. An audience can be defined along any lines, for example, workplace (workers in a SALW factory), to a religious, ethnic, geographical or income group, (see Box 2 for example). Having gathered information about the SALW problems facing the general target community using different forms of research, possible specific target groups for communication work will be identifiable because of a particular relationship they have towards SALW. There could be a wide range of specific target groups, from government officials responsible for making and implementing policy on SALW, people living in communities affected by SALW proliferation, weapon holders and many more, (see SASP Section 4.1.1).

The research findings of national SALW surveys and any SALW Awareness programme needs assessments will prove

---

Box 2: Potential audiences identified by the Small Arms Control in Macedonia (SAICM) project

| A | All population in Macedonia |
| B | Male population in Macedonia |
| C | Female population in Macedonia |
| D | Children (up to 15 Years) in Macedonia |
| E | Youth (15 – 21 Years) in Macedonia |
| F | Young adult population in Macedonia (21-36 Years) |
| G | Mid age population in Macedonia (37-60 Years) |
| H | Old population in Macedonia (61-100 Years) |
| I | Parents in Macedonia |
| J | Fathers in Macedonia |
| K | Mothers in Macedonia |
| L | Ethnic Macedonian population in Macedonia |
| M | Ethnic Albanian population in Macedonia |
| N | Other ethnic groups in Macedonia |
| O | Unemployed people in Macedonia |
| P | Former members of armed groups |
| Q | Criminals |
| R | Key communicators |
| S | Political Parties in Macedonia |
| T | Rural population in Macedonia |
| U | Urban population in Macedonia |
| V | Macedonian population in the crisis regions |
| W | Albanian population in the crisis regions. |
| X | Media |

---

3 Small to medium SALW control projects are unlikely to have the resources or need for separate appointments as Communications Officer, Spokesperson and Writer, and they will usually be combined into one job.
very valuable in this task, as will any censuses conducted in the country. To ascertain the population’s media habits there may be a need to consult professional media associations and advertising or market research agencies. Information should also be gathered on any past or current communication programmes targeting these audiences on SALW or related issues such as mine risk education. This communication can be presumed to have influenced the audience in some respect and should be factored into the media plan. A summary of research methods to consider would include:

- Interviews.
- Focus group discussions.
- Desk research (case studies, censuses, as well as media, SALW and SALW Awareness surveys).
- Telephone polls.
- Case studies and project completion reports (MRE, SALW).
- Intercept interviews.

It is crucial to collect ‘baseline’ data at this early stage of the project so that comparisons can be made when monitoring and evaluating the media work at a later stage. Specially commissioned polls of the knowledge, attitudes and perceptions of the audiences targeted for communication are of particular benefit since all work with the media ultimately aims to produce positive changes in these groups of people, (Box 3).

Clearly identifying audiences whose changed behaviour will support programme objectives is the key to programme success. These groups can be designated as ‘ultimate’ audiences. They may not however be the only target group, audiences can be categorised as:

- Ultimate: audiences who are the final targets of a communication strategy; whose knowledge, attitudes and behaviour must be influenced.
- Intermediary: audiences suitable as a ‘vector’ to convey core messages to others, (e.g. parents to children). Intermediate audiences may, or may not be part of the ultimate audience. Though treated separately in this section of the handbook, the media are in fact just another intermediary audience with a special ability to assist in reaching the ultimate audiences.
- Apparent: audiences that appear to be the target of communication efforts, but who are not in fact the intended target.
- Unintended: audiences it is not intended to reach, but who receive messages intended for others.

The identified audiences will require to be analysed and prioritised. Target audience analysis is the process by which audiences of significance to the communication objectives are analysed for:

- Conditions: any environmental situations over which the target audience has virtually no control but may have an effect on the target audience.
- Effectivity: the ability of the target audience to respond in a desired way, (although an audience may be susceptible, its members may not be capable of acting because of constraints. Constraints can be physical, sociological, political, psychological/emotional or economic). In order to judge the potential impact on an audience consider:
  - The power structure of the community.
  - The position of the target audience within the structure(s).
  - Who influences the audience?
  - Who is influenced by the target audience?
- Vulnerabilities: these generally correspond to the conditions previously listed. For example, lack of food creates a vulnerability of hunger.
- Susceptibility: the degree to which the target audience can be influenced to respond in such a way as to further communication objectives. Well-designed messages, themes and symbols make use of vulnerabilities and susceptibilities.
- Accessibility: the ease with which a target audience can be reached by communication.

Box 3: Using opinion polls to collect baseline data

The SACIM team used regular mini-surveys before, during and after the autumn 2003 project period to study public opinion on matters relating to their work. Since a Weapons in Exchange for Incentives (WEI) mechanism was used to encourage voluntary weapons surrender, comparing public attitudes towards running a lottery for weapons was a useful indicator of how effective the SALW Awareness campaign was.

<table>
<thead>
<tr>
<th>Q: In your view....does the idea of running a lottery seem a good one to you to convince people to surrender their weapons?</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Yes</td>
<td>54</td>
<td>36.0</td>
<td>36.0</td>
<td>36.0</td>
</tr>
<tr>
<td>2. No</td>
<td>82</td>
<td>54.7</td>
<td>54.7</td>
<td>90.7</td>
</tr>
<tr>
<td>9. Don’t know</td>
<td>14</td>
<td>9.3</td>
<td>9.3</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>150</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>
Taking all of the above factors into account will allow a decision to be made as to whether communicating with the identified audiences is a high or low priority. Table 1 below should prove helpful:

<table>
<thead>
<tr>
<th>AUDIENCE</th>
<th>SIZE OF AUDIENCE SEGMENT</th>
<th>IMPORTANCE TO PROJECT</th>
<th>LIKELIHOOD THAT AUDIENCE WILL BE RESPONSIVE TO COMMUNICATION</th>
<th>RATING *</th>
<th>SHOULD AUDIENCE BE INCLUDED IN STRATEGY?</th>
<th>WILL FOCUSING ONLY ON THIS AUDIENCE ACHIEVE GOALS?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>A</td>
<td>B</td>
<td>C = A+B+C</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rating</td>
<td>% Pop</td>
<td>Importance</td>
<td>Rating</td>
<td>Likely</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>1-5</td>
<td>1</td>
<td>Not at all</td>
<td>1</td>
<td>Not at all</td>
<td>14</td>
</tr>
<tr>
<td>2</td>
<td>6-10</td>
<td>2</td>
<td>2</td>
<td>Somewhat</td>
<td>3</td>
<td>Somewhat</td>
</tr>
<tr>
<td>3</td>
<td>11-15</td>
<td>3</td>
<td>Somewhat</td>
<td>3</td>
<td>Somewhat</td>
<td>13</td>
</tr>
<tr>
<td>4</td>
<td>16-20</td>
<td>4</td>
<td>4</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>&gt;20</td>
<td>5</td>
<td>Very</td>
<td>5</td>
<td>Very</td>
<td>8</td>
</tr>
</tbody>
</table>

Rural
Urban
Single
Married
Roma

* Scoring the total rating: 10-15 = a good audience, 6-9 possible, 0-5 unlikely.

Table 1: Audience Prioritisation Worksheet

Analysing audiences for media usage

In order to select the media outlets and individual journalists it is necessary to consider the nature and habits of the ultimate audiences. Consider for example:

- Where, geographically, they live.
- Which media outlets they use to obtain their information (e.g. print or broadcast media)
- The topics that interest them.
- What type of people they respect and disrespect.
- When they typically make use of the news media.

For many audiences, the answers to these questions will be fairly obvious. So, for example, those frequenting or owning gun clubs may read specialist magazines, while senior government officials are unlikely to pay much attention to the tabloid or ‘yellow’ press, but to small circulation newspapers that deal with more serious issues. In other cases it may be necessary to consult advertising or market research agencies, or professional media associations to find out more information about the people’s media habits. Alternatively, consider commissioning research as part of a contract with a media-monitoring agency (see later). Visits to communities and interviews with field workers can also be useful sources.

Once in possession of this information, it is possible to make an initial selection of the media outlets most likely to influence the key target groups, (Box 4). Previous research shows that communication is most effective when messages are delivered repeatedly over time, using varied materials and formats. Therefore varying the media outlets and

Identifying key communicators

Key communicators are individuals to whom members of a target audience look for information, advice, or for assistance in interpreting information. They are the opinion-formers and leaders (formal or informal) within a community, and as such they can influence group actions. Because of their power to influence the ultimate targets they are an important intermediate target audience whose support should ideally be enlisted so as to enhance communication with the ultimate targets. Sources of influence could include:

- Age;
- Wealth;
- Occupation;


5 Refer to SASP 2003 for information on interpersonal communication methods.
Media Operations during SALW Control Interventions

- Family contacts;
- Education;
- Physical strength;
- Access to force (e.g. paramilitaries or bodyguards);
- Political position;
- Religious position;
- Leadership within social organisations; and
- Fame.

Having discovered the personal goals, characteristics and motivations of possible key communicators, consideration should be given as to how to persuade them to carry, or at least acquiesce in the face of, the core messages. In order of decreasing priority, the following methods should be used to condition the actions of key communicators in relation to the media plan:

- Use interpersonal persuasion to obtain their support.
- Reduce or eliminate their influence.
- Look for other key communicators.
- Alter the entire line of persuasion.

Analysing the media

The media in contemporary South East Europe

As with all institutions, the nature and role of the mass media is specific to different societies. However, it is possible to generalise to some extent about the nature and conditions of the media in South East Europe because similar circumstances have affected the media’s development. These circumstances include the difficult and challenging transition away from Communism to a market economy and liberal democracy; the easing of censorship and state regulation; the expansion of infrastructure; and the growth of the civil sector. Many of these characteristics are found in other transitional or post-conflict societies. In a November 2003 survey of the region’s media prepared by the Stability Pact’s Media Task Force, entitled ‘Media in South East Europe’, the media landscape is summarised as follows:

“Professionalism is a concern. By no means only due to a lack of training, of which there has been a lot in the past years, but particularly due to structural problems. Journalists often work without proper contracts, affecting their position. They are generally low-paid and skilled people leave the profession. Young and cheap employees, sometimes preferred by owners, do not feel in a position to oppose influence on editorial policy. Lack of resources impact on quality, as there is little or no money for investigative reporting or domestic production of quality television programs. And in several cases, links between media owners and political parties affect the editorial independence.”

Further:

“...a high number of media outlets but far fewer sustainable and genuinely independent ones, virtually no direct governmental control but remaining influence in several key areas and a generally difficult transformation process of former state broadcasters.”

---

Box 4: Media usage in Macedonia

The below table summarises the reading habits of Macedonian-language readers in Macedonia as of November 2002.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>%</td>
<td>%</td>
<td>%</td>
<td>%</td>
</tr>
<tr>
<td>Reading of daily newspapers-general</td>
<td>91.2</td>
<td>89.2</td>
<td>2.0</td>
</tr>
<tr>
<td>Dnevnik</td>
<td>54.4</td>
<td>60.8</td>
<td>-6.4</td>
</tr>
<tr>
<td>Vest</td>
<td>37.8</td>
<td>26.2</td>
<td>11.6</td>
</tr>
<tr>
<td>Vecer</td>
<td>34.0</td>
<td>34.2</td>
<td>-0.2</td>
</tr>
<tr>
<td>Utrinski Vesnik</td>
<td>28.5</td>
<td>30.9</td>
<td>-2.4</td>
</tr>
<tr>
<td>Nova Makedonija</td>
<td>12.5</td>
<td>17.9</td>
<td>-5.4</td>
</tr>
<tr>
<td>Makedonski Sport</td>
<td>12.1</td>
<td>12.7</td>
<td>-0.6</td>
</tr>
<tr>
<td>Makedonija Denes</td>
<td>8.0</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Global</td>
<td>2.8</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

Source: Public opinion survey by BRIMA-Macedonian, in cooperation with IREX ProMedia and the Association of Printed Media and Newspaper Agencies of Macedonia.

---

6 For advice on how to deal with the media in cases of latent or open conflict see ‘Working with the Media in Conflicts and other Emergencies’, UK Department for International Development (Dfid), 2000.
Within political liberalism, the media are one component of wider civil society; effectively a strata of society distinct from both the state and the market. It follows that in a Liberal Democracy, the media will function independently of both business and government, mediating events to their audience with a minimum of interference or censorship. As the above quotes demonstrate, in practice, this ideal is distorted to varying degrees according to a number of factors, including:

- Vestiges of communistic practices among media staff.
- The distorted perceptions of audiences and the media following recent conflicts in some SEE countries.
- The interests of owners, and the (linked) priorities of editors.
- A lack of resources.
- A lack of skill and motivation among journalists.
- Pressure, direct or indirect, from special interest groups, whether governmental, non-governmental or criminal.

The vast majority of journalists and media outlets will have no special interest in, or understanding of, SALW issues and it is reasonable to expect that project communication efforts will meet difficulties arising from the general conditions noted above. Despite this, prior preparation and study of the media in the country will enable the project team to work around at least some of these difficulties. Probably the surest guide to the workings of the media are local staff, and where available, an experienced communications officer. However, if necessary, media directories and associations are a good starting point for future research work.

Media selection

Media should be selected carefully, taking into account both the general characteristics of different media types, and the specifics of local channels. Previous information gathered will assist in selecting the right media, but in addition the media team should become regular consumers of local media, watching TV, listening to the radio and reading newspapers to ascertain local habits.

The available media outlets in the project’s area of operations will usually fall under the following categories:

- National print media.
- Regional and local print media.
- Broadcast media (radio and TV).
- Electronic media.
- Specialist print media.

Each form of media has its own characteristics that will make it more or less suitable according to considerations such as budget, communication objectives and type of target audience. Table 2 lists some of the general characteristics of different mass media forms:
# Media Operations during SALW Control Interventions

<table>
<thead>
<tr>
<th>MEDIUM</th>
<th>ADVANTAGES</th>
<th>DISADVANTAGES</th>
</tr>
</thead>
</table>
| **TV** (Documentaries, TV programmes, discussions, news show, interviews, talk shows, soap operas, jingles announcing weapons amnesties) | • Reaches large numbers of people.  
• Medium-long distance.  
• Elicits strong recall among viewers.  
• Good for conveying complex issues/messages.  
• Can target specific target groups through specific programmes.  
• Programmes are repeatable.  
• Can reach illiterate groups.  
• Can reinforce messages delivered by more participatory methods.  
• Multi-dimensional effect.  
• Can initiate open discussions.  
• Multi-format (VHS, Beta, MPEG) allows for re-screening and editing. | • Programmes often expensive to make.  
• Not good for training on practical skills.  
• People may distrust certain channels depending on political affiliation.  
• Scheduling and frequency of broadcast crucial for success and for reaching target groups.  
• Unpredictable. |
| **Radio** (e.g. news, interviews, dramas, phone-ins, soap operas, radio-spots, radio documentaries, news, radio magazines, jingles announcing weapons amnesties) | • Reaches large numbers of people.  
• Long distance.  
• Can target specific target groups through specific programmes.  
• Repeatable.  
• Can reach illiterate groups.  
• Programmes are cheap, quick and easy to make.  
• Radio listening is often a group activity, which encourages discussion of educational issues after the broadcast. This is an important stage in the process of behaviour change.  
• Can reinforce messages delivered by other materials and activities. | • Not good for training on practical skills.  
• Scheduling and frequency of broadcast crucial for success and for reaching target groups.  
• Unpredictable. |
| **Telecommunications** (Internet, mobile phone SMS messages) | • Reaches a large audience worldwide, not only nationwide.  
• Immediate responsiveness possible, (i.e. feedback from other people through direct chat).  
• Often inexpensive.  
• Popular with youth.  
• Fast-growing sector.  
• Can carry audio and visual materials if reproduced in correct formats (e.g. JPEG, MPEG). | • Difficult monitoring.  
• Not accessible in certain countries.  
• Use requires training.  
• Cannot guarantee an organised campaign.  
• Generally individual usage. |
| **Newspapers/Magazines** (News reporting, special features, letters to the editor, adverts) | • Often more respected than other media.  
• Most publications have identifiable audiences. Specialist publications can reach key groups, (e.g. teachers, police, farmers).  
• Articles can carry detailed information.  
• Can reinforce messages delivered by more participatory methods.  
• Political slant can be an advantage.  
• Speed in delivering the information. | • Only reaches literate groups.  
• Political slant of particular newspapers/magazines can be a disadvantage.  
• Achieving the right placement of the article or advertisement is important for success. |

Table 2: The properties of different forms of mass media communication
Media Operations
during SALW Control Interventions

In order to get a full understanding of the options available for communication, for each type of media present in the area of operation, the following should be explored:

- Number of stations/publications, (Box 5).
- Ownership/political affiliations.
- Type and schedule of programming.
- Type, and size audience, (Box 6).
- Geographical reach.
- Staff structure (see below).

The final task is to compare the analyses of target audiences with that of the media in order to decide which outlets are suitable for use. The main considerations when comparing the two are as follows:

- Accessibility: Can the target audience receive the medium?
- Appropriateness: Is the medium appropriate for the target audience? (In particular, consider its credibility and popularity with the audience)
- Availability: Is the medium available to the project team? (For reasons of cost, political affiliation etc.)
- Timeliness: Does the medium meet time requirements? At what stage of the project will the medium be appropriate?

