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THE MEDIA REPRESENTATION OF THE DRINA RIVER FISH STOCKING PROJECT: THE CASE STUDY

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Abstract: The goal of this paper is to determine the role of environmental communication in linking the initiator of the project of sustainable development and other subjects in the society, which can lead to organizational change towards sustainable development. The project “Artificial Spawning of the Danube Salmon in the Interest of Enhancing the Wildlife Population of the Drina River” has been analyzed using various methods. This project was initiated by the famous Serbian volleyball player Vladimir Vanja Grbić. The combination of quantitative and qualitative research methods has been used to analyze the representation of this project in the media. Using critical discourse analysis, the paper analyzes the whole episode “Drina River Warriors” of the TV serial “Perfectly natural” about this project. This paper describes how a celebrity, as an informal leader of opinion, has a major impact on changes in different organizations as well in the public opinion formation.

Keywords: environmental communication, leadership, organizational change, sustainable development, Hucho Hucho (Danube Salmon), Drina River

Introduction

Increased interest of the academic researchers for the concept of sustainable development is in accordance with a larger number of relevant international conventions and declarations. The first that put an accent on human development is Stockholm Declaration of the United Nations Conference on the Human Environment 1972 in which were especially emphasized “protection and improvement of the human environment” (<http://www.unep.org>). However, the key documents relating to the concept of sustainable development was adopted 1992 in Rio de Janeiro on United Nations Conference on Environment and Development (UNCED). Those are: Agenda 21, the Rio Declaration on Environment and Development, the Statement of Forest Principles, the United

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Nations Framework Convention on Climate Change and the United Nations Convention on Biological Diversity. They stressed the dangerous climate change, endanger of biological diversity and the threat of uncontrolled exploitation of natural resources.

Therefore, all subjects of sustainable development (local, regional, national, international) should care about the socially acceptable development in agreement with planned and controlled relations toward the natural resources. All requests and suggestions which arise from these documents are based on ambition to create a better and more humane world for present and future generations. In order to be able to manage with it, it is important that all organizational changes set their goal to compliance with social, economic and environmental factors. Agenda 21, as a global action plan for sustainable development, has shown in the past two decades the greatest success. Numerous organizations in all parts of the world received quite seriously scheduled activities from Agenda 21 and began to apply them. Such a serious relationship indicates the development of the awareness about the importance of nature conservation, but that's not enough because the world is faced with serious problems.

Although the Kyoto Protocol (approved 1997, become effective 2005) it has been ratified so far by a total of 192 countries, reducing emissions of harmful gases do not produce the expected results. The most important success of this protocol is the first international establishing obligations of limitation and reducing emissions of six gases that create the greenhouse effect. Serbia has ratified the Kyoto Protocol in 2007. As a developing country, Serbia has no obligation to reduce certain amount of greenhouse gases. However, Serbia should to take care of local environmental pollution. In the field of environment protection Serbia is behind other countries, particularly because the long waiting in line for adoption and implementation of major strategic plans and documents. In accordance with the general policy for candidacy for EU membership, Serbia adopted a National Sustainable Development Strategy 2008. It stated that the one of main priorities of government is to “take immediate serious measures of restrictions on ‘dirty production’ as well as against the production and spreading of energy and materials, especially non-renewable resources” (Official Gazette of the RS No. 57/08). Action Plan for the Implementation of the National Sustainable Development Strategy for the period 2009-2017 adopted in 2009. Acquisition of these documents is not enough, because the requirements and recommendations out of these authorities were not completely carried out. Very few results have been accomplished in practice. This is particularly applied to the protection of biological diversity as a wide variety and diversity of living

organisms. Biodiversity Strategy of the Republic of Serbia for the period 2011-2018 was adopted in 2011 and its application has not started yet.

