



APPENDIX

PART 3

✓ **THIS SECTION** provides handouts from the seminars, useful Internet links, additional information on openness and transparency, evaluation results and a list of the participants.



Aiming for a scoop during the Norwegian Parliament's weekly question and answer session.

BALTIC SEMINAR

Mr Bård Ivar Svendsen, Chargé d’Affaires, The Norwegian Embassy to Latvia, welcomed participants to an April 2001 seminar in Riga on openness towards the media.



Mr Svendsen welcomed participants to this first information and media seminar to be held by Norway in a Baltic country. He said that since Latvia, Lithuania and Estonia regained their independence in 1991, Norway has enjoyed close and fruitful cooperation with these countries. The Baltic states and Norway have a great deal in common. As neighbours, we share a similar cultural background, many basic values and the destiny of being small nations which have often been forced to live at the mercy of others. According to Mr Svendsen, the 50 years of Soviet occupation had isolated Latvia, Lithuania and Estonia from the European culture they had traditionally been a part of. Now these countries are making their way back into Europe. Within a few years it is likely that they will be members both of the European

Union and of NATO, Mr Svendsen said. Norway warmly welcomes this development and supports the Baltic countries fully in these endeavours. Both organisations provide important tools for security and democracy and it is felt that Baltic membership of the EU and of NATO will help to secure stability throughout all of Northern Europe.



With reference to the media and information focus of the seminar, Mr Svendsen said that, for the Norwegian government, transparency and openness are key concepts in relations between the state and the media in a modern democracy. The public should have the right to influence, criticise and supervise these decisions and, in Mr Svendsen’s view, it should have the right to overturn these decisions if the decisions are thought to be wrong. If the public has little or no knowledge of the processes that take place in state institutions, it will very easily develop scepticism and mistrust of the government, with the result that democracy will suffer, he said.

Mr Svendsen emphasised that mass media should have access to as much direct information as possible, and that politicians and civil servants should go as far as possible in providing the mass media with this information. As he sees it, the power of the mass media in our age is substantial. He referred to the mass media as “the fourth power”, as an institution of power alongside a parliament, a cabinet of ministers or a supreme court. Often, Mr Svendsen said, the mass media have the power to set the agenda, to focus on particular political events and to ignore others.

USEFUL LINKS IN THE AREA OF



The Baltic Media Centre
<http://www.bmc.dk>

The Center for Democracy and Technology (USA)
(works to promote democratic values and constitutional liberties in the digital age)
<http://www.cdt.org/>

CEESource provide Central and East European legal, political, business and economics resources/links
<http://law.gonzaga.edu/library/ceeurope.htm>

Central Government Information Policy: Brochure in pdf-format produced by the Norwegian Ministry of Labour and Government Administration. It presents five guiding principles for government information.
<http://www.dep.no/aad/engelsk/publ/veiledning-er/002001-990409/>

The Comprehensive Risk Analysis and Management Network (CRN)
<http://www.isn.ethz.ch/crn/index.cfm>

eEurope: To ensure that citizens of EU-member states fully benefit from the Information Society, the EU has launched a major initiative called eEurope, which aims to improve the accessibility and adoption of Internet technologies in all spheres of human development:
http://europa.eu.int/information_society/eeurope/action_plan/index_en.htm

The Electronic Frontier Foundation (EFF) works to protect fundamental rights regardless of technology; to educate the press, policymakers and the general public about civil liberties issues related to technology
<http://www.eff.org/>

European Centre for War, Peace, and the News Media
<http://www.nyu.edu/cwpnm/>

Freedom House
<http://www.freedomhouse.org/>

Freedom of Expression Links (Canada)
<http://insight.mcmaster.ca/org/efc/pages/chronicle/censor.html>

The Geneva Centre for the Democratic Control of Armed Forces (DCAF)
<http://www.dcaf.ch/index.htm>

The Global Internet Liberty Campaign (current issues facing freedom on the Internet today, including censorship and governmental control of encryption technologies)
<http://www.gilc.org/>

The Independent Journalism Foundation (IJF) in Bratislava, Bucharest and Budapest
<http://www.ijf-cij.org/>

International Communications Forum (ICF)
<http://www.icforum.org/what.html>

Internet Freedom (UK)
<http://www.netfreedom.org/resource.asp>

OPENNESS AND TRANSPARENCY



Mapping the EU accession process
<http://www.eumap.org/>

The Master of Philosophy Prog. in Media Studies: 'Media, Democracy and Development' at the University of Oslo
<http://www.uio.no/english/ects/hf/media/philos/>