---

**Box 5: Structure of broadcast media in Bosnia and Herzegovina**

The below table summarises the reading habits of Macedonian-language readers in Macedonia as of November 2002. There are 183 qualified broadcasters in BiH, not including the three broadcasters that form the Public Broadcasting System for BiH, (Public Broadcasting Service, RTV FBiH and RTRS). Of these 183 broadcasters, there are:

<table>
<thead>
<tr>
<th>Type</th>
<th>Public</th>
<th>Private</th>
</tr>
</thead>
<tbody>
<tr>
<td>TV</td>
<td>42</td>
<td>26</td>
</tr>
<tr>
<td>RADIO</td>
<td>141</td>
<td>79</td>
</tr>
<tr>
<td>Public</td>
<td>16</td>
<td></td>
</tr>
<tr>
<td>Public</td>
<td>62</td>
<td></td>
</tr>
<tr>
<td>Private</td>
<td></td>
<td>79</td>
</tr>
</tbody>
</table>

**Diagram: Broadcasters in BiH (source Communication Regulatory Agency BiH)**

*Source: Media in South East Europe, Stability Pact Media Task Force.*

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**Box 6: Viewing figures per media outlet in Macedonia (SACIM)**

<table>
<thead>
<tr>
<th>TV</th>
<th>%</th>
<th>Radio</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>A1</td>
<td>20.3</td>
<td>MK Radio 1</td>
<td>14.1</td>
</tr>
<tr>
<td>Sitel</td>
<td>14.5</td>
<td>Kanal 77</td>
<td>13.1</td>
</tr>
<tr>
<td>MTV1</td>
<td>13.9</td>
<td>Antena 5</td>
<td>10</td>
</tr>
<tr>
<td>MTV2</td>
<td>5.6</td>
<td>MK Radio 2</td>
<td>4</td>
</tr>
<tr>
<td>MTV3</td>
<td>5.2</td>
<td>Ross</td>
<td>3.5</td>
</tr>
<tr>
<td>PINK</td>
<td>3</td>
<td>Visar (Tetovo)</td>
<td>2.6</td>
</tr>
<tr>
<td>KANAL 5</td>
<td>2.3</td>
<td>Radio Tetovo</td>
<td>2.3</td>
</tr>
<tr>
<td>HRTV 1</td>
<td>1.9</td>
<td>R. Aracina</td>
<td>2.2</td>
</tr>
<tr>
<td>TELMA</td>
<td>1.8</td>
<td>Radio Vati</td>
<td>1.9</td>
</tr>
<tr>
<td>KOHA (Tetovo)</td>
<td>1.7</td>
<td>City Radio</td>
<td>1.9</td>
</tr>
<tr>
<td>TV ERA</td>
<td>1.6</td>
<td>Radio Stip</td>
<td>1.8</td>
</tr>
<tr>
<td>VIS (Strumica)</td>
<td>1.2</td>
<td>Fortuna (Skopje)</td>
<td>1.5</td>
</tr>
<tr>
<td>Others</td>
<td>26.8</td>
<td>Pink</td>
<td>1.5</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>TV</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>MEF (Prilep)</td>
<td>1.3</td>
</tr>
<tr>
<td>Radio Strumica</td>
<td>1.3</td>
</tr>
<tr>
<td>Radio 105</td>
<td>1.2</td>
</tr>
<tr>
<td>MG Radio</td>
<td>1.2</td>
</tr>
<tr>
<td>Buba Mara</td>
<td>1.1</td>
</tr>
<tr>
<td>Folk</td>
<td>1.1</td>
</tr>
<tr>
<td>Other</td>
<td>32.5</td>
</tr>
</tbody>
</table>
Inside the media

Although journalists themselves are the most visible face of media outlets, it is important to understand their specialisations, and the internal relationships of their outlets. This allows the identification of the appropriate person to be targeted within the organisation. For each media outlet, the following roles and positions are common:

- **Owners**: whose role may vary from disinterested entrepreneur to controlling daily editorial policy and content.
- **Editors**: responsible for overall content, image and strategic decisions.
- **News editors**: decide what news is carried.
- **Letters editors**: handle incoming letters regarding coverage.
- **Features editors**: responsible for extended coverage items
- **Picture editor**: manages photographers and selects images for publication.
- **Forward planning desks**: keeps track of forthcoming events.
- **Correspondents**: more specialist than reporters.
- Reporters, photographers, cameramen, soundmen.

Journalists are often under pressure, trying to juggle the demands of editors, deadlines and the pressure of events and competition. They are likely to respond well to contacts that provide them with timely, accurate and newsworthy information – and especially those who save them time:

- Prepare and deliver messages in plenty of time to match the project’s desired timeframe with the journalist’s.
- Learn how different media outlets prefer to receive information (e.g. by letter, phone, fax, videotape or e-mail).
- Gain familiarity with the type of news that each media outlet presents.
- If their time is wasted with unusable information, inaccuracies or unnecessary questions, then working relationships may be weakened.

Media databases

Creating a database (Box 7) of relevant media outlets is a crucial support to any communications strategy because if properly used and maintained it facilitates access to journalists and in turn, target audiences. It will also help in approaching contacts by name, personalising dealings and helping to build relationships. It can also be used to record the type of information listed above – internal structure, type of programming, political affiliation etc. At a minimum, any database should probably include the following fields:

- Company name.
- Type (Newspaper, Radio Station, TV etc).
- Names of key contacts.
- Position (editor, reporter etc.).
- Address, phone and fax number.
- E-mail address.
- Frequency of publication.
- Deadlines.

**Box 7: SEESAC SALW Media Monitoring Database**

The SEESAC Media Monitoring Database is an operational support tool designed to support media analysis and to maintain data on media coverage of a SALW control intervention.

Once the database is established the difficulty is keeping it up to date, particularly since many media outlets have high staff turnovers. Records should be updated constantly. Provided constant contact with journalists is maintained this should not be too difficult – update regularly.
Box 8: SACIM Project Media Contacts Database

SACIM’s media team use an MS ACCESS based system to keep track of journalists as well as media coverage. This was used in the design of the SEESAC Media Monitoring Database.
Media Operations
during SALW Control Interventions

Strategy design

A media strategy sets out the purpose of the project dealings with the media. It specifies goals, objectives, messages and methods, and it allocates roles and resources. It should also provide for monitoring activities and evaluating results. An analysis of the internal and external situation confronting the project will be fundamental when it comes to designing the strategy. Media strategies may be prepared for entire organisations, particular projects, or even phases of a project. This section explains how to prepare each component of a media strategy beginning with goals and objectives. These different components can easily be brought together in a single document, a strategy plan. This will serve as a useful point of reference so long as it remains open to change as work progresses.

Formulating goals and objectives

Goal: Raise the profile of the SALW control project among the general public:

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
<th>INDICATORS</th>
<th>RESOURCES</th>
</tr>
</thead>
</table>
| Make, and maintain contact with relevant media | Number of entries in project’s media database
Regularity of contacts made with above journalists
Level of media attendance at project events, conferences. | Personnle: communications officer and spokesperson. Communications Officer to write project materials. |

Increase media coverage of project activities | Extent of media coverage of project’s events and activities
Level of public recognition of project’s name and knowledge of its work | |

Goal: Use the media to encourage SALW surrender during amnesty period:

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
<th>INDICATORS</th>
<th>RESOURCES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase the amount of information on the weapons amnesty carried by media outlets</td>
<td>Extent of media coverage concerning the amnesty and weapons surrender</td>
<td>Personnle: communications officer and spokesperson. Communications Officer to write project materials.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
<th>INDICATORS</th>
<th>RESOURCES</th>
</tr>
</thead>
</table>
| Involve journalists in advocating for weapon surrender by encouraging positive and responsible coverage of the topic. | Increase in pro-surrender reports
Fewer anti-surrender or ambivalent reports. | Finance: 8,000 USD for six month period of disarmament. |

Formulating messages

Having established the project’s communication goals and objectives, core messages should be created for use in the different dealings with the media. The purpose of these messages is simple – to assist in furthering communication goals and objectives when dealing with the media. As such, it is not possible to specify what the messages are in advance. However, certain communication goals are likely to be found in most communications strategies. For example, it is likely that the project will need one or two core messages (Box 9) on hand to convey to the media precisely what the project is, and what it seeks to achieve. On the basis of a great number of communication campaigns in related fields, it is possible to state that successful core messages tend to be:

- Repeated over time.
- Modified for different audiences.
- Simple and short – normally one or two sentences per message.
- Limited in number – no more than a handful of different messages.
- Conveyed by many different media, materials and activities.
- Reinforced by each other, rather than in conflict.
- Supported by stories and statistics.
**Box 9: Example Core Messages from SEESAC**

| **Global Impact of SALW** | SALW have a huge impact on society in general. There is some research to suggest that they are used to kill approximately 300,000 people per year in armed conflicts and 200,000 per year in criminal activities. Millions more people are terrorised, wounded, maimed or forced from their homes to lives as refugees or internally displaced persons (IDP). |
| **The impact of SALW on the region** | Within South Eastern Europe the impact of uncontrolled proliferation and possession of SALW is:  
- Undermining the rule of law;  
- Fuelling crime and instability;  
- Exacerbating tensions;  
- Negating security confidence building measures; and  
- Acting as an obstacle to development  
SALW continue to constitute a major threat to development in the region; therefore UNDP is supporting the Stability Pact Regional Implementation Plan for SALW in the region. |
| **What are SALW?** | There are a variety of definitions for SALW circulating and international consensus on a “correct” definition has yet to be agreed. SEESAC suggests that the following definition is appropriate:  
“All lethal conventional munitions that can be carried by an individual combatant or a light vehicle, that also do not require a substantial logistic and maintenance capability” |
| **Role of SEESAC** | To provide project support and technical assistance to all SALW activities within South Eastern Europe.  
To facilitate dialogue and co-operation on SALW activities and issues within South Eastern Europe. |
| **What is SEESAC?** | SEESAC is a joint initiative of the Stability Pact and UNDP, which is designed to support the implementation of the Stability Pact plan.  
At the strategic level, SEESAC activities contribute to enhanced regional stability and further long-term development in South Eastern Europe. |
| **SEESAC areas of involvement** |  
- Cross Border Control issues  
- Legislative measures  
- SALW collection and destruction operations  
- SALW stockpile management  
- Enhancing awareness of SALW issues  
- SALW Survey  
- Co-ordination of SALW projects and activities within the region  
- Provision of accurate and timely information on SALW issues |
| **What can SEESAC do?** |  
- Assist in capacity building  
- Assist in project development  
- Provide technical support to projects  
- Co-ordinate SALW activities  
- Provide accurate and timely information  
- Assist in resource mobilisation  
- Monitor and verify collection and destruction operations  
- Provide technical resources, such as databases  
- Develop and maintain regional standards and best practices |
Media Operations during SALW Control Interventions

Product development

Corporate materials

While specific media related activities such as press briefings or media tours require the creation of supporting materials for the occasion at hand, a basic set of generic materials can be prepared in advance to support the project in its dealings with the media. Naturally all such materials must convey appropriate and consistent messages about the operational work and be prepared and published to the highest standards. At a minimum, consideration should be given to commissioning the following materials:

- Letterhead and/or headed paper.
- Logo.
- Business cards.
- A banner.
- Press kit.

With the exception of the press kit, (also known as a media guide), these materials can be prepared at the outset of the project and remain relevant throughout. By its nature however a press kit requires continual updating. The following should be included in a press kit, ideally presented in a folder or other container that conveys the project’s corporate image:

- Background information on both the organisation and project.
- Press clippings containing coverage of the project work.
- Copies of recent reports.
- Recent press releases.
- Photos and biographies for the project team.
- Photos and/or video footage of any recent events.
- Contact details for whoever handles the media.

Box 8: Themes and Symbols

Using themes and symbols that resonate with target audiences when communicating, can enhance the effectiveness of communication. A symbol is something that stands for or suggests something else because of a common association in a given culture (e.g. roses and love in western cultures). Symbols are a useful means to convey themes. Similar considerations apply to the selection of symbols as with themes. Pre-testing is essential to ensure local appropriateness and the compatibility of themes and symbols.

A theme is a subject, topic, or line of persuasion used to achieve a psychological objective. Themes are used to persuade target audiences to follow a particular course of action or adopt a specific behavior. A good example for use during micro-disarmament projects would be ‘safety’. Supposing that during the information gathering and analysis phase of a SALW Awareness project, it has been determined that communities targeted by the project feel unsafe, choosing messages that associate disarmament with the theme of safety may be wise. Once vulnerabilities are identified, they can be utilised by communicators in this way, but only if the target group is also susceptible to influence. For this reason, themes should be selected after target audience analysis. They should also be simple, credible, timely, culturally appropriate and support communication objectives.

Media products

Having gathered and analysed information about target audiences and the media landscape and considered appropriate messages, symbols, themes and communication channels, a project should now be in a position to develop products for use by the mass media. Media products come in many forms, including TV scripts, radio jingles, songs, documentaries and advertisements, (also known as TV or radio ‘spots’). Effective products need not be expensive, though they must be professional in design and execution if they are to convince target audiences. Remember that the purpose of any media products is to convey particular messages, in using a suitable channel and mode of presentation, to target audiences at the right time. To do this, the analysis of audiences and media needs to be integrated, so that for each media product the following is known:

- The target audience.
- Target audience location.
- The message(s).

\[\text{The project may also need to prepare small media such as leaflets. Similar considerations apply to the preparation of these media but they are not covered here.}\]
Optimum timing for use.

Purpose of the product.

Duration of product use.

The expertise needed to develop most media products will not be available in-house. The assistance of professional media production companies is therefore advised.

Production companies

When seeking production companies there will be few if any with experience of producing SALW-related materials. Yet, well-reputed firms will be able to tackle most subjects.

Depending on the type of product that is required, companies who have previously worked on socially-sensitive subjects may be more suitable, (e.g. when producing documentaries). A competent production company will have the following staff on hand as a minimum:

- **Producer**: organises and manages the project. Takes responsibility for script, location, logistics, coordination, music, actors.

- **Director**: turns the script into something visual. Takes responsibility for camera shots, angles, and composition and coordinates the work of camera, lighting and sound technicians. He/she also has overall artistic control of performers.

- **Assistant Director**: Assistant directors are responsible for set and prop details and work off-camera as liaison between directors and performers.

- **Technical director**: an engineer for all production equipment. They operate switchers and monitor the video image during production to catch glitches and dropouts. The technical director assists the director and takes instructions from him.

- **Writers or researchers**: responsible for content of scripts, for ensuring quality, attractiveness and meeting production objectives.

- **Designers and artists**: help producers create scenery, props and graphics.

- **Camera operators and lighting, audio and video technicians**: set up and operate equipment during recording.

When dealing with a production house you must be clear about the purpose of the product you are commissioning. Prepare answers to the following questions before making contact:

- Why is the product being commissioned?
- What are the objective(s) of disseminating it and how will it meet them?
- Who are the audience(s)?
- What does the audience need to know? What does it already about the topic?
- What are the audiences’ biases, likes and dislikes?
- How should the information be presented to the audience?
- How big is the audience? How will it consume the product, e.g. at home on TV or on video in small groups?
- Do you require special effects? Mobile equipment? High quality audio recording?
- What is the deadline?
Pre-testing

Having prepared the prototype media materials, it is then necessary to run a pre-test with a representative sub-set of the intended target audience. The purpose of the test is to allow for a final check for the appropriateness of materials, themes and messages and maximise the chances of communicating with target groups as intended. Pre-tests can be formal or informal. They can be conducted in the field, in communities themselves, or with a handful of people who have a similar profile to the target audience. Among other things, a review panel should be asked whether the materials presented to them would:

- Attract attention.
- Be understood.
- Be seen as credible.
- Change attitudes or behaviour as intended.

The review panel is also responsible for making recommendations to improve the effectiveness of the materials.

Preparing a media plan

Having created messages and materials suitable for your target groups, a detailed plan of action should be developed that specifies which activities and tools will be deployed, with whom and when. The plan must take into account the resources available to the project and the overall strategy. As a minimum the plan (Box 11) should cover the following:

- The target media, (for the most part, those used by the target audiences).
- The tools and activities intended for use, (those most likely to secure varied coverage in those outlets).
- A schedule of events, including:
  - Planned media activities, (e.g. press releases for major SALW related events and activities journalists’ trainings, newsletter publication, briefings). Specific dates should be provided where possible, or a running order where not.
  - Forthcoming major events (e.g. public holidays, state visits, major sporting events).
  - Monitoring and evaluation activities.
  - Updates of in-house materials, (press kits, websites, MLTTs etc.)
  - Maintenance of a list of international and national media contacts.
- Plans for preparation of corporate image and related materials.

The media plan will also need to take into account any events scheduled as part of the project that are particularly media-worthy. Fortunately for programme managers and media staff, SALW control interventions create numerous media-friendly activities. The following events can easily attract media interest:

- Weapons collections.
- Training of collection agents.
- Delivery of incentives to those surrendering weapons (whether lottery tickets to individuals or development schemes to communities).
- Securing of storage sites.
- Transport of SALW.
- Destruction of weapons or ammunition.
- Upgrading of destruction facilities.
- Awarding of surrendered weapons with historical significance to museums.
- Passage of new legislation.
- Declarations of amnesty.
- Enforcement of law following amnesties (e.g. searches, arrests and prosecution of offenders).

The above events are all of interest to the media. They can also provide images and statistics for media fact sheets, press releases, briefings and so on. As well as factoring these events into the media plan they should also be
incorporated into any SALW Awareness campaign. Lastly, monitoring activities must be included in the work plans so that the strategy stays on track.

**Links to SALW Awareness**

The organisation or project should have its own communications strategy apart from any SALW Awareness strategy being implemented as part of the project. Put simply, the purpose of the project’s communications strategy is to effectively convey the communication goals of the entire project to a range of audiences. It will take matters such as media operations, core organisational messages and corporate image into account. In contrast, a SALW Awareness strategy seeks to raise the awareness of targeted audiences in relation to particular SALW issues. Because SALW Awareness programmes generally target the media as one of their priority audiences, both strategies will bring the project into contact with the media. The media plans must take into account the messages, materials and activities of both strategies, rationalising work and avoiding duplication, confusion or conflict of messages. While there may be some overlaps, quite distinct messages, materials and activities will be needed to support the two different strategies. Where possible, drawing up a combined media plan is advised.

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**Box 12: Combined SALW Awareness work plan incorporating media activities (SACIM).**

<table>
<thead>
<tr>
<th>Date (during October 2003)</th>
<th>Activity</th>
<th>Description</th>
</tr>
</thead>
</table>
| 1 - 4                     | Videoclip 1 - 4 to be used on TV stations
|                          | Radio spots 1 - 4 to be used on radio stations
|                          | Poster campaign to be disseminated and posted in public places, selling points of Dresvik, local communities, state buses
|                          | Billboard campaign started
|                          | Badges to be delivered and disseminated to the population
| 5                        | Ad 5: A man less a man
|                          | Training packages to Ministry of Education and start education in universities
|                          | Local community network and work in the local communities, setting up promotion activities
|                          | 3 language website including packages for the press and activists are posted, basic SALW Risk Education, overall security
|                          | Dialogue with VIP’s ongoing, political leaders, religious leaders, intellectuals involved in the dialogue process
|                          | Media producing own shows and productions, discussion groups, open debates
|                          | Exhibit: kids' drawings
|                          | Perception survey
|                          | Media events to be set up by local communities
|                          | NGOs working in their specific areas

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8 Refer also to SEESAC’s SALW Awareness Support Pack (SASP), 2003, which provides extensive information on the design and implementation of SALW Awareness programmes.
Media Operations during SALW Control Interventions

Implementation

Dealing with journalists

Having established a media monitoring system, the project will be familiar with those journalists that cover issues relating to the project’s work and are likely to take an interest in SALW. Unless the project has an established base of journalist contacts to work with, the communications officer will need to proactively select individuals who are felt to be worth approaching with reference to both the project’s media analysis and the quality and type of their reporting. Since SALW can be a daunting and technical issue, it is usual that it is more successful to target a few journalists who are perceived to be skilled and interested.