Serbia possesses a great wealth of flora and fauna. This wealth is characterized by an endemic species and specific ecosystems. The Balkan Peninsula, with parts of Serbia, represents one of 25 „hot spots" of the Earth, i.e. very important centers of biodiversity. The territory of Serbia occupies only 1.9% of Europe, and on its territory lives different types of living species: “39% of vascular flora of Europe; 51% of the fish fauna of Europe; 49% of the reptile and amphibian fauna of Europe; 74% of the bird fauna of Europe; 67% of the mammalian fauna of Europe” (<http://iucn.org>, Serbian biodiversity). However, much endangered species require practical operational protect measures and not only identifying in data bases and documents. In The IUCN Red List of Threatened Species in category "Endangered" is the fish *Hucho hucho* (Linnaeus' scientific name, 1758).

This specie is one of the largest and strongest from the family Salmonidae, lives in cold, fast and clear rivers. But the Danube Salmon in the Drina before 2011 was almost extinct. The reasons are the Drina pollution, construction of hydroelectric dams and poaching. This paper tries to determine the success of the project "Artificial Spawning of the Danube Salmon in the Interest of Enhancing the Wildlife Population of the Drina River" initiated by a famous volleyball player Vladimir Grbić and representation of this project in the media as a key institution of environmental communication.

Conceptual and methodological framework

The concept of sustainable development is illustrated through the triangle of interdependency of three main objectives: economic, social and environmental (Munasinghe, 1993). According to this the concept covers different aspects of sustainability: social, economic and environmental which may be governing and planning to develop synergy to the certain boundaries. All three dimensions are equally important because sustainable development presupposes a balance between these dimensions. Elkington created the term ‘triple bottom line’ which he later explained through categories economic prosperity, environmental quality and social justice (Elkington, 1998). Environmental policy and protection of nature do not need necessarily to be confronted with the interest of economic development. But in the same time sustainable development must be humanly and socially valid.

Sustainable development: Place, Permanence and Persons

Believing that the concept ‘triple bottom line’ of economy, environment, and society, with reference to ‘triangle’ of sustainable development which implies People, Planet and Profit, has limitations and defaults, Seghezzeo redefined this concept introducing new terms. In his triangle instead of People, Planet, and Profit there is Place, Permanence and Persons with five different dimensions which refers to space, time and humanity. “Place provides an important share of the sense of belonging and identity”, Permanence “includes changes and improvements”, and People “with their morals and values can achieve the ‘change of consciousness’” (Seghezzeo, 2009).

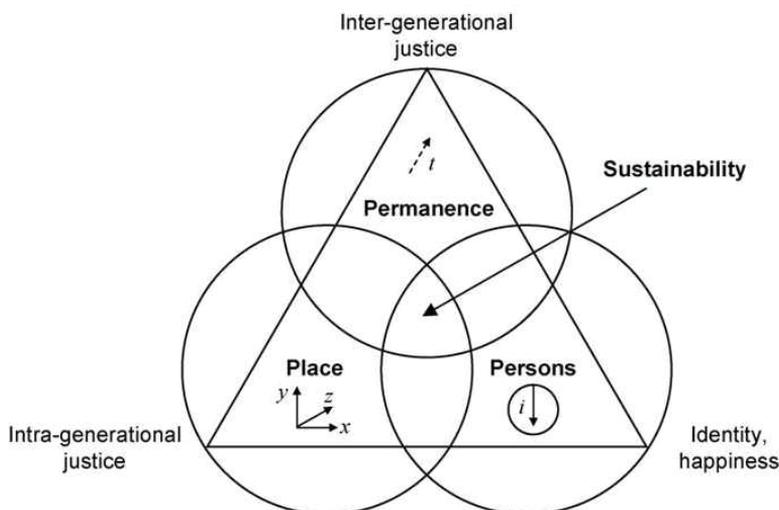


Figure 1 “The new five-dimensional sustainability triangle”.