The Media Development Center, Sofia (MDC) promotes the development of independent media in Bulgaria and fosters capacity building of the media by encouraging good practice in journalism, ethics, networking and cross-border co-operation.
<http://www.mediacenterbg.org/index.php3?nav=about.php3&l=e>

The Nordic Information Center for Media and Communication Research (NORDICOM)
<http://www.nordicom.gu.se/index.html>

The Nordic Journalist Centre in Århus, Denmark
http://www.njc.dk/kurs.php?omr_kat=66&3&4

North Atlantic Treaty Organisation (NATO)
<http://www.nato.int/>

The Norwegian Institute of Journalism
<http://www.ij.no/omij/aboutij.htm>

Open Society Institute in Budapest
<http://www.osi.hu/>

The Organisation for Economic Co-operation and Development : Citizens as Partners: OECD Handbook on Information, Consultation and Public Participation in Policy-Making
<http://electrade.gfi.fr/cgiin/OECDBookShop.storefront/1177752391/Catalog/recentpublications>

Partnership for Peace (PfP)
<http://www.nato.int/docu/facts/2001/part-coop.htm>

Partnership for Peace Documentation Centre
<http://www.isn.ethz.ch/pfpdc/index.htm>

The Reporting Diversity Network (RDN) (a collaboration of media organizations in Central and Eastern Europe)
<http://www.reportingdiversity.org/>

Soros Foundations
<http://www.soros.org/>

The United States Agency for International Development: Democracy and Governance in Europe and Eurasia
http://www.usaid.gov/regions/europe_eurasia/democr02.htm

World Association of Newspapers (WAN) guest column
<http://www.fiej.org/guest.column/porter.html>

CODE OF AWARENESS

THE MEDIA LION’S advice on how to meet the media with confidence



WHEN A JOURNALIST CALLS

- Consider it an interview from the start
- Write down his/her name and place of work
- Ask for the context and use of your statements
- Ask if he or she has spoken to others in your organisation
- Are you the right person to answer?
- Take time to reflect - agree to call back. Keep the deal!
- Do you want the right to approve of your quotes? This is the time to ask for it!

PREPARING FOR THE INTERVIEW

- What does the journalist want to know?
- Whom do you want to reach?
- What do you want to achieve?
- Define your key message
- Formulate tentative statements using the six “secret helpers”: who, what, where, when, how and why
- Rehearse with a colleague

DURING THE INTERVIEW:

- Listen carefully to each question
- State your key message at the beginning
- Make your answers brief and simple
- Be specific – give examples
- Only make statements that can be quoted
- If you can’t answer – explain why
- Speak the truth – even if it hurts
- Put yourself in the position of the public
- Stick to your key message
- Know when to stop

Avoid the term “no comment”
Be friendly and accommodating
Be generous – to the journalists and to yourself!

INTERNET STRATEGY TEST

By Ørjan Karlsson, Advisor, The Norwegian Ministry of Defence



1. Do you have an overarching communication strategy that guides management decisions?
Yes___ No___
2. Do you have an Internet strategy that is fully integrated and supports your communication strategy ?
Yes___ No___
3. Do you have an overall ‘blueprint’, designed by your own staff, which will determine where and how the Internet can best be applied in your organisation?
Yes___ No___
4. Is management on a ‘crusade’, actively promoting your Internet strategy?
Yes___ No___
5. Do all the employees understand the Internet strategy and their role in it?
All do___ Some___ None___
6. Are your sub-branches tied into your Internet strategy?
All are___ Some___ None___
7. Do you differentiate between the various interest groups (the public) with regard to information content?
Yes___ No___
8. Which stage are you at with regard to the Internet?
Fully operational___ Non-functional Web pages___

Somewhat online___ No capability___
9. Are your Internet capabilities fully integrated with your traditional IT systems?
Fully___ Partially___ None___



WHITE PAPER FOR NON-TECHIES



A BRIEF INTERNET CHECK LIST by Ørjan Karlsson, Advisor, The Norwegian Ministry of Defence

Hosting: The physical location where a company’s website and Internet system are stored:
Self hosting – Collocation – Dedicated hosting – Shared hosting.

Hosting – Seven key factors: Performance, Scalability, Availability, Reliability, Simplicity, Integration and Security.

HIGH END OR BOTTOM LINE?

The quality of your service, your response time or ‘up-to-date news profile, will in the end be highly influenced by the following three factors (model: IBM).