Annex A provides more detailed guidance on dealing with journalists.

Responding to enquiries

Building and maintaining your project’s reputation as a reliable source among journalists may take some time, but by treating journalists with respect and responding helpfully to their enquiries you can speed the process up. The manner you respond in, and the speed with which you do it, will affect the media’s perceptions of your project and in turn condition the coverage they give you. When handling media enquiries, try to apply the following principles:

- Be polite, positive and helpful.
- If you miss a call, always get back to the journalist.
- Make a note of who the enquiry comes from, their publication, contact details and any deadline. Get back to them before their deadline. If you cannot respond immediately, give a brief ‘holding statement’ in the meantime.
- When invited for interviews, do your best to make the appearance unless you have serious concerns. Whoever appears for interview must be fully briefed.
- In the case of hostile enquiries, consult the communications team, agree what the official line is, and brief all concerned before responding. Responses to hostile enquiries are best put in writing to minimise the chance of misreporting.

And as always:

- Avoid saying ‘no comment’
- Don’t speculate, even under pressure.
- Remember, everything is on the record.
- Don’t lie.

A small proportion of media enquiries will be hostile, and these need to be handled especially carefully to limit potential damage to you and the research. Some bad news stories will need crisis management; others will need good liaison with partner organisations.

Media management tools

So what counts as news? There is no single answer to this question, and what one newspaper or TV station is interested in may not attract another. The decision as to what is newsworthy lies with editors who have to sort through a massive supply of daily information and make a selection for what is carried that day. Leaving aside the question of influence by owners for a moment, editors can be said to concern themselves with the following when assessing a piece of incoming information:

- Will the story entertain or interest a large number of readers?
- Is the story important to people?
- Does the story affect a large number of people?
- Is there anything novel or attractive to report?
- Is the story timely?

However, it is not just the content of a story that determines whether it is news. Firstly, the media must have their attention drawn to a story before it becomes news. Second, they must have time to respond to your story. Selling the story to journalists in advance can also help to win coverage. Third, tailoring the story for particular media and their audiences will also increase your chances. Lastly, the method you choose to draw attention to a story will affect your chances of attaining coverage, so it is important to have a range of different dissemination tools available and to use them appropriately. A number of different tools and methods are explored below in more detail. They should be used inventively and proactively in line with a media plan. Remember though, whenever using these tools, that you must be prepared for the response from the journalists you come into contact with. They are likely to have queries and questions for you, so arm yourself and media team members with all the background information they might need to supply journalists with further information or comment.

Press releases

A press release is a short written document announcing a newsworthy item, distributed to the media to alert them. It is a versatile tool and might be used to draw attention to any number of different items, from an upcoming event, to new research findings, or the start of a new project. Whatever the topic, press releases are written in a similar way to a news report, making the content easily accessible to the recipient. Most communications teams issue a great many press releases as part of their strategies.

Further detailed guidance on press releases is provided in Annex B.
Media alerts

A media alert (Box 14) is briefer than a press release and used to convey more urgent information, often in ‘bullet point’ form. Media alerts should be used when an unexpected event occurs and journalists need to know immediately. They are not a routine tool, and using them as such is likely to undermine your organisation’s credibility.

- Clearly head the page ‘MEDIA ALERT’ in large bold font, and then give a meaningful sub-heading.
- Keep them extremely brief, avoiding all unnecessary information.
- Position the newsworthy item near the very beginning indicating why it is important information.

**Box 14: Example media alert**

(Issued by UNDP Serbia and Montenegro)

United Nations / Nations Unies
Office of the Resident Coordinator in Serbia and Montenegro
Belgrade, 29 April 2004

**MEDIA ALERT**

World Environment Day 2004 Competition
‘Freshwater’

The United Nations Country Team (UNCT) in Serbia and Montenegro this year marks the World Environment Day, 5 June, by introducing an award for the best media piece on “Freshwater”, supported by United Nations Development Programme’s (UNDP) Energy and Environment Cluster and the Office of the UN Resident Coordinator.

Eligible articles, radio/television programmes have been publicized in the period from 1/1/2003 to 30/4/2004, in any national media, promote environmental awareness in the country, appeal to a broader public and have provoked discussions (please include: the date when the discussion took place and the list of participants, as well as the circulation numbers/number of viewers or listeners, when submitting the application). Only applications from citizens of Serbia and Montenegro will be accepted. The best article/author/programme will be awarded with 500 US$.

The intention of the UN Country Team is to make the award a tradition, with a different topic for each year. Please send your applications by mail to:

Office of the UN Resident Coordinator in Serbia and Montenegro
Internacionalnih brigada 69
11 000 Belgrade

marked “World Environment Day Competition 2004”.

The deadline for submission is 22 May 2004. Good luck!

For further details please contact Ms. Vera Dragovic, Communications Officer, Office of the UN Resident Coordinator at vera.dragovic@un.org.yu or 063/214 402.

P.O.Box no.3, Internacionalnih brigada 69, 11 000 Belgrade, Serbia and Montenegro
Tel: (381 11) 3444400/3444041/3444042/3444142/3444200;
Fax: (381 11) 3444300 e-mail: orc@un.org.yu

Pitch letters

Pitch letters (Box 15) are letters of proposal addressed to journalists or editors to encourage them to cover a particular event or story, or to interview someone. Unlike a news release they do not provide enough information for a report, but only enough information to attract the interest of the targeted individual. Although they should also be brief, pitch letters allow for more description and opinion than most other tools. Here are some tips:

- One page of text in the form of a personalised letter to a specific editor or journalist.
- Whet the readers’ appetite – sell, but do not tell the whole story.
- In the first paragraph, explain why the story is important, and why it should be of interest.
- In the following paragraph(s) give a fuller description of the story in concrete terms.
- A day or two later make a follow-up phone call.

**Box 15: Example of a Pitch Letter**

Dear Editor [NAME],

A great deal of news reports these days cover crimes in which firearms were used. Organised crime and trafficking in drugs and guns is also a popular subject in soap operas such as [NAME]. Since your paper often reports these stories you may be interested in attending the launch of UNDP’s new ‘small arms and light weapons control programme’ at the Hyatt hotel next week.

The event will be opened by the Deputy Minister of Interior, Mr [NAME] and the United Nations’ Resident Representative Ms. [NAME] who will make presentations introducing their new programme, and explaining how it will help to combat crime and promote development. A short presentation by the Red Cross Society of Nowheria concerning victims of small arms injuries will explore the human interest side of the story.

The meeting ‘Small Arms Control in Nowheria’ begins at 9am on 31st May. Should you feel this subject is of interest to your readers, we would be pleased to have you attend. I will call later this week to discuss this further. Please call contact me at the below address if you have any questions.

Yours sincerely,

Norman D. Landing
Communications Officer
UNDP Nowheria
Tel: 935 3430, Fax: 935 3431
Email: norman.landing@undp.org
Press conferences

The main virtue of a press conference is that it allows you to present a topic to a large number of media representatives simultaneously. In this regard press conferences are cheap and efficient. Those attending are also able to question you, allowing them to gain the extra depth they may need for a report. But for this reason you (and your spokesperson) must prepare well – you must be well briefed on the topic, able to present it in a concise but engaging way, and ready for searching questions. In general only the most important events warrant a press conference, so think carefully before organising one.

Further detailed guidance on press conferences can be found at Annex C.

Briefings

The purpose of a press briefing (Box 16) is to better inform the journalists you deal with on a topic of concern to you. In many other situations, factors such as imminent deadlines or the presence of a large group of people can make it difficult to explore a subject in any depth with journalists. But a press briefing can be a closed session with small group of carefully chosen journalists for whom you can prepare well-targeted information. Briefings can be time-consuming, and you will need to prepare carefully, carrying out background research and perhaps preparing a briefing statement. Sometimes you may wish to involve a specialist speaker, to introduce different expertise and raise interest. However, a briefing gives you a chance to build relationships with selected journalists and even to exchange views and ask them questions. You may want to hold regular briefing sessions, e.g. once every few weeks to give the media a deeper background and mutual understanding. Since the format for briefings is flexible they are low-cost, informal meetings organised at a location of your choosing.

You need to agree the time available and outline the areas you intend to cover at the beginning - and check their understanding of the key points and reinforce these at the end. Stick to the facts and don’t speculate - avoid being misquoted. Be wary too of going ‘off the record’.

Letters to the editor

These can offer your opinion on an issue or a response to previous editorial coverage that supports or offers a different point of view. Letters should be short; normally two or three paragraphs long, using statistics, reasoning and substantiated claims rather than impassioned statements. Letters to the editor should be directed to the editorial department.

Question and Answer Briefs

A Question and Answer Briefing (Q&A) is a document prepared by media personnel as a preparatory ‘prop’ for the spokesperson. It lists questions that the spokesperson might reasonably expect to be asked by journalists during a coming press conference or interview, and offers suggested answers that put across the organisation, or project’s perspective. Q&A briefs are one component of Media Lines to Take (see below).

Media Lines to Take (MLTT)

Media Lines to Take (MLTT) (Box 17) are responsive media tools which when used in conjunction with media monitoring allow communications staff to anticipate common themes when preparing project activities and to respond to events on the ground. In effect an MLTT is an extended form of Q&A briefing. In addition to providing the reader with guidance on questions likely to be asked of him/her during a media appearance, and suitable answers, it also offers additional information and guidance:

- Factual Summary: accurate listing of events that have led to the present situation.
- Comment: Strictly for information and internal use by the person using the MLTT.
- MLTT: Main points that your organization represents regarding the issue at hand.
- Question and Answer Briefing: Anticipated questions by journalists and possible answers that will best serve your organizations’ viewpoint.

Given that their content may be sensitive, MLTTs are for internal use only. Depending on the sensitivity of the comments offered, limiting circulation beyond the media team to wider project staff may be wise. A standard MLTT document template will advise the reader on the authorised circulation and whether the project’s media policy is active or passive in regard to the given subject.

The development and updating of MLTTs is a highly worthwhile exercise. Ideally, Q&As or MLTTs should be prepared for all current issues, positive and negative, defensive and offensive. Even if they are not used, they assist in focusing the minds of media staff on topical events. Responsibility for preparation of MLTTs will typically be given to a Communications Officer who will circulate drafts for comment and discussion. An example MLTT is provided in Box 17.
Box 17: Example Media Line to Take
SEESAC MLTT, 10 September 2003
SCG ARMY SELLING ARMY SURPLUS IN THE OPEN MARKET

1. FACTUAL SUMMARY
- 27 August 2003: The SCG Ministry of Defence held a public auction for the sale of 228 pieces of used mine-cases with explosive charges. (Sea Mines SAG 2B).
- SCG is selling army surplus and expects to make a profit on a sale of surplus weapons in the year 2003 to the value of 4 - 5 million dollars.
- The MoD researched the international market, through Jugoimport SDPR, to place its surplus weapons on the market, with authorisation from the MFA.
- Parties interested in obsolete weapons range from African countries to western War Museums.
- Procedure regulates bidding procedure and potential buyers, exclusively legal and local entities who are trained and authorised to de-mine.
- Sales of weapons have to follow a strict procedure to prevent weapons ending in countries under the UN ban and special attention is paid to the end-user certificate issued by the country of the buyer.
- “Dirty gunpowder” from mine cases, after being transferred from solid to liquid states, will be used in the mining industry, and provide cheap raw materials for national industry.
- VSCG has difficulties in updating warehouses to store weapons and army equipment. “One of our basic goals is to get rid of the burden of obsolete weapons and modernize warehouses with obtained funds.”

2. COMMENT
- It is every country’s legal right to make use of their surplus as they see appropriate, providing they abide by recognised UN standards and regulations.
- The UN Register of Arms has no data on this sale; SCG is not required by any legislation to register this sale; (The Register comprises seven categories of major conventional arms: battle tanks, armoured combat vehicles, large calibre artillery systems, combat aircraft, attack helicopters, warships (including submarines) as well as missiles and missile-launchers.)
- SEESAC official position is that army surpluses are best destroyed and not sold.
- SEESAC primary concern with this issue would be the monitoring of end-users: will it be done? Who will do it?

3. MEDIA LINE TO TAKE (MLTT)

This Media Line is for information only and is to be circulated to provide a reference in the event of a media enquiry. SEESAC media policy on this subject remains a strictly passive approach, although they may be used IF PRESSSED. The MLTT are designed to respond to a range of possible situations, the briefer should choose the most appropriate MLTT and may use all the factual details at Paragraph 1 to supplement the MLTT.
- SEESAC is aware that SCG is selling army surplus weapons, and researching the international market for future sales, under authorisation from the SCG MFA.
- Every country has a legal right to use their surplus weapons as they best see appropriate, as long as international standards, treaties and norms are complied with. SEESAC has no involvement in this issue.
- SCG is currently cooperating with the SCG MoD, for the destruction of 20,000 SALW, funded by the USA. If further asked, SEESAC would be glad to provide assistance to the MoD in ensuring funds for the destruction of surplus weapons as well as other kinds of operational or technical support required for that process.
- SEESAC supports the VSCG initiatives in upgrading weapons storage facilities and would be pleased to offer any assistance to the MoD in this matter within the SEESAC range of activities.

4. QUESTION AND ANSWER BRIEF (Q & A)

Q: If you don’t agree with selling the surplus weapons, why doesn’t the UN or Stability Pact stop it?
- SEESAC, as a UNDP and Stability Pact initiative, by its mandate does not interfere with actions by national governments, and has no responsibility or intention of doing so. The Stability Pact’s Regional Implementation Plan does not seek to compete or contradict existing agreements and arrangements but to build on them in the most practical way possible. Every country can make use of their weapons surplus in the best way they believe, so long as they comply with international standards, treaties and norms. SEESAC provides operational, technical assistance and management support at the request of a government or other organisation.

Q: What can you do to help the MoD with the weapons security facilities?
- SEESAC is in a position to connect a potential donor who may choose to fund this activity with the MoD. SEESAC can also offer specialist advice on the issue, through its range of technical specialists. SEESAC is aware of the significance of good quality weapons storage facilities. Since all weapons can be misused it is imperative to always know where they are and who is responsible for their management. Better transparency and better management are the best ways to inhibit the easy descent from the responsible to the deadly.

Q: Why aren’t you doing it already?
- In order for SEESAC to get involved in any initiative, its involvement must be requested by the stakeholders. In this case, we are working with the MoD on other matters, but our assistance in this particular area has not been requested yet.

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Media Operations
during SALW Control Interventions

Press tours and events

Some research publications may be so potentially newsworthy, or relate so directly to current issues in public debate, that it is worth holding an event to bring together researchers, journalists and other interested parties. Events could include simple gatherings of key journalists over breakfast, lunch or dinner - or more formal press conferences.

It is only worth organising these events if they will add value. For example, if you are gathering journalists for a press briefing, it is worth asking what they will get from turning up that they wouldn’t get from reading a press release or talking to you on the phone. A free meal or a glass or two of wine is not enough incentive to drag a busy journalist out. Think what’s in it for the journalist - could they get a different twist on the story, an exclusive interview, or maybe the opportunity to hear the reactions of people with an interest in the research findings?

- Opening a new office or launching a project
- Presenting an award
- Completing a project
- Commencing a weapons collection or destruction
- Start-up of community work

Whatever the event, try to ensure you have good timing, a good location, and an interesting combination of people (hosts, speakers etc.) and subject matter. In order to maximise press attendance, try the following:

- Issue a press release a week before the event.
- Send a ‘media alert’ 48 hours before the event as a reminder.
- Call your key media contacts the day before to get confirmations.
- Inspect the site beforehand and plan arrivals and activities carefully in advance so you provide TV stations with good visual material.
- Prepare an agenda for the main participants to follow and brief key individuals (e.g. spokesperson, key-note speaker) to ensure consistency.
- Compile a press kit, containing items such as your press release, a fact sheet on the project, photos, biographies of key staff and participants, texts of any speeches delivered.
- Lay out a table for the press at the site where they can pick up the press kit and sign in.
- After the event, send ‘post publicity press releases’ to those journalists who were unable to attend, and thank you notes to all who did, including any hosts or speakers.
- Monitor the media for coverage of the event and write a note to journalists who covered it.

In addition, you may wish to involve the mass media in covering a range of other activities, possibly in association with a SALW Awareness campaign:

- Games.
- Competitions.
- Mobile displays and public performances.
- Exhibitions.
- Theatre performances.
- Lectures and presentations.
- Training courses.
- Concerts.
- Celebrity appearances.
- Marches / demonstrations.
- Petitions / letter writing.
- Seminars, workshops, roundtables.
- Vigils.
- Art workshops.
- Dissemination centres.

With a little imagination, almost any activity can be turned into a media event.

Interviews

Whether you are dealing with print, TV or radio, interviews allow an individual to present a case in person, explaining and clarifying their programme, actions or policies one-to-one with an interviewer. Often you will be contacted by a media outlet and asked to give an interview on a particular subject because they have been made aware of your work and feel it fits with their publishing or programming schedule. While this is good news – indicating that you have succeeded in making the media aware of you – there is no need to sit back and wait for a request for an interview. If, for example your media analysis and monitoring indicates that exposure on a particular TV show will further your communication objectives, be proactive and contact the TV station yourself. Perhaps there is a particular activity you want the station to feature, in which case you should make contact a few weeks in advance and explain why your event is newsworthy. Remember you will need an informed, presentable and quick-thinking person to represent the project during the interview, probably your spokesperson. He or she will need a background briefing (Q&A or MLTT) before the appearance. This will prepare him/her for any difficult questions and allows you to prepare a set of key messages to be delivered during the interview. Hopefully these will be quoted or run when the programme is transmitted. When giving an interview, particularly to the broadcast media, remember to:

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9 The following list of activities is taken from SASP 2003.
Prepare in advance. Make sure you are briefed by your staff and try to anticipate difficult questions. Rehearse your responses and the delivery of key messages.

Be on time, or better still early.

Dress presentably; avoid garish colours and heavy patterns.

Even if you’re nervous, try not to look it. Don’t fidget or drink too much water.

Turn off your mobile phone.

When standing, keep your hands at your sides, and your feet squarely on the ground. When sitting, avoid swivel chairs if you can and strive to be on the same level as the camera.

Unless you are delivering an interview to camera, do not look at the camera. Stay focussed on the interviewer and any fellow guests. By looking around continually you will seem nervous, confused or shifty.

Be positive and direct in your answers. Confidence and brevity help to get the point across, so don’t hesitate, equivocate, or pontificate.

Avoid acronyms and jargon.