Source: (Seghezzeo, 2009)

Enviromental communication

Environmental communication is the term which misses to the quite detailed elaborated concepts of sustainable concept triangle. Communication is the most important activity. Without communication it is impossible to imagine a man and his environment as symbolic frame of human existence. Communication assumes the creation, distribution, diffusion and the usage of information which creates the base of socio-cultural dynamics. Kassirer called the communication

“symbolic behavior” and “new method of adapting” in the environment which allows a man to live in “new dimension of reality” (Kassirer, 1944). Communication and the sense of symbolic interaction differs men from animals on the level of consciousness. That is the reason why Cassirer calls man an “animal symbolicum”. The human being has an ability to produce and interpret symbolic forms which makes the essence of communication. For this reason is very important not to neglect the fact that the different communicative practices are qualified by interference and interdependence of man and his environment. The terms Persons and Place can not be determined without this type of interdependence, the term Permanence can not include a change of consciousness unless there is no symbolic satisfying of environmental communication. “Environmental communication (EnvCom) is the planned and strategic use of communication processes and media products to support effective policy making, public participation and project implementation geared towards environmental sustainability” (OECD, 1999).

This form of communication can make a great change in the people’s behavior and attitudes. The media that nowadays represent the most important social institutions, form concept about environmental issues through different aspects of selected information. Individual and collective identity is largely based on attachment to the space in which one live. Therefore the natural environment can not be a neutral system, and the media has a main role in producing and organizing the meaning of environment (Simeunović Bajić, 2011).

Effective leadership, organizational changes and enviromental communication

Leadership is a very complex influencing activity. By influence are meant growth of trust and enthusiasm between people in order to be used for accomplishing of goals by usage of their talents and capabilities. One of the key features of leadership is a vision, as an image of future wanted. Alongside with a vision, leadership comprises whole range of issues such as motivation, communication, team-work capabilities, maintaining of interpersonal relationships. It was research of individual characteristics, which makes leaders different than ones who are not leaders, which was a method of research of leadership. Striving for power, domination, fortunes and professional success were considered forces having predominantly influenced on some person to become a leader (Bitel, 1997). However, by further research it was determined that some leaders didn’t have all those qualities and, on the other hand, others had aforementioned characteristics, but they were not efficient. Behaviouralist approach presumes that not only does leadership depend on his personal characteristics, but it depends on his behaviour. This approach enabled further

research of leadership, for it had shown that not only was leadership behaviour hereditary, but it could be learnt, due to which leaders could be taught to become leaders (Bitel, 1997).

New theories emphasise vision (ability of long-term view into the future, inspiration and guiding people in right direction), charisma (interaction between two groups of people, which a person, who is considered leader, based on his real qualities and behavior, is perceived by his partisans) and communication (an ability to communicate one's vision) (Corrick, 1988). One of authors, who wrote about leadership, states that there are as much various definitions of leadership as authors who tried to define it (Erić, 2000). Clearly, effective leadership is a process in which significant changes of behaviour and stances of the vast majority of people is influenced by behaviour and stances of minority. Until recently, leadership as a term was connected to formal system. Presidents, ministers, mayors, high-level government officials were considered persons with the highest social influence.

In new theories, there can be notices a parallel level of influence. This group of leaders consists of informal, non-elected leaders, whose influence is based on their personalities, wealth or achievements in science, culture and other domains of social life. The first group comprises formal leaders, who are elected officials, C.E.O.s of companies or leaders of associations. Formal leaders assuming these positions are called leaders of power. The second group comprises informal leaders, whose influence is based on their personality traits. They can be role models that are admired to and imitated or leaders of opinion, for they influence on other people's opinions.