Application design – The ease of accessing your information will be dependent on the format of the application and the bandwidth the application demands upon request. Different applications are used in website designs (HTML, XML, CGI, JAVA). The more your information is in demand, the higher the flow of traffic will be to your site. Scalability is therefore a key factor.

Network topology – Internal and external factors come into play here. First you must consider the bandwidth of the interface connection to the external Internet, as provided to you by an Internet Service Provider (ISP). Second the configuration of your internal network (LAN). The shape and form of this network (bus, star, ring) will in turn decide your internal bandwidth options.

Server configuration – The configuration of your server plays directly upon your accommodation of user demand, both external and internal.

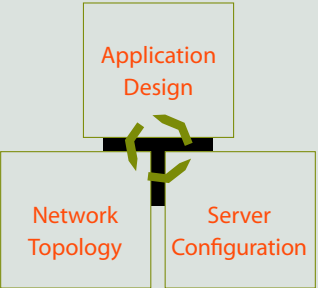
Disk space: You can never have too much, but by focusing upon the type of data you will store and the rights you will give the user (can the user store data on your site), this question should be easily answered.

Memory capacity: How many simultaneous connections can the system take? Remember – the more your service is in demand, the higher the pressure is on your server.

CPU requirements: Text, sound, images, movies, e-mail, etc. Not only your own server, but also your target group. What is the lowest common denominator ?



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BARE BONES REQUIREMENTS:

- *A Digital video camera* (‘Medium end solution’ – Sony DCR PC 110E)
- *An encoder.* This is a PC optimised for ‘real time’ broadcasting.’ Norwegian MOD solution:
 - StreamFactory from Pinnacle (Pentium III, Win 2000 platform with up to 1.5 Gbytes/sec data transfer)
- *A connection to the net:* It is possible to broadcast with as little as 2xISDN (128kbs). 512 kbs is a recommended minimum though.
- *An Internet hosting server.* You can broadcast in both Realplayer or Windows media format, but you need an external server (use your local ISP if you can) to deliver those streams.
- *A point of contact:* **Basic** – Put a link on your homepage to the server which is broadcasting the live event. **Medium** – Create a separate portal for your live broadcasting. **Expert** – Seamless integration with the rest of your website (getting close to the ideal of interactive services).



István Árkus and LtCol Anna Gál of the Hungarian Ministry of Defence. In background: Morten Jentoft, NRK and Einar Aaraas, Drammens Tidende

MEDIA SEMINAR IN OSLO

The four-day seminar entitled “Public Information and Media Relations”,organised by he Norwegian Ministry of Defence, ended on 14 November. Experts from the ministries of defence and representatives from the armed forces of the three new NATO member states, i.e. Hungary, Poland and the Czech Republic participated in the seminar. The participants attended lectures delivered on the Norwegian and NATO experiences gained in the following areas: Strategic information; The Internet as a tool of information; Crisis communication; Openness to the media; Handling the media. They discussed these issues and the possible answers to the challenges of our age as well.

The lecturers and leaders of the seminar were well-known Norwegian journalists, experts, high-ranking military and civilian leaders. Upon request of the Norwegians, the national delegations consisted of representatives of the military media and civilian journalists, as well as soldiers and civilians having ample exper-

ience in the field of communication. Dr György Joós, Head of the Press and Information Department of the Hungarian MOD, leader of the delegation, deemed the seminar useful, the discussions outright and the activity of the Hungarian delegation successful.

From the magazine “Hungarian Defence Mirror”, November 2001 issue

EVALUATION

Sample of form used to assess seminars. Participants gave valuable comments regarding for example seminar materiel that will be followed up. The total average score of the seminars was between 4 and 5.

We appreciate your candid and detailed feedback. Your answers will be treated anonymously. Please circle and rank on a scale from 1 – 5 the relevance and usefulness of each session, and your opinion on the presenter’s competence. It’s a good idea to read through all questions before starting to complete the form.

1. “STRATEGIC INFORMATION” BY KÅRE HELLAND-OLSEN, MOD NORWAY

	NO		SOMEWHAT		VERY
Relevant and useful for you	1	2	3	4	5
	POOR		OK		EXCELLENT
Presenter’s skills	1	2	3	4	5

Your comments and suggestions

2. “THE INTERNET AS AN INFORMATION TOOL” BY ØRJAN KARLSSON, MOD NORWAY

	NO		SOMEWHAT		VERY
Relevant and useful for you	1	2	3	4	5
	POOR		OK		EXCELLENT
Presenter’s skills	1	2	3	4	5