When faced with leading or inaccurate questions, don’t be afraid to rephrase or restate the question before answering. Instead of issuing a denial, explain why the question is inappropriate while staying calm and positive.

If you really can’t answer a question, say you are not able to discuss that topic at this time, but don’t say ‘no comment’. If you just don’t know the answer, say so.

Be truthful, but also selective about the information you provide.

Above all, get your key messages across. Repeat the main points when you can, elaborating in different ways.

Once inside the studio, consider everything ‘on record’, (Box 18).

If the worst happens you can still terminate the interview at any stage. However, try to avoid taking this course of action at all costs, especially on camera where it looks bad. Before you leave, explain why you feel it is necessary to end the interview.

Other methods

In addition to the above tools and methods, you might also wish to consider the following:

- Conduct a mini-survey.
- Publish a newsletter.
- Adapt a national report for local use.
- Celebrate an anniversary.
- Hold a contest, or announce an award.

- Release a letter of commendation.
- Organise a public debate.
- Tie a news release into a high profile event, e.g. a public holiday.
- Honour a person or an institution.
- Organize a tour.
- Inspect a project.
- Find a celebrity to speak on your behalf.
- Get your events included in popular ‘events listings’.
- Deliver a guest lecture, e.g. at a university or sports event.
- Place a feature. Contact a journalist who works on a publication with a suitable themed section to sell your idea.
- Write a guest article offering advice, criticism or a response. Contact the editor first to discuss the idea.

A more exhaustive list of activities you might consider to raise media, and public, awareness is provided in SASP 2003. Above all, be creative.

Countering hostile communication

Having established media monitoring systems you will be in a position to identify any hostile coverage created by groups or individuals opposed to your project’s objectives. In the case of micro-disarmament projects obvious potential opponents would be extreme nationalist political parties, arms traffickers, rebel groups and any associated networks of contacts. These groups could attempt to derail your communication efforts by sending hostile messages using mass media channels. Where oppositional-communication is identified, the media team will need to perform an analysis (Table 3) in order to respond appropriately. Analyse for:

- Source: The source is the individual or organization responsible for devising and disseminating the messages. Analyzing the source helps determine the credibility the messages will have among target audiences and reveal underlying connections between parties that can help in devising response options.

- Content: What is the meaning and purpose of the messages sent by the opposition? Knowing this tells you something about the goals and attitudes of the source and may lead to conclusions about his/her future actions. Try to pinpoint any issues about which the opponent shows great sensitivity. Look also for errors of fact – you may wish to correct them in subsequent communications.

- Audience: Identify the audiences reached by the opponent, both intended and unintended. You will now need to analyse the audience if you have not done so previously. The nature of the intended audience will explain a lot about the purpose of the communication, while knowing the total audience reached will allow
Box 18: Interviews - know your rights.

On occasion, interviews can be problematic. No matter how well you prepare, occasionally you may find yourself faced with a hostile interviewer. Alternatively you may feel an interview goes well only to find the resulting coverage you obtain misrepresents what you have said in some way. While these risks are not unique to interviews, the one-to-one nature of the interview format allows problems to become more personalised than is the case with some other media relations tools. Always remember that an interview is a voluntary exchange of information between two or more parties, each of which has certain rights.

You may:
- Enquire how a proposed interview will be used.
- Enquire as to the nature of the questions.
- Ask about the proposed location and time.
- Ask who will interview you.
- If you are unhappy with the answers to the above questions, decline an interview request.
- Be interviewed in the presence of a legal representative where you feel it appropriate.
- Expect to be treated fairly and shown respect.
- Refuse to answer a question you are unhappy with.
- Ask for clarification or repetition of questions.
- Clarify an incorrect statement, or challenge an ill-informed question.
- Refuse to speculate.
- Say you don’t know.
- Review a document or complaint about your organization before answering questions about it.
- End the interview early.
- Follow up regarding questions or disagreements on coverage.

You may not:
- See the questions in advance.
- Speak on behalf of another organisation or project unless agreed in advance.
- Lie.
- See the article or the programme before it is published or broadcast.

you to decide the maximum scope for your response communication.

Media: What type of media channels were used (e.g. TV, print) and which specific outlets? Why were these channels used?

Effects: What, if anything, has changed as a result of the opposition communication? Events may have occurred on the ground, or more likely, the attitudes of target audiences will have been affected somewhat. Media monitoring will tell you about any concrete events while reports from the field, interviews and mini-surveys will reveal any changes to the attitudes of target audiences.

Having conducted your analysis, you must decide how to respond, even if the choice is to maintain a dignified silence. The options available to the media team are as follows:

- Pre-emption: prevention is generally acknowledged to be better than cure, so pre-empting hostile communication before it happens is surely better than waiting to correct undesirable messages after they are disseminated. To pre-empt opponents though, you must first identify them and anticipate their communication strategies. The key to this method is to pinpoint upcoming situations and events that might be used against your project (including your own actions) and be sure to bring these to audiences’ attention first with your interpretation of events.

- Refutation: provided the opponent’s messages can be proved inaccurate or wrong, a point-for-point rebuttal is an option. The usual media tools can be used to convey the rebuttal, including interviews and press releases. Any refutation must be circulated widely and rapidly to minimise damage. This method has the advantage of putting the record straight in a direct manner. However, it gives unwanted publicity to the opponent’s communication and requires repeating the undesirable messages so as to rebut them. A more subtle way to refute opposition communication is to reply with related information which challenges the opponent’s messages in an indirect way. In this way you avoid spreading the opponent’s messages for him/her. A communication that attacked the opponent’s credibility could also be considered an indirect refutation.

- Diversion: By communicating new messages and themes to your audiences you can divert attention...
from opponents’ messages towards more desirable messages. The newer, bigger and more interesting the theme the better – you must overshadow the previous negative communication.

- Silence: Should the media team feel that a response to hostile messages is unwise, or the benefits of communicating are outweighed by the additional publicity that the opponent will obtain because of a response, maintaining silence may be preferable. Your silence can imply that no response is necessary because of the low credibility of the hostile actor or communication. This message can also be conveyed directly, e.g. “Those claims are so absurd that no comment is necessary on our part.”

- Minimisation: When the above options are deemed unsuitable, perhaps the best response option is to acknowledge the opposition communication but reemphasize its content in a more helpful fashion. The team may wish to issue statements that emphasise those aspects of the hostile communication that are most favourable to the project, its objectives and/or target audiences. Alternatively, they may wish to indicate that there is more to be said on the subject which will show the hostile communication to be inaccurate – but that nothing more can be said at this time.

### Crisis communication

As you read this, a crisis is waiting to happen – but don’t panic, start preparing instead! By their very nature, crises happen when you least expect them to. Crises come in different shapes and sizes, but they would typically involve bad reports about your organisation, project or partners. In the case of SALW control all sorts of possibilities exist. Possible scenarios include incidences, or allegations of:

- Corruption (e.g. among NGO partners)
- Theft (e.g. of collected weapons)
- Political or ethnic bias (e.g. in SALW Awareness campaign materials)
- Poor security (e.g. of weapons in transport)
- Poor safety (e.g. unexpected explosion)

Because they are unexpected, crises are often newsworthy. When dealing with SALW, a sensitive subject, and in particular with micro-disarmament - an inherently controversial and often unfair procedure - you need to be well prepared if you are to influence media coverage of events. The best way to prepare is to make a crisis plan that you can enact at a moment’s notice. Crises tend to be unexpected so it is imperative that you have a crisis communications plan that you can apply immediately. A preliminary plan should be prepared at the beginning of a programme. It need not go into detail about your particular response to events, because events themselves will to some extent dictate your response. As a minimum your plan should specify the membership of your crisis team and individual responsibilities within it (you will need a team leader and a spokesperson at a minimum). It will also specify the location where the team will meet. Finally, you should prepare a set of materials for use during a crisis. All members of the communications team should have instant access to crisis pack that contains an up to date media list, fact sheets and positive press clippings about your project.

When the worst happens, enact the crisis plan immediately. When the team meets, remember the following:

- You need to act quickly because a swift response helps to limit damage, prevent speculation, and puts you back in control.
- However, make sure the team is informed first. What is the nature of the crisis? What exactly has happened, how will / has the media responded?
- Make a plan of action for the team. Central to it should be your key messages to be delivered to the media during the crisis period.
- Brief your spokesperson. Make the spokesperson available for interview at any time during the crisis period, and make sure he or she is constantly updated about events as they happen.
- Start communicating!

When dealing with hostile media, try to ascertain the reason for their animosity. If the root of the problem is unprofessionalism or lack of information, your team should be able to correct the errors by providing information and advice. If however a particular media outlet is targeting your project because of political or business interests, it is unlikely that efforts on your part will change their behaviour. Rather you should concentrate on isolating the journalists in question and in counteracting their messages with positive coverage by others. While communicating during a crisis, the same communications apply. Some of them though, assume greater importance:

- Stay calm. Expect the media to be harsher than usual in their questioning, but stay focussed on the message.
- Answer one question at a time and try to pick the questions you want to answer from among those thrown at you.
- Finish your answers even if interrupted.
- Don’t lie. As always though, be selective about the information you give.
- Be positive – even when answering negative questions.
- If there has been a genuine mistake, apologise swiftly and sincerely - and explain what you are doing to put it right.
- Emphasise the good aspects of the news over the bad.
- Don’t be drawn into speculation about ‘what if’.
- Never say ‘no comment’ - if there isn’t enough factual information to give out, or if there are reasons to keep the information confidential, give a holding statement which puts the story in context.
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- Be honest and open. Do not try to deceive the media - they usually find out and it will make the story twice as hard to deal with.

- Don’t accept the validity of facts or figures thrown at you unless you have independent corroboration. Don’t argue either, simply say you ‘do not have information about that at present’, and reiterate your own project’s messages and facts.

- If you don’t know the answer to a question, say so, and offer to get back to the journalist with extra information.

Working with partners

As well as identifying the key target groups and media outlets for your communications strategy, you must consider other actors who will have influence over your work. During SALW control interventions you may find your organisation needs to work in partnership with others, e.g. government ministries, peacekeeping forces, security agencies, NGOs and others. In such cases attention must be paid to the media relations of each party. Ideally, a one organisation should be designated as the leading communications actor, and be charged with creating and overseeing a communications strategy. Where this is not the case, an understanding must still be reached about media relations among the project partners. In this case you will still need to agree responsibilities among the different organisations, procedures for accessing and sharing information with each other, roles for your various spokespeople, and to recognise the contributions and responsibilities of each party in your public dealings. Perceived disagreements, confusion or competition among project partners is potentially a story in itself, so good communication between partners will prevent such problems overshadowing your own communication efforts. Establishing communication ‘committees’ with representatives from each party is one way to achieve better coordination. A management plan is the ideal place to record mutual responsibilities, so place the drafting of a plan high on the agenda of meetings.
The two related actions of monitoring and evaluation (M&E) are often overlooked. Despite this, they are important aspects of any worthwhile strategy. Monitoring consists in tracking progress towards the achievement of objectives in order to identify what does and doesn’t work, allowing strategy and tactics to be changed as appropriate. It is an ongoing activity throughout projects. In contrast evaluation takes place at the end of the project cycle. It is usually a more formal process in order to make judgements about past effectiveness. There are a number of different reasons for monitoring and evaluating your work with the media:

a) it allows you to learn lessons along the way and correct errors as the programme proceeds;
b) it allows you to identify important events and shifts in media reporting which can then be responded to in a timely fashion;
c) by keeping track of what is really going on, monitoring the media allows you to plan SALW projects and increase the effectiveness of your communication efforts; and
d) evaluation allows programmers to learn from their mistakes, and to identify good practice and replicate it.

However, M&E systems need to be established during the planning phase of your work, otherwise you cannot track your progress through the duration of the project. In fact there are two distinct types of M&E for media staff to concern themselves with. One concentrates on the ‘outcome’ of your work, the other with the ‘process’ of carrying out that work.

Monitoring and evaluating processes

Process M&E is about tracking your activities against your media work plan and making corrections where appropriate. It allows you to determine, for example, whether your advertisements are being screened at the right time, or if your media events are happening as scheduled. Since M&E requires time, effort and resources it should be considered as another project activity and included in your project work plan. By doing so, you allocate the time and resources necessary to check your activities against the media plan. As an example, consider the media plan provided in section 2.3.4 according to which the questions to be addressed when undertaking process monitoring would be as follows:

- Were contact databases and media distribution lists prepared by 01 August?
- Was a dissemination plan prepared by 15 August?
- Were video and radio jingles prepared by 20 August?

The second type of M&E, outcome M&E, focuses on the results of your activities and seeks to determine whether your work is producing the effects intended. It tries to answer questions such as these:

- Whether your messages and materials are reaching your targeted media outlets and/or journalists.
- Your messages have been accurately received and fully understood by those actors.
- Have they had the desired impact (i.e. changes to attitudes, behaviours etc.).

While effective process monitoring revolves around preparing a good work plan and sticking to it, monitoring for outcomes is more complex (see below).

Monitoring and evaluating outcomes

The methods you adopt for monitoring and evaluating the outcome of your media work will depend on your strategy. It is however possible to generalise and say that the main means of verification for M&E purposes will be the coverage produced by media outlets. Whether the coverage is in print form and collectable as clippings, or in recorded form in the case of broadcast media, you should typically be monitoring, and later on evaluating it, with a combination of the following questions in mind:

- How much relevant coverage is there? (column centimetres for print, duration for broadcast)
- How frequently is it appearing?
- Is it biased or neutral, accurate or inaccurate?
- What sort of ‘placement’ are you getting (where are the stories appearing in terms of broadcasting schedules or prominence on the page?)
- What sort of depth does the coverage have?
- Is it positive or negative in terms of the project’s goals and objectives?
- Are the core programme messages being received and understood?
- Which media outlets and which journalists are giving you coverage?
- Is the coverage reaching the desired audiences?
- How many people are being reached?
- What impact is the coverage having on those reached?

By collecting information about a combination of the above factors, you will be in a good position to determine the outcome of your media work. You will also be well placed to challenge inaccurate or biased reporting, to spot allies and enemies and to identify areas where more media coverage is needed.

\[10\] In fact there are three, but ‘impact’ monitoring is not relevant here.

\[11\] Surveys conducted as part of a SALW Awareness programme will provide information on the outcome of your communication work on other target groups.
Box 19: Example of SEESAC in-house media coverage analysis

MEDIA COVERAGE
Macedonia Weapons Amnesty
31 October 2003

NOTE: The information in this Media Analysis might not always be correct, but aims to depict the manner in which the press in Macedonia have covered the issue. Some of the coverage may appear to be contradictory, depending on the source from which the information was obtained. To be used in conjunction with the PRISTOP analysis supplied by UNDP Macedonia for more detailed information.

INFORMATIVE

- Most information about the Amnesty is accurately reported
- Weapons amnesty starts 01 November and lasts until 15 November 2003 in 6 regions and 123 collection centres; Collection centres consist of 5 members of local commissions; Collected weapons will be stored in ARM warehouses and destroyed 90 days after end of amnesty in Makedil, Petrovec and Stenkovec; After end of amnesty, Law against weapons will be enforced
- March against weapons: Stone bridge, Bit bazaar, Court Palace, Red Cross, Assembly and end on Macedonia square; March is part of media campaign supported by UNDP with EUR 400,000
- 12 rock festivals take place in Macedonia organised by NGOs, in Skopje, concert takes place at Skopje Fair, free tickets distributed previously “For a better tomorrow”
- Government will grant food products of EUR 100,000 to citizens to stimulate amnesty
- MoI: 411 incidents of weapons abuse in the last four months in Macedonia

FAVOURABLE COVERAGE

- Good response to the March Against Weapons
- Good response to concerts
- Amnesty receives support from Government and other institutions, who appeal to citizens to take part
- 31 October 2003
  - Support
    - President Trajkovski meets with members of Coordination Body of Weapons Amnesty, expects amnesty will be successful
    - Amnesty is part of national program of increasing public security and stimulating initiatives of reducing obstructions of human and economic development
    - Government fully supports weapons amnesty, appeals to citizens to take part
    - Association of Syndicates supports the action, appeals to members to join in
    - October 31 proclaimed the Day Against Weapons
- March Against Weapons
  - Assembly representatives stopped session and took part in the March together with NGOs, Syndicate representatives, some MoD staff and the Public Prosecutor
  - March: walk over the Stone Bridge, which connects the two parts of the city, with symbolic connotations to unite and stand against weapons.
  - Representatives of all political parties took part in the March

UNFAVOURABLE COVERAGE

- Sarcastic approach to the Lottery concept
- Concerns expressed over the Amnesty working due to the remaining ethnic tensions
- Criticism that this is an attempt by the international community to make fun of the issue, as WED concepts have not worked in other Balkan regions
- Boycott of the Amnesty by two Mayors
- Technical problems in collection centres emphasized
- All political parties except for DPA and VMRO-DPMNE took part in the March, they decided to have lunch
- Because of threats to the safety of participants, concert in Pilec cancelled
- Local commissions in Debar Municipality not ready for start, emphasized by press

Quotes

- “Experts hold the opinion that the amnesty is complex in Macedonia, since the governmental institutions have not announced any official evaluation of the number of illegal weapons in Macedonia.”
- “We continue living in the dream world where everything is peaceful and safe.”

Headlines

- “Rewards and punishments”
- “Without ‘illegal’ shootings after December 16?!”
- “Carrot and Stick”
Remember though that a media campaign of any significant size or duration is likely to require extensive monitoring of numerous outlets on a daily basis. This entails a substantial amount of labour so that relevant stories can be identified, collected, filed, indexed and analysed. If coverage is to be analysed in-house it will require daily reviews staff of all major publications and channels as well as internet searches for coverage of your project. You will also need to file any clippings or electronic stories for later reference, and to update your media database to reflect the coverage, adding information on outlet, journalist etc. as appropriate. The quality of your filing systems and databases will affect not just your M&E work, but also your ability to source the information you need to deal with journalists routinely.

Outsourcing monitoring and evaluation work

If the task at hand seems daunting for your small communications team, consider engaging a media monitoring agency to collect, collate and analyse daily media coverage on your behalf. Costs for this work vary, but where your project has a humanitarian component, or governmental support, you may obtain reduced rates or even free services. Most agencies will be able to provide daily updates on media coverage relating to your project work, with in-depth analysis at less regular intervals. As the client you may choose how the information is broken down, and should be able to obtain an analysis that tells answers all of the above questions, and more.12

Box 21: Examples of daily media analysis by outside agencies

Example 2: ‘Clipping Report’ provided by Macedonian agency PRISTOP MK for UNDP/SACIM. The report summarises all coverage in Macedonia’s daily newspapers on 27 October 2003 relating to the autumn 2003 SALW amnesty. In this case only one article was identified and analysed. Identical services were obtained for the broadcast media and for other print media such as magazines.