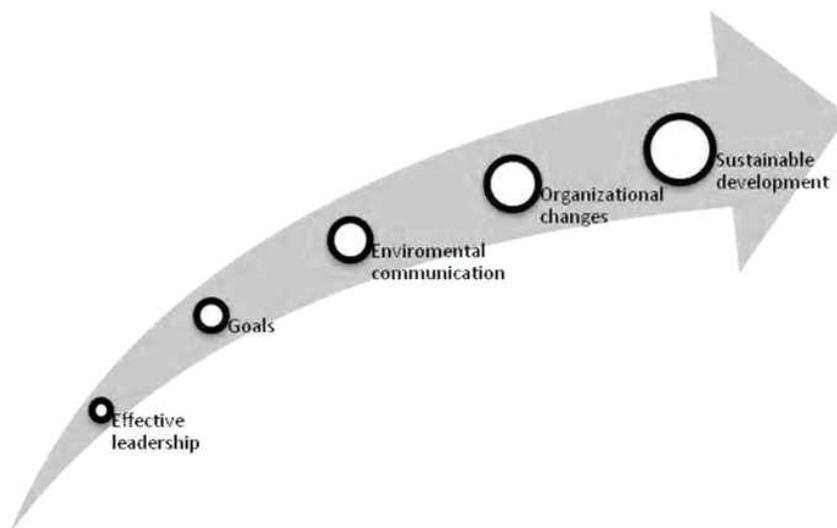


Figure 2. Conceptual scheme of effective leadership process
Source: scheme introduced by author

Conceptual scheme of effective leadership process shows, and it is confirmed in practice, that socially acceptable and sustainable development, which are in conformity with planned and controlled relation towards natural resources, cannot be accomplished without both formal and informal leaders. Further in this text, the focus will be cast on informal leaders.

Celebrities as opinion leaders

The “celebrity” term is used to denote various forms of expression of individuality in public (hero, star, leader, famous, well-known) (Loyd, 2002). By participating in environment protection programmes celebrities can encourage the public to start thinking and to influence on fund raising and volunteer recruitment. That is the way of using their celebrity status to sway public opinion. They can be labeled opinion leaders, due to the fact that they can make groups of people follow them by their appearances, speeches or behavior. For some people, the crucial criteria for choosing in which project they will volunteer is if that activity is valuable for the community and if the others are able to identify with the organization that runs the project. “Their decision is influenced by the image of people they will be working with, the type of interpersonal communication they will have, and how much it will all mean to their friends, family or a group they are a member of” (Manić, 2011). Attraction

of attention, informing and call to action are three basic aspects which celebrities devoted to ecology issues send a message to public by. No matter if they open a web-site, speak in media, donate money or set an example, they keep using their celebrity status to help public understand significance of environmental cause to the world we live in.

For many decades, celebrities have been one of the most represented groups in Serbian media, and they significantly influence on public stances considering many issues. Among them, Novak Đoković, world tennis champion, and Nemanja Vidić, football player of Manchester United, stand out. Apart from general reasons, there is an additional reason why Serbian public is interested in successes, activities and private lives of sportsmen. In the country with socio-economic problems, high unemployment rate², internal and foreign affair problems, sportsmen's successes became a pride of nation. "Sportsmen's successes, as probably the ones which poor and stigmatised country could have been proud of, quickly transformed the sportsmen into the heroes of the nation" (Đorđević, 2010). One can hear and read in the media that sportsmen are "the best Serbian brand", "promoters of new value system", heroes who improve the image of the country a even that their successes are a kind of revenge for some other, historical defeats. Volleyball player Vladimir Vanja Grbić is also a part of this group of sportsmen.³

Methodological approach and purpose of research

The main goal of this research is to determine the role of environmental communication in connecting the initiator of the River Drina stocking project, the main subjects of local, national and international organizations and general public.

The specific tasks include:

- to determine the success of the River Drina stocking project
- to determine to what degree was important fact that a famous person played the role of the leader in realization of the project
- how the media represent the project and ideas of sportsman Vladimir Grbić

² According to the data of the Statistical Office of the Republic of Serbia number of unemployed persons in Serbia in 2011 amounted to 671 143. This number was 2.8% higher than in 2010. Gross Domestic Product (GDP) since 2005 declining and the 2011 amounted to 1,582,817.7 billion (Statistical Yearbook of the Republic of Serbia, 2012).

³ After finishing his career, Vanja Grbić dedicated himself to family life and nature. He believes that "children and nature are the only true heritage worth fighting for." (Quotation from interview with Vladimir Grbić made for the purpose of this research). He enjoys public esteem without affairs that often follow celebrities.