Your comments and suggestions

3. “HANDLING A CRISIS” BY ANNE KARI ROM, HQ DEFENCE COMMAND NORWAY

	NO		SOMEWHAT		VERY
Relevant and useful for you	1	2	3	4	5
	POOR		OK		EXCELLENT
Presenter’s skills	1	2	3	4	5

Your comments and suggestions

4. “OPENNESS TOWARDS THE MEDIA” BY MORTEN JENTOFT, NORWEGIAN NATIONAL BROADCASTING CORP. (NRK)

	NO		SOMEWHAT		VERY
Relevant and useful for you	1	2	3	4	5
	POOR		OK		EXCELLENT
Presenter’s skills	1	2	3	4	5

Your comments and suggestions

5. PRACTICAL TRAINING IN MEDIA HANDLING BY KATRINE ADAIR AND KRISTIN HETLE, MEDIA LION

	NO		SOMEWHAT		VERY
Relevant and useful for you	1	2	3	4	5
	POOR		OK		EXCELLENT
Presenter’s skills	1	2	3	4	5

Your comments and suggestions

6. “MEDIA HANDLING WITHIN THE MILITARY ESTABLISHMENT” BY KJELL GRANDHAGEN, HQ DEFENCE COMMAND NORWAY

	NO		SOMEWHAT		VERY
Relevant and useful for you	1	2	3	4	5
	POOR		OK		EXCELLENT
Presenter’s skills	1	2	3	4	5

Your comments and suggestions

7. “MEDIA HANDLING AT THE MINISTRY OF DEFENCE” BY KIRSTI SKJERVEN, MOD NORWAY

	NO		SOMEWHAT		VERY
Relevant and useful for you	1	2	3	4	5
	POOR		OK		EXCELLENT
Presenter’s skills	1	2	3	4	5

Your comments and suggestions

8. WHICH PARTS OF THE SEMINAR DID YOU FIND MOST USEFUL, AND WHY?

9. WHICH PART OF THE SEMINAR DID YOU FIND LEAST USEFUL, AND WHY?

PARTICIPANTS

List of participants, speakers and organisers at the media and information seminars organised by the Norwegian Ministry of Defence in Oslo, March 2000 and November 2001, in Riga April 2001 and in Bucharest May 2001.

	BULGARIA	
	Dr Mila Ivanova Serafimova Manol Petrov Tenchev Vasil Danov Vasilev	Senior Expert, Information Policy Directorate, MOD Chief Expert, Information Policy Directorate, MOD Chief Expert, Public Relations Department, General Staff of Bulgarian Armed Forces.
	Vladislav Prelezov	Reporter, Channel 1, Bulgarian National Television.
	CZECH REPUBLIC	
	Dr Petr Kypř Hana Tichá, Jana Jelinkova, Sabina Indrovicová Major Juraj Galovec Capt Jana Ruzicková Jakub Dospiva David Sebek	Ambassador of the Czech Republic to Norway Deputy Director, Dept. of Public Relations, MOD Spokeswoman, MOD Press Relations, Tactical Air Force Base Communication Office, MOD Public Relations Office (General Staff) Journalist, Czech Press Office (press agency) Journalist, Super Daily Paper
	ESTONIA	
	Madis Mikko Reelika Semjonov Toivo Lipstok Ensign Uku Arold	Head, Media and Information Department, MOD Deputy Chief, Public Affairs Department, MOD Media and Information Dept, MOD Acting Chief, Public Relations Section, General Staff, Estonian Defence Forces
	HUNGARY	
	Dr György Joós Col Ernő Széles Attila Kovács László Vastagh	Director General, Dept. of Press and Communication, MOD Defence Attaché to Norway “Zrínyi” Communication Servicing Public Int. Co. MOD “Zrínyi” and journalist, “Magyar Honvéd” (Hungarian Soldier) weekly news magazine, MOD
	István Árkus LtCol András Szabó LtCol Anna Gál Gábor Zord	Desk Officer, Department of International Cooperation, MOD Press Officer, Land Forces Staff Hungarian Defence Forces Dept. of Education & Science, MOD Journalist, Magyar Nemzet (Hungarian Nation) daily newspaper