<table>
<thead>
<tr>
<th>Title:</th>
<th>Get a Weapon on the Black Market and take part in the Lottery</th>
</tr>
</thead>
<tbody>
<tr>
<td>Subtitle:</td>
<td>Through a keyhole</td>
</tr>
<tr>
<td>Original title:</td>
<td>Nabavete oruzhie na crno i uchestuvajte vo lotarijata</td>
</tr>
<tr>
<td>Newspaper:</td>
<td>Vecer</td>
</tr>
<tr>
<td>Date:</td>
<td>27 October 2003</td>
</tr>
<tr>
<td>Author:</td>
<td>Venco Donev</td>
</tr>
<tr>
<td>Dimensions:</td>
<td>180 cm²</td>
</tr>
<tr>
<td>Page No:</td>
<td>2</td>
</tr>
</tbody>
</table>

12 The UK-based Association of Media Evaluation Companies is a useful source for further information on media monitoring and evaluation. Among other things, they offer advice on how to brief an agency and how to use media evaluation to best effect.
Box 21 (Continued): Examples of daily media analysis by outside agencies

Summary provided:
The author of the article writes ironically on the weapon amnesty action. Namely, the author calls the citizens to get a weapon on the black market for the price of EUR 100, EUR 200 or more in order to participate in the state lottery and win the main prize – a new automobile Peugeot 206. The total fund of the lottery is USD 100 thousand and the UNDP is the general sponsor of the lottery. The UNDP supported the weapon amnesty action with EUR 400 thousand. However, the citizens who did not win the main prize may also win a consolation prize such as refrigerator, dish washing machine, and so on. Thus, the author of the article wonders whether these attractive prizes are going to have an effect on the consciousness of citizens who possess illegal weapon, because it is obvious that the rules of the game are being obstructed even from the very start.

Example 3: the agency also analysed media coverage by individual journalists, assessing whether the coverage obtained was favourable or negative. This allowed journalists to be targeted for individual follow-up by SACIM’s media team.

<table>
<thead>
<tr>
<th>author</th>
<th>connotation</th>
</tr>
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<tbody>
<tr>
<td>+ 0 0 0 0 0</td>
<td></td>
</tr>
<tr>
<td>Slezana Limovska</td>
<td>2 0 0 0 0</td>
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<tr>
<td>Editorial Staff</td>
<td>19 3 0 0</td>
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<tr>
<td>Zoran Filanovski</td>
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</tr>
<tr>
<td>Ivo Kolovski</td>
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<tr>
<td>Irina Galevská</td>
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<tr>
<td>Stojan Trpevski</td>
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<tr>
<td>Katerina Arsovská</td>
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<td>Hajduze Lazemi</td>
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<td>Jovan Bulevski</td>
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<td>Ljubisha Arsk</td>
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<td>Biljana Stavrove</td>
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<td>Maja Blazevská</td>
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<td>Katerina Canevska</td>
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<td>Violeta Dimovska</td>
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<tr>
<td>Ljiljana Georgjeva</td>
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<tr>
<td>Ieodora Uavchevska</td>
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<tr>
<td>Karolina Durlo</td>
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<tr>
<td>Lidija Jankovska</td>
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<td>Vasko Popetrevski</td>
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<td>Manja Vesova</td>
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<tr>
<td>Hrvoje Marušić</td>
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<tr>
<td>Antonio Saspel</td>
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<tr>
<td>Mile Boshnjakovski</td>
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<tr>
<td>Ivona Tulevska</td>
<td>1 1 0 0 0</td>
</tr>
<tr>
<td></td>
<td>60 6 2 0 0</td>
</tr>
</tbody>
</table>

media analysis in accordance to authors
In a similar fashion to media monitoring agencies, market research companies will be able to generate valuable data on the effectiveness of your media campaign using public opinion polls. Regular polls before, during and after your project can create comparable data about how you have progressed in meeting your communication objectives with the general public, and also about their attitudes towards the project itself. Questions such as the following should be considered:13

<table>
<thead>
<tr>
<th>QUESTION</th>
<th>RELATES TO</th>
</tr>
</thead>
<tbody>
<tr>
<td>Have you heard the issue of weapons being raised over the last year?</td>
<td>Awareness / media strategy</td>
</tr>
<tr>
<td>What messages about weapons, if any, have you heard?</td>
<td>Awareness / media strategy</td>
</tr>
<tr>
<td>Which, if any, of these specific messages have you heard? (list messages)?</td>
<td>Awareness / media strategy</td>
</tr>
<tr>
<td>How many times do you remember having heard this message?</td>
<td>Awareness / media strategy</td>
</tr>
<tr>
<td>Do you think this message is a credible one given your own situation? (repeat test message)</td>
<td>Awareness / media strategy</td>
</tr>
<tr>
<td>Do you think the media have provided an appropriate level of coverage of the recent weapons amnesty?</td>
<td>Awareness / media strategy</td>
</tr>
<tr>
<td>Overall, do you consider the recent weapons amnesty a success or a failure?</td>
<td>Awareness / media strategy</td>
</tr>
<tr>
<td>Do you think the awareness campaign entitled [NAME] had a positive effect on people’s attitudes?</td>
<td>Awareness / media strategy</td>
</tr>
<tr>
<td>Do you think the lottery incentive used during the recent amnesty encouraged people to surrender weapons?</td>
<td>Awareness / media strategy</td>
</tr>
<tr>
<td>Do you believe that possessing a weapon makes you safer or less safe?</td>
<td>Attitude towards SALW</td>
</tr>
<tr>
<td>If there were an announcement of an amnesty to allow the public to surrender illegal weapons without punishment, do you think the initiative would be a success?</td>
<td>Attitude towards SALW</td>
</tr>
<tr>
<td>Do you support police action against those still holding illegal weapons after the amnesty deadline of [DATE]?</td>
<td>Attitude towards SALW</td>
</tr>
<tr>
<td>Do you think ordinary citizens need to possess a weapon in [COUNTRY]?</td>
<td>Attitude towards SALW</td>
</tr>
</tbody>
</table>

13 Annexes C and D of SASP 2003 include sample questionnaires and menus of supplementary questions.
Introduction

The Case Studies section provides examples of media relationships, and commentary on those relationships, during three SALW control interventions that used different incentive options:

- Weapons in Exchange for Incentives (WEI – FYR Macedonia 2003);
- Weapons in Exchange for Development (WED – Albania, 1999); and

It is designed to provide, by example, an overview of common media responses a SALW intervention might trigger.

There are several caveats that must be underscored in regards to the case studies. The examples of media reports presented are only from local media outlets and reflect the way the local population and media reacted to the initiatives. The local media are one of the primary actors in any SALW intervention as they are both a potential audience and intermediary spokesperson.

In most SALW control programmes, there will be international and/or donor country media interest, which is not covered in this report.

Whereas the local media play an integral part in any SALW intervention, international or donor country media are spectators. They will look to report on an initiative if there is a ‘sensationalist’ angle, [for example, the first time a WEI was used resulted in coverage of – “no car thank you, I’d rather keep my AK-47”], or to report back to their home country on how their donor financial assistance is being administered. They will observe and judge in a different manner to the local reporters, who will take both a professional and personal interest in the action.

As this report is primarily designed as a handbook on how to engage the media as an operational component of a SALW project, the international media aspects are not included, but should be noted in the development of any communications strategy.

It also has to be taken into account that the cultural, political and economic circumstances in a country where a project is taking place will directly influence the media disposition, and thus always have to be taken into account in the planning stages.
SALW Collection in FYR Macedonia - Weapons in Exchange for Incentive (WEI)

UNDP Small Arms Control in Macedonia (SACIM) Project, (October - December 2003)

Operations

The UNDP SACIM project funded, and was directly involved in, the communications and awareness-raising component of the FYR Macedonia’s government’s Weapons Amnesty. Although designed by the UNDP Project Manager, the lead on implementing public service announcements and awareness raising activities was taken by the Government Operations Centre, established to coordinate the Amnesty. The Operations Centre handled all administrative aspects of the amnesty, with a dedicated cell for Media Operations.

Handling direct awareness activities and media relations by the national government, with support from the implementing international project is a common occurrence. This approach enables easy access to the media and population, and a wide provision of local knowledge that an international project might not have had the time to develop.

In Macedonia, this also proved itself very useful since the Operations Centre Manager was a well liked and respected public figure from the Ministry of Interior, thus the press allocated more time and interest to the Centre’s activities. Due to the fact that two major ethnic groups - Macedonians and Albanians - are predominant in Macedonia, it was essential that the Operations Centre had spokespersons from both ethnic groups; these posts were filled by local journalists.

Press Relationship

The Centre Manager and Spokespersons presented public information announcements and activity reports of the Amnesty through daily press briefings at the Operations Centre.

The briefings included on-going awareness schemes, (for example time, place and purpose of collections), and operational information from the 123 collection centres throughout the country. Information received from collection centres was relayed to the press on a countrywide basis; collection statistics were presented daily on a national basis and not per collection centre. This proved to be a exceedingly good way of disseminating information since it completely forestalled possible negative media connotations if a collection centre had not received any weapons on a given day. The policy concentrated on the general success of the day. This also allowed the press to focus on the main issues and overall progress of the initiative, rather than just to pick on circumstantial and time-related details. A weapons amnesty cannot be expected to run in a steady, even statistical flow; since journalists cannot be expected to recognize this fact, this more channelled way of presenting data allowed for a pragmatic approach to be adopted.

Press and Awareness Activities Summary

A summary of the press campaign and awareness activities implemented by the SACIM Project and National Operations Centre follows.

<table>
<thead>
<tr>
<th>ACTIVITY</th>
<th>QUANTITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Broadcasts on national and local TV stations</td>
<td>3,165</td>
</tr>
<tr>
<td>Broadcasts on national and local Radio stations</td>
<td>3,372</td>
</tr>
<tr>
<td>Advertisements in local print media</td>
<td>355</td>
</tr>
<tr>
<td>Posters</td>
<td>28,000</td>
</tr>
<tr>
<td>Flyers</td>
<td>1,000,000</td>
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<tr>
<td>Badges</td>
<td>200,000</td>
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<tr>
<td>CDs</td>
<td>500</td>
</tr>
<tr>
<td>Media Clippings</td>
<td>Continuous</td>
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<tr>
<td>Press Conferences</td>
<td>8</td>
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<tr>
<td>Caravan</td>
<td>14 Days</td>
</tr>
<tr>
<td>Concerts</td>
<td>11</td>
</tr>
<tr>
<td>Billboard Campaign</td>
<td>300</td>
</tr>
<tr>
<td>Contest for youngsters</td>
<td>1</td>
</tr>
<tr>
<td>March against weapons</td>
<td>1</td>
</tr>
<tr>
<td>Website</td>
<td>1</td>
</tr>
<tr>
<td>Training and Seminars</td>
<td>8</td>
</tr>
</tbody>
</table>

Amnesty Media Coverage Statistics

The statistics regarding the media coverage of the Weapons Amnesty were provided to SACIM by the ‘Prestop’ Media Monitoring Agency, and their absolute accuracy thus cannot be guaranteed by SEESAC or UNDP Macedonia.
Media Operations during SALW Control Interventions

The data presented here is from the last week of the Amnesty campaign, where momentum had been building for almost three months, and with new, and more strict arms legislation coming into force immediately after the end of the campaign. It also has to be clarified that the amnesty was not a continuous process, but that collection centres were, after a cut-off date, only open on weekends. Thus, building press momentum required a more intensive approach throughout the week.

Graph: Media Coverage Statistics for Week 08 – 15 December 2004

The graph shows the media coverage statistics for the week of 8th to 15th December 2004. The data is categorized by media type (print and electronic) and the percentage of coverage for each medium is displayed for each day of the week. The graph also includes a sample of print media statistics for the same period.
Media Operations during SALW Control Interventions

Examples of Media Coverage

Media reporting of the event for the purpose of this report is classified as: positive (favourable), negative (unfavourable) towards the amnesty and factual (data) reporting. Articles and news items were obtained from the ‘Prestop’ press clipping service, and translated by their staff. The news items in this section of the report attempt to provide an overview of different types of media reports that a WEI might encounter, provides reference solutions applied by the SACIM Project, and further comments.

Positive Coverage

Examples of local media coverage that carry a positive connotation to the Weapons Amnesty.

**Text as received:**
Can you imagine the world without weapons? There would be no wars, no murders, no death, and no violence. But reality is far away from the above stated, weapons have gone deep under peoples’ skin. Still, the weapons amnesty action starts today on the entire territory of the Republic of Macedonia. The action will last until 15 December 2003. After extensive preparations and one-month media campaign realized by the Weapons Collection Board, the Amnesty has the support of international factors and domestic and foreign NGOs. Women’s organizations, 12 political parties and religious communities who have also joined the action. All of this speaks of the importance and magnitude of the action. It is now left to see the success of the action at the end.

**Comment**

An article in the Albanian-language newspaper takes a somewhat idealistic view of results of weapons amnesties, but leaves space for judging the outcome of the action.
When “Saints” march
Good and bad news

A march took place in Skopje yesterday. It was not an ordinary parade as in the old times, but a walk over the Stone Bridge, which connects the two parts of the city, with symbolic connotations meant to express our stand against weapons. Citizens, Assembly representatives, diplomats, politicians, children, all took part in the action. The action itself is accompanied by a number of simulative means, lotteries, etc. Everything that could be seen conveyed that everyone (the international community, the people defending the state in 2001, the people in black uniforms who came down from the mountains and were supplied with arms from the foreign donors) took a firm stand for peace and order. And the march on the streets of Skopje proved the entire matter. “The saints” marched; we are left to see the results of the harvest now. Anonymity and security are guaranteed, says the weapon amnesty call. Be brave and have no fear!

Text as received:

Comment

A favourable account of the awareness-raising activity: ‘March Against Weapons’ by the Macedonian-language newspaper, also encouraging citizens to take part in the Amnesty action. The article also leaves room for evaluating the Amnesty’s results.

Negative Coverage

Examples of local media coverage of the Weapons Amnesty that carried an unfavourable connotation.

Text:

The voluntary weapon surrender starts this weekend. International and domestic publics are of the opinion that the action is very important, and that it will determine the future of the country in aspects of safety and integration into the EU. Still, it seems that there is a piece of the mosaic missing. Despite the support it expressed for the action, the international community did not set criteria for the successfulness or failure of the action. The international community did the same with other actions that took place on the Balkans. On the other hand, it promises financial aid to the municipalities that will present the best results in the action. Once again, what are the criteria? It is also interesting that the idea of holding donor conference for Macedonia was also tackled with for the occasion of the weapon amnesty. But, instead, UNDP came up with a new “unique idea” of lottery for weapons. But, such a lottery is too derogatory for such a serious action as the weapon amnesty. It may only harm the action.

Comment

The author of this article takes on the most common ‘negative’ issues which could face an organization involved in a Weapons in Exchange for Incentives initiative: a) criteria for success/failure; b) is a WEI harmful to an amnesty because it can be perceived as ‘demeaning’ to such a serious initiative. It is highly recommended that Media Lines to Take (MLTT) be developed in these instances.

There were several media reports similar to this one at the start of the action. SACIM picked up on this through their regular media monitoring, and identified common themes and journalists. The first step together with the Operations Centre was to make direct contact with the journalists, and discuss why they had such a negative viewpoint of the amnesty. This approach had worked well in the Macedonian case. Upon talking personally to them, they identified that the main cause of these reports was a negative editorial policy of two media outlets towards the amnesty, and when amnesty issues were addressed together with them by both SACIM and Operations Centre staff, the unsubstantiated (opinion-led) negative media coverage ceased.
### Main news headlines

**KANAL 77**

**Macedonian**

**19.00h**

**Local Time**

**Announcer:**

There is no interest in the weapon amnesty action in the region of Kumanovo and Lipkovo. “Since the trust between the two ethnic communities was not regained, I do not expect success of the weapon amnesty action in that region,” stated Ivan Atanasovski representative of SDSM. According to Atanasovski, the action is not going to be successful due to the fact that citizens do not trust the state bodies either.

### Comment

The Amnesty information/awareness campaign was faced with two main problems at the beginning: unsolicited statements from political party representatives and unofficial reports of collection statistics from some of the collection centres. This was addressed through the Operations Centre who issued warnings to collection centres that only the Operation Centre was authorized to give out statistics in its daily briefings. They also held talks with political representatives regarding the interviews, and relayed the importance of the situation and chain of communication to the public. These problems were successfully solved after a number of negative reports, but they highlight the need for clear communications guidelines in future initiatives. It is safe to assume that the press will approach either political representatives or members of collection centres or other operational staff, so it is vital to relay the clearest communications guidelines in advance.

### Factual Coverage

Examples of factual local media reporting of the Weapons Amnesty, i.e. no clear connotation, but reporting of elemental data.

**SKY NET**

**Central news**

**30 NOV 03**

**Macedonian**

**17:30h**

**Local Time**

**Announcer:**

In the period between November 01 and 29 November 2003 during the weapon amnesty action, a total of 13,325 pieces of ammunition, 1,319 different kinds of weapon, 82 kilos of explosive, 851 maintaining parts of different kinds of weapon, as well as 287 metres of fuses were surrendered. The Weapon Amnesty Coordinative Body announced this today.

### Comment

Presentation of data provided by the Operation Centre at its daily briefing.

**NATIONAL RADIO**

**Central news**

**22 OCT 03**

**Macedonian**

**15:30h**

**Local Time**

**Announcer:**

Today, the weapon amnesty caravan organized by Litium Records and Life Radio visited Veles. Tonight, on the square in Veles, several music groups are going to take part in the concert organized within the activities of the caravan.

### Comment

Informing citizens on the date and place of forthcoming concert ‘against weapons’, part of the awareness campaign.
Summary

On the implementation level, SACIM and the Government Operations Centre conducted an effective, efficient and well-run operation. The daily briefings of the media not only provided sufficient information, but also permitted them to have more control over the accuracy of information being relayed to the public, and thus to their perception of the initiative. This is recommended for all such projects. During an amnesty, focusing collection statistics on a certain region instead of individual collection centres or giving out information for a certain time scale instead of every day, allows for the inevitable uneven inflow of weapons. It channels press interest into a credible, trust-raising exercise, and does not allow the media to distort or purposely negate the positive effects that the amnesty might be getting, albeit in an uneven measure.

Granting members of the press with enough freedom and enough information is key to any operation, but it is up to the project and its representatives to make sure that the information presented to the public is correctly relayed. Any type of misinformation or incomplete assertions made available to the media by any authority figure involved in the programme will inadvertently impact on the positive effects. This is what happened in the beginning for SACIM, but their media analysis allowed them to reclaim this ground.