-to analyze what is the importance in involving famous figures as leaders in the implementation of sustainable development projects.

The following methods were used in this paper: interview, content analysis, critical discourse analysis. These methods are part of a wider case study framework.

In order to have a better understanding of the issue, we used the unstructured type of interview that allows flexibility. This is the "scientific method, in which the examiner independently selects the content, form and order in which questions are asked" (Milosavljević & Radosavljević, 2006). The main initiator of the project, Vladimir Grbić, was interviewed.

The content analysis is used when "performing research of media material, various documents, letter, sound or image recordings and other forms of either oral or written communication among people" (Branković, 2009). This is the way in which the content of some forms of communications is classified and tried to be understood in the context of time and space. The quantitative analysis of context will be used, in the case observed in this paper, simply for listing the articles in printed and on-line issues of daily newspapers and magazines, as well as reports broadcast on TV programs. As unit of analysis this paper used the project title, i.e. the phrase "The River Drina stocking" as the main semantic units, in addition to newspaper, report and electronic media headings about the project.

Critical discourse analysis is a very useful qualitative method because it includes the text (in the widest sense) and the context in which it appears. It deals with studying language and communication units larger than the sentence in any media. These units are marked as systems of expression, texts, i.e. discourses and it is necessary to break them down to get better understanding of the sense. Namely, the stress has not been put on language abstractness, but on the effects which the use and realization of language have on the world we live in. Discourse is not neutral, but has its value dimension. Discourse analysis must equally focus both on the form and the content of the analyzed unit in order to see how the text 'works' in social practice, how knowledge and meaning are produced, and who has the power to control communication process. "Thus, if discourse is defined in terms of complex communicative events, access and control may be defined both for the context and for the structures of text and talks themselves" (Van Dijk, 2003). In our work, the critical analysis of discourse was used to "break down" the episode "Drina River Warriors" from the TV series "Perfectly natural".

Research findings

Analysis of media contents

For the needs of this paper, we analyzed contents broadcast on TV stations with national frequency, newspapers with highest circulation, magazines, websites, on-line press editions, magazines and informative portals were analyzed. In Serbia, there are six TV stations with national coverage (RTS, TV Pink, TV B92, TV Prva, TV Happy and TV Avala⁴) and eight dailies with highest circulation (Politika, Blic, Kurir, Press, Večernje novosti, Alo, Pravda, Danas). Magazines covering social topics were also analyzed (Nin, Novi magazine, Vreme).

Analysis of printed editions of newspapers

Articles that dealt with this topic were published in four newspapers: “Danas”, “Kurir”, “Blic” and “Alo!”. Each of them had a positive approach to this topic, even though the writing style, including the space dedicated to the project, differ. Two out of four newspapers are tabloids (“Kurir” and “Alo!”), but still they showed social responsibility by writing about this topic, while many media didn’t do so. “Alo!” daily, by remaining loyal to its sensationalistic approach to journalism, offered this topic to its readership using the headline “Sperm bank for Serbian fish”. However, the article was well written. Using the data of “Real time clipping” agency that offers press and TV clipping services, the table below shows the presence of topic-relevant articles in the aforementioned dailies.

Table 1. Article presence in daily press

Heading	Daily	Section	Date of publishing	Text size
“Storing genes of rare fish species”	<i>Blic</i>	Serbia	04/11/2011	403cm2
“Sperm bank for Serbian fish”	<i>Alo!</i>	News	04/11/2011	145cm2
“Fry in Perucac Lake”	<i>Kurir</i>	Green page	06/11/2011	18cm2
“Stocking River Drina with fry”	<i>Danas</i>	Society	05/11/2011	19cm2

Source: table introduced by authors

⁴ TV Avala has lost the license of broadcasting in November 2012.