	LATVIA	
	Kristine Atmante Lt Uldis Davidovs Baiba Sejane Kaiva Liepina Dilarde Teilane Gita Leitlande Airis Rikvelis	Head, Public Relations and Press Division, MOD Spokesperson and Head, P&I Office of the Armed Forces (NAF) Head, Defence Minister’s Bureau, MOD Press Secretary, Defence Minister, MOD Head, Bilateral Relations Division, MOD Head, NATO Integration Division, MOD Senior Desk Officer, Bilateral Relations Division, MOD
	LITHUANIA	
	Ruta Putnikiene Algirdas Nakvosas Auste Dobrovolskyte Mantvydas Bekesius	Chief Specialist, Public Information Division, MOD Sergeant, Chief Specialist, J-5 General HQ International Relations Dept, MOD Journalist, military magazine “Karys” (The Warrior)
	POLAND	
	Col Krzysztof Szymon Paszkowski LtCol Artur Kolosowski	Defence Attaché to Norway Main Specialist, Office of the Deputy Secretary of State for Defence Policy, MOD
	Dagmara Jaroslawska Andrzej Walentek Anna Dabrowska	Specialist, Press and Information Office MOD Journalist, Zycie Warszawy (Life of Warsaw) daily newspaper Journalist, Polska Zbrojna (Armed Poland) weekly magazine
	ROMANIA	
	Col Adrian Parlog LtCol George David Maj Marian Bratu Maj Rodica Abrudan Maj Ovidiu Dumitrascu Capt Florin Sperlea Monica Franziska Szlavik Gabriel Butnaru	Defence Attaché to Norway Chief, Media Section, Public Relations Directorate, MOD Public Relations Officer, Public Relations Directorate, MOD Public Relations Directorate, MOD PIO with the Euro-Atlantic Integration and Defence Policy Dept. Military Journalist at the Military Media Group Journalist, Curierul National newspaper Journalist, Europa FM Radio
	SLOVAKIA	
	Peter Sobčák	Editor-in-Chief, Slovak Army Review, MOD

NORWAY

(SPEAKERS, PARTICIPANTS, ORGANISERS)

Arnt Rindal	Ambassador of Norway to Romania
Bård Ivar Svendsen	Chargé d’Affaires, The Norwegian Embassy to Latvia
Morten Jentoft	Reporter, Norwegian National Broadcasting Corporation (NRK)
Gro Holm	Reporter, Norwegian National Broadcasting Corporation (NRK)
Einar Aaraas	Editor of Political Affairs, Drammens Tidende (regional daily newspaper)
Kjell Dragnes	Journalist, Aftenposten (national daily newspaper)
Tor Eigil Stordahl	Managing Editor, Norwegian Defence Magazine
Erling Eikli	Editor, Norwegian Defence Magazine
Ingrid Schulerud	Principal Officer, Europe/North America Section, Ministry of Foreign Affairs
Cecilie Willoch	Senior Advisor, Section for Information and Press Relations, Ministry of Foreign Affairs
Katrine Adair	Co-Director, The Media Lion as
Kristin Hetle	Co-Director, The Media Lion as
Dag Leraand	Advisor, Gazette as
Brig Kjell Grandhagen	Chief, Press and Information Branch, HQ Defence Command Norway
Com Stig Morten Karlsen	Chief of the Information Office, HQ Defence Command Norway
Capt Jørn Ove Skaaden	Asst. Defence Attaché to the Baltic countries
Dr Anne Kari Rom	MD, Stress Management Team for International Operations, HQ Defence Command Norway
Dr Peer Jacob Svenkerud	Project Director, Telenor AS
Chris Prebensen	Secretary General, The Norwegian Atlantic Committee
Anne H. Rygg	Information Officer, The Norwegian Atlantic Committee
Lillian Krokan	The Norwegian Women’s Voluntary Defence Association
Elisabeth Bødtker Larsen	Director General, Department of General Services, MOD
Kirsti Skjerven	Ass. Director General and Spokesperson, MOD
Kåre Helland-Olsen	Ass. Director General and Head of the Information Section, MOD
Gunnar Listerud	Ass Director General, Section for Long-term Planning, MOD
Kjersti Mostue	Senior Advisor, Information Section, MOD
Runar Todok	Senior Advisor, Section for Info. and Press Rel., Ministry of Foreign Affairs
Ørjan Karlsson	Advisor, Information Section, MOD
Tor Borgersen	Advisor, Information Section, MOD
Karin Torsrud	Advisor, Information Section, MOD
Berit Roksvåg	Senior Executive Officer, Information Section, MOD
Amy Wang	Senior Executive Officer, Information Section, MOD
Gry Tinde	Advisor, Information Section, MOD (Project Coordinator and Rapporteur)



A newly renovated Military Club in Bucharest hosted participants and speakers from Bulgaria, Romania, Slovakia and Norway in May 2001.



FORSVARSDEPARTEMENTET

Norwegian Ministry of Defence