The communications chain needs to be clearly defined at the beginning of the programme, and all actors, including outside government or nongovernmental actors should be informed of it.

There are several lessons to be learned from the efforts of the UNDP SACIM project. Due to the excellent information and awareness campaign, the amnesty yielded considerable results, but more importantly, the awareness component of the programme was estimated at 90% effectiveness. The ideas and initiatives brought for awareness raising took on momentum in the local media and nongovernmental organizations, and the debate continued long after the amnesty was finished, culminating on 09 July 04, where Macedonia was voluntarily involved in the International Day Against Small Arms by organizing a nominal weapons destruction to mark the occasion.

It is the opinion of SEESAC that the UNDP SACIM media campaign has probably been the most effective, professional and well-organised seen so far in any SALW control intervention. It is an excellent model for future interventions.
Overview

After the looting of the army depots in 1997, the population in Albania was in possession of an estimated 517,000 illegal weapons. Although it was believed that around half of that figure was taken out of the country through illegal channels, an extremely significant figure still remained within its borders. In 1999, when the UNDP SALW control intervention was started in Gramsh, Albania was still somewhat in isolation, both politically and economically. Albania was then a highly undeveloped region suffering a proliferation of SALW with an insignificant level international donor assistance to many parts of the country.

Consequently, when a UNDP project offering roads, buildings, phone lines and hospitals in exchange for the voluntary surrender of weapons was launched, it received immense support from the population, authorities and naturally the press. Credit must be given to the excellent and extensive efforts of the UNDP project in establishing a very effective and credible relationship with the local population and establishment.

As it was perceived as a positive event for their country, many members of the press took it upon themselves to act as the spokespersons for the initiative. Due to this overwhelming feeling of support all over the country, not many negative media reports on the initiative exist, and even those take a moderate approach as compared to some other countries in this study.

SALW Collection in Albania - Weapons in Exchange for Development (WED)

UNDP SALW Control Project, Gramsh, Albania 1999

Text as received:

“Investments in exchange of weapons”. That is the target of the project that is expected to begin in the coming weeks in Vlora area backed financially by the Finnish government, via UNDP. Therefore, a special office will be set up in Vlora town, and that will follow constantly the disarmament process of the population on the basis of the voluntarily hand over of weapons and parallel to this will coordinate the investments to be carried out. These investments will cover the sectors of infrastructure, education, health. The project will be accompanied even with a campaign of making it known to the people, while closer cooperation is needed with the structures of the local authority.

On Wednesday [03 April 02] at the halls of Vlora municipality there was a meeting, where representatives of the foreign ministries of Albania and Finland were present, as a donor country to the project, and representatives of the respective police structures, and it was underlined that during this year 382 firearms, 215,000 bullets and 964 grenades were collected.

The participants at the meeting pointed out the indispensability of the involvement in the process at all levels of the local authority. There was an example of a quarter of Selenica town, where police units have constantly found considerable amounts of weapons, while the local authority provided no information.

Comment

This article published by the state news agency at the beginning of the UNDP project best describes the favourable disposition in Albania that has been the background throughout the amnesty. Even though this phase of the overall project is only beginning, and the awareness and information campaigns are far from their peak, the media reports are already taking a favourable view towards the intervention.
Examples of Media Coverage

Positive coverage

**NEWS AGENCY**

1,500 weapons collected in Gramsh

**ATA**

09 MAR 99

**ALBANIA**

Text as received:

Some 1,500 weapons and 35 tonnes of ammunition have been collected in Gramsh district, south of Elbasan so far, according to UNDP office. The Tirana based UNDP, the main manager of the pilot project on weapons for development financed by the United Nations, published the figures recently.

The action for the weapons’ collection, which started at the end of January, was over in the commune of Tunje and was continuing in Kodovjat, as well as some city quarters, the same source said. Apart from the weapons collection, a bid is underway for a road project in the commune of Tunje.

The “weapons for development” project aims at collecting weapons to realize investments in district infrastructure through four projects. The project also includes a telephone communication between communes and the city of Gramsh, two-line illumination and a suspension bridge in Sluth that will reduce some 6 km road for villagers. The Gramsh district is thought to have some 10-12% of weapons looted during the unrest of March 97.

**Comment**

Numerous reports such as this were published during the Gramsh initiative, and contributed greatly to the achievements of the amnesty. Although the reporter takes a more ‘neutrally’ slanted approach to the article, a clear correlation between giving in weapons and almost immediate community benefits is apparent. This type of reporting is beneficial to any type of initiative, as it provides the community with a sense of instant gratification and builds up trust.

Negative coverage

**RADIO**

Government extends weapons amnesty for two years

**RADIO TIRANA**

11 AUG 00

**ALBANIA**

Text as received:

The Council of Ministers has approved a decision to postpone the deadline for the collection of weapons by 24 months. The new decision is effective today. During the 97 crisis, about 1 million weapons and a large amount of ammunition were looted in Albania. According to UNDP representatives in Albania, a great number of these weapons were smuggled into Kosovo and other countries, while the rest remained in Albania. Experts think that about 50% of the looted weapons were taken out of Albania. This figure was also confirmed by Public Order Minister Poci during a recent event in Elbasan.

About 20% of the weapons in the country have so far been collected. This means that several thousand weapons remain in public hands. According to police figures, the number of crimes since 97 has tripled compared to preceding years. This forced the government to approve a decision on arms collection in May 98. The law stipulates the voluntary surrender of weapons by the civilian population within a specific period of time. After this period, those who those who refuse to hand over the weapons will be punished according to sanctions laid down in the law.

The Public Order Ministry and its forces have seized many weapons from criminals as well as through operations against those who were suspected of possessing arms illegally. The special police unit set up to oversee arms collection was promised 250 police officers and adequate equipment. This promise not been partly fulfilled. Despite the technical problems relevant to the disarmament process and lack of adequate cooperation between the police and the central authorities, police experts said that the new deadline would be the last.

**Comment**

Most of the negative reporting during the SALW amnesties in Albania was targeted at the local and national authorities for the reason that people perceived them as the leaders in this process, whilst UNDP was rightly viewed as a partner organization. This type of information should be included in the analysis of any project. National authorities are the central or executing body of SALW control programmes and if the local populations do not perceive that they are taking the correct steps, the amnesty will not go ahead as planned, no matter how exceptional the reputation of the international partner.
At its first session today, parliament approved a law under which the deadline for the collection of weapons looted in spring 97 was postponed for two more years. This is the third time that the deadline for the collection of weapons has been postponed. The decision was made to provide time for the implementation of disarmament projects, such as the one in Gramsh.

The approval of this law does not imply that the government is unable to achieve its task. In fact, the collection of weapons is no easy matter. It should be recalled that neither Ahmet Zog [pre-world war II Albanian king] nor Enver Hoxha succeeded in disarming the population.

Comment
Although in what was a characteristically ‘milder’ approach, the negative connotations of this article are apparent. The delays by the government are mulled upon, but more significantly the reflection on the typical and long-standing attachment to weapons that the Albanians have could not be solved by its greatest leaders, let alone the present authorities.

Factual coverage

The number of arms and ammunition collected over the last two months in Durres Prefecture is estimated at three times higher than the previous months of 2000. The spokesman of Durres police department told ATA on Saturday [01 July 04] that the police structures set up to collect arms have exercise successful daily controls during the last months in the districts of Durres and Kruje.

Over the last two months 1154 arms of various types such as 168 submachine guns, 856 guns, 24 heavy and light machine guns and tens of pistols have been collected. Considerable amounts of ammunition such as 172,000 cartridges, 355 defensive grenades, 397 detonators, 10 anti tank mines and others are also reported as collected.

Comment
Factual reporting of information from one of the regular ministry of interior briefings on amnesty progress.

The police forces gathered on Friday [10 March 00] nearly 240 weapons in several districts of the country, official sources of the Public Order Ministry reported on Saturday. During the police actions 161 machine carbines, 68 weapons, 8 machine guns, 276 grenades, some other arms of different types, 20 kg of explosive materials, 164 kg of military materials, as well as nearly 83,000 military cartridges of different types were collected.

The cooperation with the bodies of local government, according to some sources, “is having its impact for the voluntary hand over of arms and munitions they possess.” On the basis of Public Order Ministry statistics, since 1997, Albanian police has gathered more than 105,000 arms and 70 million rounds of ammunition out of 670,00 arms and 2 billion rounds of ammunitions looted in the military depots over the unrest of March 1997.

Comment
One of the numerous informative reports.
Overview

Due to a series of previous conflicts and events, the internationally administered region of Kosovo has attracted much international and media attention in the past. Both the weapons amnesty and the type of media reporting during the initiative were marked by the constant inter-ethnic tensions that affect the province.

Positive coverage

Jean-Christian Cady, chief of UNMIK’s police and justice pillar, signed an executive decision on Tuesday [12 August 03], declaring a Kosovo wide weapons amnesty effective from 01 September to 30 September 03. This was stated by UNMIK officials, reporting that Cady had signed the executive decision on behalf of the acting SRSG Charles Brayshaw. The amnesty programme will allow Kosovars to surrender all weapons without fear of prosecution, the statement reads. “During the amnesty period, every person in Kosovo who possesses a weapon without valid authorization can surrender the weapons to the law enforcement authorities. If a person is found in possession of illegal weapons after the amnesty deadline they will be liable for prosecution and imprisonment up to 8 years or a fine up to 7,500 Euros,” the statement reads.

According to the statement, KFOR and the police will designate at least one stationery weapons collection point in each of the 5 regions of Kosovo. There will also be mobile weapons collection units that will travel to specific locations. These locations will be made widely known before the amnesty period starts. Declaring the amnesty programme, Cady said, “This weapons amnesty programme is a part of our continuous efforts to remove from circulation the huge quantity of unauthorized weapons in Kosovo. The danger of having illegal weapons in homes is their opportunity to convert an ordinary domestic or neighbourhood dispute into a tragic saga of violence and death. People in Kosovo who have weapons should take this opportunity to surrender these weapons to the police or KFOR, because they can do this without being charged with an offence or suffering a penalty under the applicable law.”

Comment

This is virtually the only positive media report on the Kosovo initiative. It was at the beginning of the process, when the programme and its WCD scheme were introduced. This report typically portrays that there is a will for disarmament, and in fact that it is a beneficial move for the province, and states its benefits. The report draws on the presence and influence/credibility of the international community and its representatives to push the message.
**UNMIK chief declares amnesty, urges people to hand over illegal arms**

**INTERNET**

UNMIK chief Harri Holkeri opened today a one-month weapons amnesty and warned that after this period anybody held with illegal weapons will be convicted to 8 years imprisonment. Holkeri called on Kosovars to have confidence on police and KFOR who will take care of their security and hand over their weapons. “It is high time that Kosovars hand over their weapons and in this case they will have their anonymity guaranteed and nobody will be persecuted” said Holkeri. Also the PM Bajram Rexhepi said the weapons in the wrong hands always cause killings, tragedy and sorrow. Therefore he called on all those who possess illegal weapons to hand them over during the amnesty period.

“Together with UNMIK and KFOR we are committed to the rule of law reign in Kosovo and nobody will stop us in this process,” said PM Rexhepi. Mobile units for weapon collection have been established and they will mainly focus on rural areas, where it is believed to be the most of illegally held weapons. In cooperation with UNMIK and in support of the declared amnesty, UNDP announced a Kosovo wide weapons in exchange for development programme.

The government of Japan donated 1 million Euros for the UNDP weapons amnesty project. “Weapons cause violence, which is linked with control of small and illegal weapons. Therefore Japan government wants to help Kosovo to overcome this problem through this project,” said Shigemi Jomori, representative of the Japan embassy in Belgrade.

**Comment**

Another report from the beginning of the Amnesty period. In this case, the provinces’ Prime Minister, adding local support and significance to the process, backs the statements of good will from the international community.

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**Geneva-based organization says Kosovo weapons collection drive has failed**

**NEWS AGENCY**

There are between 230 and 460,000 small arms throughout Kosovo-Metohija, mainly AK-47 Kalashnikovs and various pistols, according to the Geneva-based Small Arms Survey organization. The recent UNMIK and KFOR action of surrender of weapons in exchange for development projects has failed, as only 155 small arms were collected in 30 Kosovo municipalities, the organization said.

The opportunity for securing a safe environment and taking an important step towards a safe and prosperous Kosovo has been missed, head of the UN development project Robert Piper said. Representatives of the weapons in exchange for development programme, financed by the Japanese government with 600,000 USD, said that there can be no future for any place in the world where violence and arms are the rule.

**Comment**

This report is taken from the Serbia and Montenegro state news agency Tanjug. Most media outlets from Serbia, Montenegro and Kosovo pick up news from this source, therefore it is an influential medium for both ethnic groups in the province, but also for the rest of the country.

This report was published after the amnesty period and results were published. Its’ own natural negative connotation is further increased by the statements of the UNDP Resident Representative on the failure of the project. The intensive and effective awareness campaign that was one of the integral parts of the action, as well as the large number of registered small arms and light weapons is completely missed in the article.
Over the one-month amnesty for weapons in illegal possession that ended on Tuesday [30 September 04] in Kosovo-Metohija, only 150 pieces of illegal arms were returned, UNMIK head of Development Department Robert Piper said on Wednesday. Piper said at a press conference that not a single municipality had become entitled to receive financial assistance for development, because they had failed to return at least 300 pieces of illegal arms. He expressed his dissatisfaction, because it is known that there are more than 400,000 pieces of illegal arms in Kosovo, and only 155 pieces were returned. Piper assessed that citizens of Kosovo still do not trust the international and local police, and they prefer to remain armed, even if it implies holding illegal weapons.

Comment

In events such as this, when an outcome of a weapons amnesty is very poor, it is extremely important to prepare a sound communications strategy for relaying the results. There are several aspects to each SALW project and each one of them might yield a different result. It is important to make that distinction and clearly communicate other achievements of the project that, for example in this case, was a well-run awareness campaign and large number of registered SALW. The opportunity for this and for opening a dialogue on the reasons of such a low collection number is easily missed with a closed-off ‘we have failed approach’. This approach was contrary to the advice provided by other SALW stakeholders in the region.

Weapons amnesties are only a part of the DDR and CSBM processes, and are in no way a final result or solution to problems that exist in conflict-torn regions. A SALW amnesty can also be a first step towards future efforts and be used as a starting point for dialogue between the different groups. A well-designed communications campaign will leave this window of opportunity open.

Factual coverage

International peace forces in Kosovo (KFOR) said on Saturday that anyone who during September handed over illegally held weapons and ammunition or reported the location of sites with explosive devices would not be arrested or prosecuted. The peace forces warned that illegal weapons were available throughout Kosovo, as evidenced by a recent incident, when two children were killed and several more were wounded from an automatic gun while swimming in a river near Gorazdevac.

The collected weapons and ammunition will be destroyed in a metal factory outside Pristina. So far KFOR has destroyed at least 18,000 pieces of different weaponry. It is estimated that Kosovo residents hold between 360,000 and 430,000 weapons.

Comment

Amnesty information relayed to the general public.
During the UNMIK amnesty, UNDP will conduct a Kosovo wide (all thirty municipalities) Weapons-in-Exchange for Development Programme (WED) with funds provided by the Government of Japan. The WED offers every municipality the opportunity to obtain community development projects in exchange for the voluntary surrender of weapons such as firearms, pistols, rifles, mortars and rocket-launchers. The top three (3) municipalities (with the largest number of weapons surrendered above three hundred (300)) will each receive a commitment from UNDP for the equivalent of USD 225,000 for community development projects. These three municipalities will be publicly announced on 2 October 2003 - two days after the UNMIK weapons amnesty expires.

The combination of the amnesty and the WED offers the possibility for all people in Kosovo to contribute to a safer environment and, at the same time, have the opportunity to gain community development projects for their municipality.

Comment

Factual introduction to the upcoming initiative.
Media Operations during SALW Control Interventions

Annex A – Dealing with journalists

Initial approach

When approaching a journalist for the first time, try to:

- Have something specific to offer or discuss when you first make contact, such as a press release or media event.
- Give yourself and the journalist plenty of time. Don’t wait until the day of the event itself. However, consider their likely publication or broadcast deadlines before you call.
- Journalists are comfortable with telephone contact, so call to introduce yourself through the main switchboard. Explain who you are and why you are calling. Demonstrate that you have something newsworthy to offer and ask whether they have any interest in your ‘story’. Remember, SALW issues and projects are versatile and can be presented in different ways – try to find out what angle might interest them.
- Conclude by offering to send them further information, such as a briefing or press release and take their preferred contact details.

Building relationships

Having established first contact, you will need to maintain contact by calling and/or meeting regularly with journalists to sustain a relationship. By building relationships with them over time you can help them to become more familiar with SALW issues and to report in an accurate and progressive way. The greater their trust in you, the more they will come to you for information on the subject, and begin to trust your project and organisation. In general, when dealing with journalists, remember to:

- Maintain contact by periodically calling to offer new materials or information.
- Make yourself available - remain accessible to journalists and return their phone calls promptly.
- Answer any queries or questions as best you can.
- Take an interest, in their preferences, their work, and their deadlines. Morning calls are generally better for print journalists who typically have afternoon deadlines.
- Help them to understand the issues and to find an interesting angle.
- Be brief, accurate and helpful, even when the news is bad.

Managing expectations

Don’t expect too much at the beginning. It will take time and patience to build the trust and knowledge of your chosen contacts. You may get lucky and generate instant interest and accurate and extensive coverage of your topic, but the chances are against it. A more likely scenario is a slow uptake of your information, and a degree of mis-reporting and simplification when you do achieve coverage, due either to bias, ignorance or perceptions of public taste by journalists. So it is important to have appropriate expectations and to be ready to encourage, pursue or challenge journalists as you feel appropriate.

You can generally expect some simplification of the topics you present, since the intricacies of SALW control interventions are difficult to present in mainstream media. Mis-reporting is of greater concern, but is a matter of degree. If a particular report is generally balanced and accurate, minor inaccuracies can be ignored, or a private note of correction politely offered to the journalist. So long as journalists uphold professional standards, they are free to put whatever slant they feel is appropriate on the story you give them. And remember, communications staff and journalists are mutually dependent, which means you too must maintain the highest professional standards:

- Provide your media contacts with regular, timely information.
- Help them to cover events you are involved with.
- Show that you care, both about your project and about them.
- Remain honest and transparent.
- Always try to be informed.