Print edition of newspaper “Blic” with the highest circulation dedicated most room to this topic, which is obvious given the space the article takes up. For years, “Blic” has been a daily with the highest circulation and an excellent way for any information to reach as many citizens as possible.⁵ Additionally, “Blic online” was the most visited Serbian website in 2010 and 2011.⁶ If we have a look at the content of articles published in these dailies considering stocking the River Drina, what comes out is the fact that the name of the originator of the idea, volleyball player Vladimir Grbić appears in none of them. Dailies “Kurir” and “Danas” feature short news regarding the abovementioned project and mention the name of journalist Jovan Memedović, a TV journalist who dedicated an entire episode of his show to this problem, as well as the name of Assistant Minister for Environmental Protection, Mining and Spatial Planning, Ms. Danica Baćanović. The other two dailies, “Blic” and “Alo” dealing with this problem, in the first place write about the gene, embryo and sperm bank of endangered and rare fish species that live in Serbian waters, which is going to be opened at the Faculty of Science. Danube Salmon is mentioned as the most endangered fish species. Consequently, by reading daily press one couldn’t find out either who the originator of the idea was or how the entire project "Artificial Spawning of the Danube Salmon in the Interest of Enhancing the Wildlife Population of the Drina River" was seen through.

Electronic media analysis

There aren’t a large number of TV contents dedicated to this topic. Only two shows can be singled out: one is fully dedicated to this project (episode “Drina River Warriors” from the serial “Perfectly natural” by Jovan Memedović) and the other that centers on introducing a celebrity. The show is entitled “TV celebrities – just like common people”. One episode features Vladimir Grbić and in one segment, in an answer to the journalist’s question, he discussed the stocking of the River Drina (5 minutes of the 40-minute episode).

Analysis of online contents

There are three links posted on “You Tube” website. Releasing Danube salmon fry into the river, viewed 149 times, then the footage of fry after being released, viewed 96 times and finally a footage called “Stocking the River Drina” during which the project is in the first place discussed by Vladimir Grbić, signed as a member of the Fishing Council, as well as Deputy Minister for Environmental

⁵ Data from: “Printed media market in the period 2006-2009, AGB Nielsen Media Research.

⁶ According to the data from independent world ranking service website, Alexa.com

Protection, Mining and Spatial Planning. He discusses his engagement in the entire project and the manner in which he managed to see his idea through thanks to the minister. The footage is around 4 minutes long and has 588 views. The news about this project was also published on many other websites. However, they number 27 articles in total, except that in several places the same agency news is repeated. There are only six serious and detailed articles. The name of the initiator is mentioned in three articles, and his statements are quoted in five. It is interesting that two entertainment magazines discuss this topic, namely "Gloria" and "Blic plus", that otherwise focus on fashion, music, film and sport.

Since the entire episode of the author's serial "Perfectly natural" is dedicated to this project, we have decided to analyze it in details in order to be able to more easily assess the role of mass media in the environmental communication and present the influence of leaders on organizational changes.

"Perfectly natural" - "Drina River Warriors"

Television documentary travelling-entertainment serial "Perfectly natural" has been showed on Serbian Broadcasting Corporation (RTS) for eight seasons. One of the slogans was: 'It's natural to run away from the city and go to nature'. The author of the serial is Jovan Memedović who introduced audience to unknown parts of Serbia, Europe and the whole world. Some episodes about animals, people and regions are: "Serbian shepherd dog", "Tauber valley – Germany", "Svalbard, an icy border", "Pure natural women of Norway", "Mansi - Syberian people who disappears", "Tajikistan – Pamir". According to the data from the study which is occasionally published on the website of Serbian Broadcasting Corporation (Audience share, RTS), the serial "Perfectly natural" belongs to highest-rated TV program. Also, RTS for the past few years represents the most rated TV channel in Serbia (Weekly audience share, RTS).