Conducting business in this way will help you to build and maintain good relations with the media.
Media Operations during SALW Control Interventions
Annex B – Press releases

When using press releases you should consider the following:

**Style and content:**

- **Before you start writing, consider whether the information you want to convey is in fact newsworthy, or can be presented as such. If not, a press release is a waste of time.**
- **Use an eye-catching headline.**
- **As with a typical news report, present the most basic and important facts first so as to capture the reader’s attention. More detail can be given further down the page. If you feel it is necessary, a supplementary ‘notes to editors’ text can be provided also.**
- **Try to cover the five ‘Ws’ in the text: WHO is involved in the story; WHAT has happened, or is going to happen, WHEN and WHERE; WHY is it news?**
- **Make sure the text conveys the key message you seek to promote – this can easily get lost in the drafting process.**
- **Be concise, ideally stick to one page.**
- **Keep it simple; avoid jargons, acronyms and wordy language where you can.**
- **Provide facts, statistics and quotes to back up your main points. This will also give the journalist some ‘padding’ for an article.**
- **Include the organisation and/or project’s logo, and give a point of contact and contact details at the end of the text.**
- **Avoid biased or inflammatory language. Do not make claims that cannot be supported by evidence or would not stand up to scrutiny in a court of law – or you may end up in one!**
- **Tell the truth.**

- **Do a spell-check and ideally ask someone to proofread the text before you send it.**
- **Get it out on time!**

**Formatting:**

- **Use A4 paper.**
- **Double-space the text and leave a margin.**
- **Place your organisation’s name, address and contact details top-left. Repeat the organisation’s name at the top of any subsequent pages.**
- **Include the date the information may be released. Where possible make it ‘FOR IMMEDIATE RELEASE’.**
- **Include page numbers.**
- **At the bottom of each page, write either ‘MORE’ to indicate that the text continues overleaf, or ‘END TEXT’ (# # # is also used).**

**Distribution:**

- **Having written your press release you need to think about distribution. Think about which media outlets and/or journalists are suitable as a route to your target audiences, and which are most likely to run the story. In general, it is best to sent only one copy of the release to each outlet. You should also make sure you issue the release in time for publication deadlines, and of course ensure that the contact specified in the release is available to respond to enquiries. Don’t forget to retain a copy of the release for your files and make it available to your point of contact for reference. Make a follow-up phone call to check your contacts have received and seen the release – if not, send it again. As soon as you can, post the release on your website in a prominent place.**
Box 22: Example press release  
(Issued by Saferworld, SEESAC, UNDP Moldova and the Institute for Public Policy, Moldova)

17 May 2004  
FOR IMMEDIATE RELEASE  

SOUTH EASTERN EUROPE (SEE) SALW MONITOR:  
A Comprehensive Small Arms Report

The uncontrolled proliferation of small arms and light weapons (SALW) still continues to pose serious constraints on the development of South Eastern Europe, fuelling insecurity and undermining peace-building efforts. Throughout the region, the problem is intensified by lapse border controls, influence of organised crime groups and lack of capacity of governments to tackle SALW issues effectively.

The last few years have seen the development of regional and international SALW initiatives, and the SEE SALW Monitor provides an overview of how SEE countries have progressed towards fulfilling those commitments. The Stability Pact for SEE’s Regional Implementation Plan (RIP) for Combating the Proliferation of SALW, as the most inclusive and regionally relevant document in regional SALW control, is used as a benchmark for this process. The Monitor is not a formal inspection report – its role is to collect relevant information to facilitate monitoring and assessment of progress.

Funded by the UNDP/Stability Pact SEE Clearinghouse for the Control of Small Arms and Light Weapons (SEESAC), research and writing of the report was independently undertaken by Saferworld, a London-based NGO. The contents therefore reflect an independent and objective presentation of factual information on SEE countries’ responses to SALW problems, based on available evidence. The Monitor is intended to be an annually updated, ongoing effort.

The report is being launched in all countries covered: Albania, Bosnia and Herzegovina, Bulgaria, Croatia, FYR Macedonia, Moldova, Romania, and Serbia and Montenegro, in order to provide an opportunity for government, NGO and international community representatives to engage in public discussion on steps forward and to re-evaluate needs and priorities.

Bernardo Mariani, author of the SEE SALW Monitor chapter on Moldova:  
“Illicit production and sale of SALW in the separatist region of Transdniestria are compounded by large stockpiles of surplus weaponry. Together with the lack of controls over a wide segment of the country’s external border, the challenges for all actors wishing to improve small arms control in Moldova are clear.”

Adrian Wilkinson, SEESAC Team Leader:  
“All SEE countries have to deal with problems of SALW proliferation, trafficking, destruction, production and export practices. Several SEE states have taken independent and very positive steps towards greater SALW control. Yet future practical international support and the formulation of national SALW control strategies are both crucially important to the development of integrated and coordinated SALW control interventions. The SALW Monitor should help determine their action on this issue.”

Bruno Pouezat, Représentant Permanent, PNUD Moldova:  
“UNDP’s mission is to promote development. The establishment of a secure environment for development cannot be accomplished in a society that is fraught with arms. UNDP has advocated a proportional and integrated approach to development and security, recognizing that without the achievement of relative levels of security there can be no sustainable development, and conversely, without meaningful socio-economic development there can be a relapse into conflict and crisis. There is a need to focus our efforts to achieve human security for all. As citizens, neighbors, decision-makers, intellectuals, we all have the responsibility for human security and we ourselves have the potential to make it work.”

Viorel Cibotaru, Programme Director, Institute for Public Policy:  
“Beginning with setting priorities for the national security policies of the Republic of Moldova in line with EU and NATO enlargement aimed at improving transparency in the defense and security sectors, including thorough monitoring of normative acts on state security; the restructuring of the defense system and of the non-military institutions from the security sector; strengthening of the border control (for people and goods); monitoring of external factors influencing the security and defense systems, using new opportunities for the optimization of resources allocation and taking decisions, there is a need to include actions to control SALW in the national agenda.”

*** *** ***

For more information contact: Dr. Viorel Cibotaru, IPP Program Director at 276 785 (office) or 794 62 096 (mob.), viorel_cibotaru@ipp.md or Ludmila Tiganu, Communications Officer, UNDP Moldova, at 22 00 45 (office) or 691 677 10 (mob), e-mail: ludmila.tiganu@undp.org.

The Monitor can be downloaded from the SEESAC (www.seesac.org) and Saferworld (www.saferworld.org.uk) websites.
Annex C – Press conferences

When organising a press conference, consider the following:

Before:

- Select a location that most journalists will find convenient, unless for some reason the story itself dictates the location (e.g. a large weapons find). In theory anywhere with the appropriate capacity and equipment will do, including your offices, a media centre, or a hotel room. A large number of electrical power outlets are desirable for TV crews. Reserve the room and equipment about one week in advance.
- Timing: morning is generally best because of deadlines. Remember also to check for other high profile events – don’t try and compete for the same participants.
- Select speakers and journalists carefully and give them adequate notice (about one week).
- The day before the event, visit the location and lay the room out so as to separate speakers and journalists. This helps to focus the attention of those present, including cameramen on the presenters. Photographers and cameramen require good access and clear lines of sight to speakers, so leave the aisles clear and provide a central pathway between chairs if possible.
- Lay out a pile of background materials (press kit, agenda, participants list) by the entrance and appoint someone to greet and register participants as they arrive. This person should ask participants to sign in and complete a form with their full contact details. Consider what language(s) the materials you wish to distribute should be in.
- Pay attention to presentation. Use a banner if you have one, but ensure that the backdrop is tidy and free from glaring colours, mirrors and distracting images. Dress well!
- Check and double-check before hand that all the equipment is working properly, including speakers, microphones and power sockets.
- Clearly explain the purpose of the press conference in invitations and during the opening. Explain that since time is short, questions must relate directly to the topic.
- Select a spokesperson to represent your organisation and to take questions. Brief him or her carefully using Q&A briefs and/or MLTTs. Allow him or her time to practice reading their statement aloud.
- Consider using a moderator to oversee the proceedings. He or she opens and closes the event, introduces participants, and handles questions from the floor.

During:

- Begin on time. The moderator, host or opening speaker should welcome the participants, emphasise the purpose of the conference and introduce each speaker. He/she should state any ground rules regarding matters such as timing, questions, interviews and smoking. With regard to questions he/she should explain that since time is short, he/she will select questioners on behalf of the speakers and their questions must relate directly to the topic.
- All speakers should be brief (15 minutes maximum) and their statements concrete. Since you are ‘on record’, and possibly ‘on air’, you should read a prepared statement which may take a similar form to a press release (see above). The question and answer session allows time for elaboration.
- Questioners should identify themselves and their media outlet before speaking. They should be discouraged from asking more than one question or from making statements from the floor. If there is no moderator, do your best to point to each questioner and either call them by their name or ask who they are and who they work for. Try to answer all questions as best you can – evasion looks bad. Do not lie and stay calm. If you don’t have the information required to answer a question, say so, and promise to provide the questioner with the information as soon as possible. Avoid ‘don’t know’ and ‘no comment’. If a questioner deviates from the topic at hand you have the right not to answer that question. It is usually best however to give a very brief reply and then move on.
- The spokesperson, host or moderator should call a halt to proceedings after 30-45 minutes or sooner if participation is poor. He/she can close the event by thanking the participants for their time and repeating the event’s main message or purpose.
- Distribute copies of the speakers’ statements if they are not already included in the press pack.

Afterwards:

- If some journalists want interviews and you have planned for this, hold the interview immediately afterwards.
- Forward spare press kits to those journalists who did not attend.
- Monitor the media for coverage of the event or subsequent related reports. Collect and file this information and distribute it to the speakers.
- Update your media database with the new contact information.
Media Operations during SALW Control Interventions
Annex D – Glossary of Terms

airtime
the scheduled day or period of a broadcast; the length of a
programme or segment such as an interview.

ammunition
see munition

angle
approach the journalist takes in writing a story.

announcement
a printed notice or message during a broadcast.

attribution
credit given to a source.

awareness
see SALW Awareness

background
(1) the part of a picture of scene that appears in the distance; (2)
information that is not intended for publication; (3) information that
gives vital facts and/or the history of an organization or issue.

banner
a headline that extends across the page or screen.

biased
one-sided, rather than neutral or objective.

block
a group of consecutive time periods. Block programming is the
scheduling of programmes with similar audience appeal.

border controls
the existence of checks and regulations between countries that
controls access to and from the country, of people, goods and
services.

breaking news
a live, unfolding story or impending news; also called a breaking
story.

briefing (press)
a session designed to provide a small number of journalists with
background information on a specialist topic.

broadcast
transmission or duration of a programme.

buy-back
the direct linkage between the surrender of weapons, ammunition,
mines and explosives in return
for cash.

by-line
author’s name given at the beginning or the end of an article.

campaign
a goal-oriented attempt to inform, persuade, or motivate behavior
change in a well defined audience. A campaign provides benefits to
the individual and/or society, typically within a given time period, by
means of organized communication activities.

channel
the mode or conduit used to convey messages.

Civil Society Organisation (CSO)
non-state organizations composed of voluntary participants.

clip
a short segment of a programme. A story cut from a publication or a
segment cut from a video or audiotape.

closed question
a question that prompts a ‘yes’ or ‘no’ response.

coverage
(1) media treatment, the extent to which an event is reported; (2)
(broadcasting) the geographical area in which a station is received
by viewers or listeners; (3) (video) the photographing of a scene from
various angles.

credit
acknowledging the source for a given fact or piece of work.

destruction
the process of final conversion of weapons, ammunition, mines
and explosives into an inert state that can no longer function as
designed.

editor
a person who edits material for publication or broadcast.

editorial
newspaper articles giving the newspaper’s opinions on the main
stories of the day.

eye contact
the practice of looking a person in the eyes. Note: in film and TV eye
contact is achieved by looking directly into the camera.

explosives
a substance or mixture of substances, which, under external
influences, is capable of rapidly releasing energy in the form of
gases and heat.

feature
an article that looks at a subject in greater depth than a news report,
often highlighting trends, history and human impacts. Note: Unlike
news a feature need not be tied to a current event, though it can
relate to a news item.

firearm
a barrelled weapon from which any shot, bullet or other projectile
can be discharged and that is capable of causing serious bodily
injury or death to a person, and includes any frame or receiver of
such a barrelled weapon and anything that can be adapted for use
as a firearm.

14 The following terms and definitions are adapted from a number of
sources. These include: the SEE Regional Micro-Disarmament
Standards/Guidelines (see RMDS/G 02.10 (Guideline), 2nd Edition,
2004-03-01, Glossary of SALW terms and abbreviations).
headline
the title or description at the top of a news release or article, typically a short, eye-catching line of text.

human interest
a feature about a personality, a story with colourful details and emotional appeal; any work that is not strictly related to news.

human security
regards security from the perspective of the individual. Securing health, property and life from violent or abusive forces.

intervention
a wide variety of situations in which an actor enters into the area of another, with or without the consent of the other.

investigative journalism
a form of journalism concerned specifically with uncovering and reporting hidden, often deliberately concealed, information.

freelance (journalist)
sel-empoyed journalist.

hard news
news that deals with serious topics or events.

jargon
language used by members of a specific group, company or industry.

journalist
a person who gathers news and other journalist materials and writes or broadcasts it. Journalists may be employed full time by particular media outlets, or be self-employed (freelance).

key influencers
influential people in the primary audience’s social network, such as friends, relatives, religious and political leaders. Also known as Key Communicators.

lead
the first sentence or first few sentences of a story.

letters to the editor
a newspaper section in which letters from the readership to the editor, are published. The letters generally concern the coverage and conduct of the newspaper itself.

live feed
footage, film or tape of events as they happen.

magazine
(1) SALW: any building, structure or container approved for the storage of explosive materials. (2) Media: a special-interest publication providing entertainment primarily through the use of entertainment features and visuals as opposed to news.

mass media
media channels capable of reaching large audiences.

media
organisations that report news such as newspapers, radio, television and magazines.

Media Line to Take (MLTT)
a responsive media tool designed to allow communications staff to anticipate common themes when preparing project activities and comprising a factual summary of pertinent events, commentary, guidance on any organisational standpoint, and a question and answer briefing. See also Question and Answer Briefing (Q&A).

media event
an event organised to generate publicity.

media outlet
a particular news media organisation such as a TV station.

media relations
the function of gaining positive media attention and coverage.

micro-disarmament
the collection, control and disposal of small arms, ammunition, explosives, light and heavy weapons of combatants and often also of the civilian population. It includes the development of responsible weapons and ammunition management programmes.

micro-disarmament organisation
refers to any organisation (government, military or commercial entity) responsible for implementing micro-disarmament projects or tasks. The organisation may be a prime contractor, subcontractor, consultant or agent.

MOD
(Ministry of Defence)

monitoring
in the context of micro-disarmament, the term refers to .... the authorised observation by qualified personnel of sites, activities or processes without taking responsibility for that being observed. This is usually carried out to check conformity with undertakings, procedures or standard practice and often includes recording and reporting elements.

news
fresh information.

news angle
aspects or details of a feature story that pegs it to a news event or gives it news value for the reader.

NGO
(Non-governmental organization), an autonomous, voluntary, non-profit organization.

off the record
an exchange of information which is not intended for reporting. A request to go ‘off the record’ indicates that the information provided is offered as background to the journalist and should not appear in any subsequent media report, or be attributed to the commentator.

on the air
a broadcast in progress.

open-ended question
question that encourages the interviewee to expand on a given subject, sharing their thoughts and feelings with a minimum of prompting.

open mike
a microphone that is turned on (live).

outcome evaluation
A type of evaluation that determines whether a particular intervention had the desired impact on the intended audience’s behavior, that is, whether the intervention made a difference in knowledge, skills, attitudes, beliefs, behaviors, and health outcomes. Also called impact or summative evaluation.
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**pitching**
encouraging the media to report on a story. For example a pitch letter is often used to encourage coverage of a feature or other story that may require additional motivation.

**press**
see media.

**press conference**
an arranged gathering of media representatives to announce and explain a significant and newsworthy subject or event.

**press kit**
a collection of related information designed to provide the media with background on a particular organisation or event.

**press release**
an information sheet sent out by organizations to newspapers, television and radio news editors. The aim is to get the news team interested in covering the story.

**press tour**
scheduled press appearances in a series of cities or locations.

**pyramid story structure**
journalistic style of writing where the most important information is written first, followed by information of decreasing importance (this allows the reader to stop reading having gained the most important information; it also allows editors to cut or edit the story from the bottom up without omitting vital information).

**Question and Answer briefing (Q&A)**
a responsive media tool setting out questions that a spokesperson might reasonably expect to be asked by journalists on a given topic, and offering suggested answers.

**reporter**
see journalist.

**SALW awareness**
a programme of activities undertaken with the overall goal of minimising, and where possible eliminating, the negative consequences of inadequate SALW Control by undertaking an appropriate combination of SALW advocacy, SALW risk education and media operations/public information campaigns which together work to change behaviours and facilitate appropriate alternative solutions over the long term.

**SALW advocacy**
a programme of activities that aim to raise SALW problems and issues with the general public, the authorities, the media, Governments and their institutions to achieve changes at both institutional and/or individual levels.

**SALW risk education**
a process that promotes the adoption of safer behaviours by at-risk groups and by SALW holders, and which provides the links between affected communities, other SALW components and other sectors.

**segmentation**
a process whereby an audience targeted for communication is divided for the purposes of analysis into smaller groups of people who have similar communication-related needs, preferences, and characteristics. Each audience segment requires tailored messages that will be meaningful to the audience members.

**small media**
communication media of small size such as badges and leaflets.

**SALW control**
the indirect linkage between the voluntary surrender of small arms and light weapons by the community as a whole in exchange for the provision of sustainable infrastructure development by the legal government, an international organisation or NGO.

**source**
the origin of a piece of information, e.g. a person, written article, book, song, video or film.

**soft news**
stories that are interesting but less important than ‘hard’ news, focusing on people as well as facts and information and including interviews, reviews, articles and editorials.

**Small Arms and Light Weapons (SALW)**
all lethal conventional munitions that can be carried by an individual combatant or a light vehicle, that also do not require a substantial logistic and maintenance capability. (SEESAC definition).

**stockpile**
in the context of SALW, the term refers to ..... a large accumulated stock of weapons and explosive ordnance.

**stockpile destruction**
the physical activities and destructive procedures leading to a reduction of the national stockpile.

**stockpile management**
those procedures and activities regarding SALW safety and security in accounting, storage, transportation and handling.

**survey (SALW Survey)**
a systematic and logical process to determine the nature and extent of SALW proliferation and impact within a region, nation or community in order to provide accurate data and information for a safe, effective and efficient intervention by an appropriate organisation.

**talking head**
a person shown on camera merely speaking, presented in a dull or unimaginative way.

**target audience**
a specific group of people that media producers want to reach.

**tracking**
monitoring of media coverage.

**transparency**
free and open access to information that enables civil society to perform its regulatory function. Transparency is sometimes used as a synonym for accountability in governance.

**UNDP**
United Nations Development Programme

**voluntary surrender**
the physical return by an individual(s) or community of small arms and light weapons to the legal government or an authorised international organisation with no further penalty.

**weapon**
y any thing used, designed or used or intended for use: a) in causing death or injury to any person; or b) for the purposes of threatening or intimidating any person and without restricting the generality of the foregoing, includes a firearm.

**Weapons in Exchange for Development (WED) (WFD)**
the indirect linkage between the voluntary surrender of small arms and light weapons by the community as a whole in exchange for the provision of sustainable infrastructure development by the legal government, an international organisation or NGO.
Weapons in Exchange for Incentives (WEI)
the direct linkage between the voluntary surrender of small arms and light weapons by individuals in exchange for the provision of appropriate materials by the legal government, an international organisation or NGO.
Annex E – Contact details for main media in SEE

International

Agricultural Extension and Rural Development Department (Research & Projects),
3 Earley Gate, Whiteknights Road, Reading, RG6 6AL, UK.
Tel: +44 (0)118 9316514
http://www.rdg.ac.uk/AERDD

Aimpres
http://www.aimpress.ch/index.htm

AMARC World Association of Community Radio Broadcasters
(Networking & Projects), International Secretariat
3525 Boulevard St Laurent, Bureau 611, Montreal, Quebec, Canada, H2X 2T7.
Tel: +514 982-0351
http://www.amarc.com

Amnesty International, International Secretariat
1 Easton Street, London, WC1X ODW
United Kingdom
Email: amnestystis@amnesty.org
Tel: +44 207 4135500
http://www.amnesty.org
NB: Contact the International Secretariat for information on Amnesty International country sections.

Anti-Defamation League (Free speech)
823 United Nations Plaza
New York, NY 100017, USA
E-mail: webmaster@adl.org
http://www.adl.org

The Arias Foundation for Peace and Human Progress
Apartado 8-6410-1000
San José, Costa Rica
Tel: +506 255-2955
Fax: +506 255-2244
http://www.arias.or.cr

Article 19 (global campaign for free expression)
Lancaster House, 33 Islington High Street
London N1 9LH, UK
Tel: +44 20 7278 9292
Fax: +44 20 7713 1356
E-mail: info@article19.org
http://www.article19.org/

Association for Progressive Communications (Free speech),
Presidio Building, 1012 Torney Avenue, PO Box 29904, San Francisco,
CA 94129, USA.
Tel: +01 415 561 6100
http://www.apc.org

15 Adapted from a number of sources, including: Working with the Media in Conflicts and other Emergencies, UK Department for International Development (Dfid), 2000; and Reporting on SALW, a Resource Pack for Journalists, SEESAC / Saferworld in association with IWPR, 2004.
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Project for Excellence in Journalism
1850 K Street, NW, Suite 850, Washington, DC 20006
Tel: +202.293.7394
Fax: +202.293.6946
Email@journalism.org
http://www.ejc.nl/default.asp

Regional Arms Control Verification Centre (RACVIAC)
Rakitje, Zagreb, Croatia
Tel: +385 (1) 333 0870
Email: ddufrenot@racviac.org

Radio for Development
Suite 28C5, Thames House, 140 Battersea Park Road, London, SW11 4NB, UK.
Tel: +44 (0)20 7498 6055
http://www.rfd.freeuk.com

Reporters Sans Frontiers
5 Rue Geoffroy Marie, 75009 Paris, France.
Tel: +33 4483 8484
http://www.calvacom.fr/rsf

Saferworld
28 Charles Square, London
N1 6HT, UK
Tel: +44 (0) 20 7324 4646
Fax: +44 (0) 20 7324 4647
Email: general@saferworld.org.uk
http://www.saferworld.org.uk

Small Arms Survey
Avenue Blanc 47, 1202 Geneva, Switzerland
Tel: +41 22 908.57.77
Fax: +41 22 732.27.38
http://www.smallarmssurvey.org

Soul City Institute (Projects & Research),
PO Box 1290
Houghton, 2041, South Africa.
Tel: +27 11 726 7440
http://www.soulcity.org.za

Search for Common Ground & Common Ground Productions (Projects),
1601 Connecticut Avenue NW, Suite 200, Washington, DC 20009, USA.
Tel: +202 265 4300
http://www.sfcg.org

Southeast European Times
http://www.balkantimes.com/

Southeast European Cooperative Initiative (SECI)
Regional Center for Combating Trans-border Crime
Palace of Parliament (Et.10)
Calea 13 Septembrie no 1/5
Sector 5, Bucharest 76117
Romania
Tel: +401 303 6009
Fax: +401 303 6077
Email: secretariat@secicenter.org
http://www.secicenter.org

Stockholm International Peace Research Institute (SIPRI)
Signalistgatan 9, SE-169 70 Solna
Sweden
Tel: +46 (8) 655 9736
http://www.sipri.org

Transitions Online SEE
Sestara Elcic 44
71000 Sarajevo
Bosnia and Herzegovina
Tel: +387 365 140 54
Fax: +387 334 694 73
E-mail: tihomir.loza@virgin.net
http://www.ce-review.org/

United Nations Department of Disarmament Affairs (UNDDA)
Room S-3170, United Nations
New York, NY 10017, USA
http://disarmament.un.org/gender.htm

United Nations Development Programme (UNDP)
One United Nations Plaza
New York, NY 10017, USA
Tel: +1 (212) 906-5558
Fax: +1 (212) 906-5364
http://www.undp.org/
N.B. Contact the New York office for details of UNDP offices in other countries

United Nations High Commissioner on Human Rights (UNHCHR)
8-14 Avenue de la Paix
1211 Genenva 10, Switzerland
Tel: +41 22 917 9000

United Nations Institute for Disarmament Research (UNDIR)
Palais des Nations, Geneva CH 1211,
Switzerland,
Tel: +41 (22) 917 3186
Fax: +41 (22) 917 0176
http://www.unidir.org

United States Institute of Peace
1200 17th Street NW
Washington, DC 20036
USA
Tel: +202 457-1700
Fax: +202 429-6063
http://www.usip.org

UNICEF SALW Reports
UNICEF House
3 United Nations Plaza
New York, New York 10017
USA.
http://www.unicef.org - visit website for regional office information

SALW and Children
Tel: +1 (212) 326 7464
Email: smallarms@unicef.org
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UNIFEM – UN Development Fund for Women
Newsroom
Tel: +1 212 906-6829
http://www.unifem.org - for regional offices

The World Health Organisation's Injuries and Violence Prevention Department
20 Avenue Appia,
1211 Geneva 27,
Switzerland
http://www5.who.int/violence_injury_prevention/main.cfm?p=0000000160
Tel: +41 22 791 2111
Fax: +41 22 791 3111

Albania
A.T.A. - Albanian Telegraphic Agency
Boulevard “Jeanne d’Arc” 23, Tirana, ALBANIA
Tel: +355 42244 12, 22929
Fax: +355 42342 30
Email: hola@ata.tirana.al

Radiotelevisioni Shqiptar (RTVSH)
Rruga Ismail Quemali 11
Tirana
Tel: +355 42 283 10
Fax: +355 42 277 45

Bosnia and Herzegovina
Banja Luka
Bosnia and Herzegovina
http://www.atvbl.com/

Dani news magazine
http://www.bhdani.com/

Public Broadcasting Service Bosnia-Herzegovina
Bvd. Mese Selimovicca 12
BIH - 71000 SARAJEVO
Tel: +387 33 461 523
Fax: +387 33 455 124

BIHPRESS News agency
http://www.bihpless.com

SAFAX News agency
http://www.mp-institut.com/safax.htm

SRNA News agency

Bulgaria
Politika weekly
113A Tsarigradsko shosse
1784 Sofia
Tel: +359 2 9602 241
Fax: +359 2 9602 213

Bulgarian National Television
29 San Stefano Street
1504 Sofia
Tel: +359 2 9 444 999
Fax: +359 2 9855 91

Bulgarian News Agency
http://www.bna.bg

Standart newspaper
http://www.standartnews.com

Sega newspaper
23 James Baucher Street
Sofia
Tel: +359 2 96 94 386
http://www.segabg.com

Croatia
Croatian Information and News Agency (HINA)
http://www.hina.hr

Vecernji List newspaper
http://www.vecernji-list.hr

Croatian Radio Television
http://www.hrt.hr/htv/

Feral Tribune
http://www.feral.hr/

Nacional
http://www.nacional.hr/

Slobodna Dalmacija
http://www.slobodnadalmacija.com

Vjesnik
http://www.vjesnik.com/

Macedonia
Aktuel (weekly)
Leptokarija section 1 – 10a
1000 Skopje
Tel: +389 2 3064 233 / 293
Fax: +389 2 3090 108
Email: aktuel@unet.com.mk

Birlik (Turkish language newspaper)
Mito Hadzivasilev Jasmina b.b.
1000 Skopje
Tel: +389 2 3111 146
Fax: +389 2 3225 560
Email: birlik@mt.net.mk

Denes (weekly)
M.H. Jasmin 50
1000 Skopje
Tel: +389 2 3227 270
Fax: +389 2 3110 150
Email: denes@unet.com.mk
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Dnevnik daily
Teodosij Gologanov 28
1000 Skopje
Tel: +389 2 3297 555
Fax: +389 2 3297 554
Email: dnevnik@unet.com.mk
http://int.dnevnik.com.mk/

Fakti (Albanian language daily)
Shopping Center ‘Freska’
1000 Skopje
Tel: +389 2 2628 424
Fax: +389 2
Email: fakti@on.net.mk

Flaka (Albanian language daily)
Mito Hadzivasilev Jasmin b.b.
1000 Skopje
Tel: +389 2 3112 025 / +389 2 3225 612
Email: flaka@mol.com.mk

Fokus (weekly)
Marsal Tito 5/10
1000 Skopje
Tel: +389 2 3111 327
Fax: +389 2 3223 679
Email: focus@unet.com.mk

Forum
Kosta Novakovic 16
1000 Skopje
Tel: +389 2 3121 100
Email: info@forum.com.mk; forum@unet.com.mk
www.forum.com.mk

Kapital (weekly)
Belasica b.b.
1000 Skopje
Tel: +389 2 3139 750 / 406
Fax: +389 2 3109 632
Email: kapital@kapital.com.mk

Lobi (weekly)
Nikola Tesla 18/2-8
1000 Skopje
Tel: +389 2 3090 586
Fax: +389 2 3130 407

Macedonian Information Agency (MIA)
Bojmiija 2
1000 Skopje
Tel: +389 2 2461 600
Fax: +389 2 2464 048
Email: mia@mia.com.mk
http://www.mia.com.mk/

Macedonian Institute for Media
Porta Bunjakovec A2/, 1000 Skopje
R. Macedonia
Tel: +389 2 298 466
Fax: +389 2 290 483
Email: mim@mim.org.mk
http://www.mim.org.mk/

Makedonija Denes (daily)
Mito Hadzivasilev – Jasmin b.b.
1000 Skopje
Tel: +389 2 3227 270
Fax: +389 2 3110 150

Makedonsko Sonce
Leninova 79
Tel: +389 2 3130 137
Fax: +389 2 3130 377
Email: urednik@makedonskosonce.com

Makedonsko Vreme
Vasil Gjorgov 39/7
1000 Skopje
Tel/Fax: +389 2 3110 128
Email: mian@mian.com.mk

Makfax (newsagency)
Goce Delcev b.b.
1000 Skopje
Tel: +389 2 3112 200 / +389 2 3214 566
Fax: +389 2 3214 577
Email: mkrtvcor@mt.net.mk

Nova Makedonija (daily)
Mito Hadzivasilev Jasmin b.b.
1000 Skopje
Tel: +389 2 3116 366
Email: contact@novamakedonia.com.mk

Radio Bleta
Ilindenska
2/5 Tetovo
Tel: +389 44 32 323 / 335 064
Fax: +389 44 32 323
Email: radiobleta@yahoo.com

Radio Kiss
Blagoja Toaka
10 Tetovo
Tel: +389 44 334 566
Fax: +389 44 334 565
Email: kiss@sonet.com.mk

Radio Noma
M.H. Jasmin b.b.
1000 Skopje
Tel: +389 2 3112 694 / 3111 794
Fax: +389 2 3112 794
Email: noma@unet.com.mk

Radio Kanal 77
Ruzveltova 4/6
1000 Skopje
Tel: +389 2 3223 122 / 3223 123
Email: kanal77_sk@sonet.com.mk

Radio Kanal 77
Josif Kovacev 18
Stip
Tel: +389 32 397 727
Fax: +389 32 397 717
Radio Vat
Vanco Mickov 17b
1000 Skopje
Tel: +389 2 3063 080 / 086
Fax: +389 2 3063 086 / 3074 625
Email: info@vati.com.mk
www.vati.com.mk

Start (weekly)
Metropolit Teodosij Gologanov 126
1000 Skopje
Tel: +389 2 3214 220
Fax: +389 2 3112 279
Email: starts@unet.com.mk
www.start.com.mk

Super Radio
Makedonski prosvetiteli b.b. Ohrid
1000 Skopje
Tel: +389 46 260 078 / 266 277
Fax: +389 46 260 353
Email: superradio@superradio.com.mk
www.superradio.com.mk

Television A1
Pero Nakov b.b.
1000 Skopje
Tel: +389 2 2550 350
Fax: +389 2 2551 970 / 2550 330
Email: a1tv@a1.com.mk

Television Era
Cairski 38a
1000 Skopje
Tel: +389 2 3136 553 / 3237 087
Fax: +389 2 3136 553
Email: tvera@era.com.mk
www.era.com.mk

Television Kanal 5
Skupi b.b.
1000 Skopje
Tel: +389 2 3091 551 / 560
Fax: +389 2 3091 571
Email: kanal5@kanal5.com.mk
www.kanal5.com.mk

TV Art
Ohridska 18
Tetovo
Tel: +389 44 331 585
Fax: +389 44 331 586
Email: tvart@soros.org.mk

TV Iris
Marsal Tito b.b. Stip
Tel: +389 32 391 313 / 380 513
Fax: +389 32 391 313
Email: iris@iris.com.mk

TV Kiss
B. Toska 10
Tetovo
Tel: +389 44 334 565 / 566
Fax: +389 44 334 565
Email: kiss@sonet.com.mk

TV Orbis
Borka Levata b.b.
Riecka 7a
Bitola
1000 Skopje
Tel: +389 47 228 790 / 225 790
Fax: +389 47 225 790
Email: orbis@mt.net.mk

Television Sitel
Gradski Stadion b.b.
1000 Skopje
Tel: +389 2 3116 566
Fax: +389 2 3214 898
Email: sitel@unet.com.mk

TV Sutel
Suto Orizan b.b.
1000 Skopje
Tel: +389 2 3076 677 / 3066 653
Fax: +389 2 3077 269
Email: sutel@mol.com.mk

TV Telma
Nikola Parapunov b.b.
1000 Skopje
Tel: +389 47 258 060
Fax: +389 47 258 090
Email: telma@unet.com.mk

TV Tera
Ruza Delceva b.b.
Bitola
Tel: +389 43 212 900 / 901
Fax: +389 43 232 900
Email: tera@tera.com.mk

TV Vis
Sando Masev 12
Tel: +389 34 348 111
Fax: +389 34 347 111
Email: kanal-vis@yahoo.com

TV Zdravkin
Dimce Mircev 1
Veles
Tel: +389 43 212 900 / 901
Fax: +389 43 232 900
Email: tvzdrav@freemail.org.mk

Utrinski Vesnik (daily)
Dame Gruev 5
1000 Skopje
Tel: +389 2 3117 377
Fax: +389 2 3118 638
Email: vesnik@utrinski.com.mk

Vecer (daily)
Mito Hadzivasilev Jasmin b.b.
1000 Skopje
Tel: +389 2 3111 537 / +389 2 3111 103
Email: vecer@mt.net.mk

Vest (daily)
Plostad Makedonija b.b.
Tel: +389 2 3296 505
Fax: +389 2 3298 505
Email: vest@vest.com.mk
Media Operations during SALW Control Interventions

Zum (weekly)
DTC Bunjakovec
Second floor - 14
Tel: +389 2 3225 126
Fax: +389 2 3225 129
Email: zum@unet.com.mk

Moldova

BasaPress news agency
72 Vasile Alecsandri Street
Chisinau
Email: basa@basa.md

Jurnal de Chisinau newspaper
22 Pushkin Street
MD 2012 Chisinau
Tel: +373 2 234 041
Fax: +373 2 234 230

Romania

Contidianul newspaper
114 Calea Plevnei
010238 Bucharest

Curentul
1 Bulevard Expozitei
Etaj III
012101 Bucharest
http://www.curentul.ro

Jurnala nacional
1 Pta presei Libere
Bucharest
http://www.jurnarul.ro

Radio Romania
http://www.rri.ro

Serbian and Montenegro

BETA News agency
Kralja Milana 4,
11000 Beograd
Tel: +381 11 360 24 00, 360 24 12
E-mail: urd@beta-press.com

FONET
Kapetan Mišina 2a/II,
11000 Beograd
Tel: +381 11 630 881
E-mail: redakcija@fonet.co.yu

RADIO-TELEVIZIJA SRBIJE
Takovska 10,
11000 Beograd
Tel: +381 11 321 20 20
http://www.rts.co.yu

BLIC Newspaper
Masarikova 5/8, 11000 Beograd
Tel: +381 11 361 91 48,
Fax: +381 11 361 92 71

POLITIKA Newspaper
Makedonska 29
11000 Beograd
Tel: +381 11 337 31 61, 337 31 11
Fax: +381 11 337 34 19
http://www.politika.co.yu/

B92
http://www.b92.net/

Danas daily
http://www.danas.co.yu/index.html

FoNet News Agency
http://www.fonet.co.yu/

Glas Javnosti
http://www.glas-javnosti.co.yu/danas/srpski/vest-dana.shtml

Monitor weekly
http://www.monitor.cg.yu/

Nedeljni Telegraf
http://www.nedeljntelegraf.co.yu/index.html

Nin
http://www.nin.co.yu/

Kosovo

Blue Sky Radio
Kosova/o
http://www.blueskylive.com/

Radio 21
Kosova/o
http://www.radio21.net/

KosovaPress
http://www.kosovapress.com/

Kosovo Information Centre
http://kosova.com/
Annex F – Further reading


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