Episode "Drina River Warriors" was broadcasted on Sunday, November 27, 2011 in 18:27 pm which represents prime time part of the Sunday evening when the majority of the viewers watch television. After this episode the quiz is on, than central informative program and than TV series. The duration of episode "Warriors for The Drina" was 33 minutes. Since the television time is highly expensive, especially in the prime time part, this runtime is quite enough in order to explain the theme from the domain of the protection of natural environment. Heading "Drina River Warriors" was chosen carefully. It is short, clear and eventful. The word "warriors" on implicit and explicit level reveals power, action, effort, complexity survival and potential victory. "Drina River

Warriors” are fighters who are ready to tackle the problems and try to fix them in order to save the Drina. Content and meaning of the heading are completely compatible with the structure and scenes inside of the episode.

Episode structure is based on binary oppositions: sordid rivers full of waste – clean river; empty river – river full with fish; chaotic river that destroys everything in its way – a quiet river. The choice of binary oppositions is logical and effective. In Serbia due to the lack of “green laws” and its practical implementation as well as under-developed ecological consciousness of the citizens and government representative, many rivers, lakes and forests are polluted with waste. Water is not being used by the accordance with sustainable development, and the causes are: bad infrastructure conditions, agricultural production, industrial outdated pollution technology, inadequate waste management, water system and wastewater. The quality of water is getting worse and the use of water recourses are getting bigger. Water Exploitation Index is higher than 80% which indicates to excessively use of water recourses in Serbia (WEI, 2007).

Drina River is partitioned by dams because of building three hydropower plants. When was built up the biggest hydropower plant “Perućac”, the Drina River was divided by the concrete dam 90 meters high and 460 meters long. It was created artificial lake “Perućac” in the length of 52 kilometers. It is very polluted by the plastic waste. Under the dam is very small number of fish. In the past two decades due to the hydroelectric turbine repair, fish was three time poised in large number. Fish stock is reduced by 90%. But it’s not just a problem with the hydropower plant. The second huge problem is contamination of river by the local citizens who do not know to appreciate water in the Drina River. And the river in certain measuring points belongs to the I or II⁷ class. The third big problem is poaching and especially poaching of the Danube Salmon which is valid as highest fishing trophy.

Episode “Drina River Warriors” starts with next sentence which is stated by the author of the serial and in the same time the narrator who leads the audience into the story: “The Drina, the river of strength, boundary, history, and rear species. But also the river which is disrespected, compromised, endangered”. The narration fully follows the changing of the river pictures that are binary

⁷ I class (Excellent) are waters which can be used in their natural state for drinking, food industry and growing precious species of fish (salmonidae). II class (Very good) are waters which may be used for bathing, recreation and growing of another fish species (ciprinidea). Source: Serbian Water Quality Index, Agency for Environmental Protection, <http://www.sepa.gov.rs/index.php?menu=6&id=8007&akcija=showXlinked>

opposite: clean-dirty, empty-full, chaotic-calm, dull-vital. The episode highlighted the role of the leader in the team forming. The energy which the leader puts into the revitalizing of the Drina River may be compared through series of scenes with the energy he showed in the sport. As well as Vladimir Vanja Grbić could be a good leader and organizer of a volleyball team, for the realizing of this project he gathered five people more who take credit for the success of the project (Milan Popović Sena, one of the founders of the Midge Federation of Serbia, and the students Aleksandar Bajić, Igor Srećković, Šandor Šipoš, Ljubomir Pejčić). There should be connected different organizations: The Municipality of Bajina Bašta, Eco fishing (the user of fishing area “Serbia West”), Fund for Environmental Protection of the Republic of Serbia (the leading social institution for the area of investing in environment, established 2004), Faculty of Sciences (Department of Biology and Ecology) University of Novi Sad. The starting phase of the project was financed by the initiator itself, and later Fund for Environmental Protection gave the means. Four students from the Department of Biology and Ecology conducted artificial spawning of the Danube Salmon and grew 2000 younger specimens. Project implementation began in March 2011. Students stated that no one understands their enthusiasm. Also, there were two ecological incidents in the half of the 2010, which led to the mass fish die-off in the middle flout of the Drina River. About these ecological incidents the mass media did not alert to problems and that is the reason why the public was not informed about the consequences. Survived fish may be under stress so there was possibility they did not prepare for the spawning at all. Luckily with the proper care the spawning was very successful. Out of two female and one male the student kept in life 95% of the Danube Salmon specimens. That was the reason why the comparative scenes from the sport and the project were shown in this episode. Team won under the leadership of Vanja Grbić. And the Danube Salmon was compared with the white bear and white shark.

Last shots with the appropriate music represent the symbol of the new revitalized life: the leader released in the water one young fish and than the rest are released too. The depth to the Drina River and to the nature is returned. In the end the narrator sends the message to everybody who live in Serbia that the nature has to be protected and he puts an accent that for this huge project was responsible only team consisting of few people: one top sportsmen, ``he, hero of the nation``⁸, one nature lover and four students. But a few team members took

⁸ In the interview that was made for the purpose of this paper, Vanja Grbić would like to express gratitude to author of the episode for the courage to show this problem realistically. He believes

the initial steps in organizational changes in local, national and international level because the long-term plans are designed for protection of this specie.

Conclusions

Serbia is an unfinished transition country. There are numerous economic, social, and political issues, which are burning ones for Serbian society and have a direct impact on living standard of majority of citizens.⁹ Environmental issues are present in media, especially electronic ones, only as soon as time and space have been used for political issues. This was one of explanations for the fact that the project “Artificial Spawning of the Danube Salmon in the Interest of Enhancing the Wildlife Population of the Drina River” had been covered by only four newspapers out of eight, broadcast and reported by only one TV station with national frequency out of six of them (in the author’s show, not in the news programme), where it had not been written about in any social magazine. Hence, in order to successfully influence on both organizational changes and development of environmental awareness, not only are the idea of leader and his team building capacities necessary, but media coverage is necessary as well. In analyzed case, environmental communication is not planned and strategic, but it is based on recognition of significance of idea and its practical realization by one communication process subject, i.e. by the author of television show broadcast in prime time. There is no permanent media coverage of environmental issues.

In spite of barriers to effective communication, the case study showed that implementation of the project had almost completely satisfied all categories of Seghezzeo’s Triangle sustainable development. The Place category marks the Drina River, which nature lovers want to revitalize and media representatives make a report about it (Persons) in order to create a base for long-term planning of fish stoking in Serbia (Permanence). It is the role of leader, Vladimir Grbić and author of the TV show, Jovan Memedović (Persons), as the most important

the entire episode is a very important message for the people who live in Serbia and that it had a great impact on raising ecological awareness.

⁹ Serbia is behind other countries in transition. On the European rank list from the perspective of human development, it holds 33th place, and from the perspective of economic development 36th place. The main problems of Serbian economy are large number of unemployed as the result of privatization and restructuring, low level of education and investment in human resources, research and technology, inadequate and insufficient infrastructure, depopulation and demographic aging. *Report on Development of Serbia 2010*, Ministry of Finance and Economy, Republic of Serbia

one. The project was supported by several organizations, which indicates to their changes of attitudes towards sustainable development. These changes can be noticed at the local, regional and national levels. Milan Popović Sema and The Bajina Bašta Municipality act at the local level. Faculty of Sciences - University of Novi Sad, as an educational institution, act at all levels. “Eko Ribarstvo“ ltd Company (beneficiary of eco area “Srbija Zapad“) act at the regional level and Serbian Environmental Protection Fund acts at the national level. The most important factor at the level of environmental communication and milestones in strengthening citizens’ right to know on issue of environment protection is the author of TV show “ Drina River Warriors“ Jovan Memedović and the RTS.

Results of this research can contribute strengthening of certain segments of civil society in order to influence on authorities to work on improvement of availability of information on environment protection and on implementation of existing laws, programmes and strategies for improvement of sustainable development. The value of the research is primarily in the innovation and originality, thoughtful selection of the research topic, using different theories and methodological approach. Research may be viewed as a pilot project and serve other researchers to extend and deepen the relationship between leadership, mass media and changes in organizations which contribute to promoting sustainable development.

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