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Ministria e Integritit Evropian
Ministarstvo za Evropske Integracije / Ministry of European Integration

Communication and Information Strategy
in support of Kosovo's
European Integration Process

2018 - 2021



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Acronyms

EC	<i>European Commission</i>
ERA	<i>European Reform Agenda</i>
ERP	<i>Economic Reform Programme</i>
EU	<i>European Union</i>
EUO	<i>EU Office in Kosovo</i>
GIZ	<i>Deutsche Gesellschaft für Internationale Zusammenarbeit</i>
IPA	<i>Instrument for Pre-Accession Assistance</i>
KIPA	<i>Kosovo Institute for Public Administration</i>
LuxDev	<i>Lux-Development S.A</i>
MEI	<i>Ministry of European Integration</i>
NDS	<i>National Development Strategy</i>
NGO	<i>Non-governmental organisation</i>
NPISAA	<i>National Programme for Implementation of the Stabilisation and Association Agreement</i>
OPM	<i>Office of the Prime Minister</i>
PFMRS	<i>Public Finance Management Reform Strategy</i>
RCC	<i>Regional Cooperation Council</i>
SAA	<i>Stabilisation and Association Agreement</i>
SM	<i>Social Media</i>
ToT	<i>Training of Trainers</i>
UNDP	<i>United Nations Development Programme</i>

Introduction

The Stabilisation and Association Agreement (SAA) between the European Union and Kosovo entered into force on 1 April 2016. It determines the formal mechanisms and timeframes for implementation of all reforms which will progressively align Kosovo with the EU in all policy fields, until the fulfilment of all EU standards. More specifically, it sets out provisions requiring mandatory compliance of Kosovo's legislation with the *acquis*, which has to be achieved within specific timeframes, starting from the entry into force of this agreement up until the end of its implementation over a period of ten years.

Under the coordination of the Ministry of European Integration, Kosovo institutions developed the National Programme for Implementation of the Stabilization and Association Agreement (NPISAA), which was adopted by the Government on 16 December 2015 and by the Assembly in March 2016. As the main national policy document for European Integration, NPISAA sets out a comprehensive medium-term framework of the reforms necessary for fulfilment of SAA obligations.

Specific work on communication of the European integration process has already been carried out by the Ministry for European Integration for over 7 years, which established a communication office, and has organised a range of communication activities, oftentimes in partnership with the European Union Office. In addition, Communication Officers within other line Ministries perform a range of complementary communications activities, whilst the European Union through the European Commission Office continues to provide support and funds to increase interest and public awareness about the EU, its institutions and the European Union presence in Kosovo.

The Communication Strategy from 2018 to 2021 builds on previous activities in the area, and has been prepared with the involvement of relevant stakeholders from both state institutions and civil society. It will ensure effective communication of the results and impacts from implementing the National Programme for Implementation of Stabilisation and Association Agreement (NPISAA).

Effective communication on European Integration and our path towards EU membership requires leadership and taking ownership of the process. Outside advice can help and be useful, and the support and active participation of the EU and its Member States is necessary for ensuring full achievement of desired results, but the main responsibility of informing the public needs to come from state institutions and structures.

Why Communication is important

The European integration process involves a highly complex reform process that is transforming Kosovo's public administration, legislation and institutional landscape from top-to-bottom. It will have a considerable impact on people's lives. While bringing benefits to many, the European accession process may also require adjustments and changes affecting particular groups in society.

Guiding the public through this reform process by providing objective, timely and evidence-based information is essential. The challenges, costs and benefits need to be communicated clearly and openly, through consultation and public involvement. For Kosovo's commitment to EU-inspired reforms to become a reality, public support for the accession process is critically important.

The Communication and Information Strategy will need to challenge misperceptions about Kosovo-EU relations and manage public expectations by providing objective information and increasing public knowledge, within the context of Kosovo's complex political environment.

Where We Are Now

Current attitudes and opinions in Kosovo are still very favourable towards the EU; with nearly 90% (in 2016) believing that joining the EU would be a good thing for Kosovo, according to the Regional Cooperation Council (RCC) Balkan Opinion Barometer and Balkan Business Barometer series. This is much more favourable than the South East Europe (SEE) region as a whole. Businesses are slightly less likely than citizens to view EU membership as a good thing (76%), highlighting a need for more dialogue with businesses to explain the benefits, and raise positive perception towards the level across the population as a whole.

Citizens clearly identify European Integration benefits: Major benefits that citizens identify with are: freedom to travel, study or work in the EU, increased economic prosperity, and peace and stability. Travel, study and work are seen as significantly more notable benefits in Kosovo than in the wider region. It is also worth noting that whilst 17% of citizens across the whole SEE region said there was nothing good or positive about the EU, less than 1% of Kosovars believe this.

Citizens' expectations are somewhat unrealistic: More than a third of Kosovars believe that EU accession will happen before 2020, and more than half before 2025. Whilst attitudes towards the EU are still very positive, the strategy will clearly need to convey a more realistic message to citizens about the length of time that completing the requirements of the SAA will take, in order that Kosovo fulfils criteria for accession.

Government policies and services are generally appreciated: Kosovars are generally slightly more satisfied than citizens elsewhere in South East Europe with basic factors that impact on quality of life, which are provided through government policies and services.

The economy is an important issue: Despite above average satisfaction with most core public services, the state of the economy is viewed rather negatively. More than three quarters of Kosovars are unsatisfied with the general economic situation. The ten most important problems identified with respect to the economy include an unsurprising top 3 of: unemployment, general dissatisfaction with the economic situation, and corruption.

The basic evidence confirms the following as a starting point for developing the strategy:

- **Targeting:** there is a clear need for Government to target communications and information about the European Integration process and the SAA separately at businesses and different groups of citizens;
- **Government:** despite concerns about corruption, and variation in satisfaction levels across different government provided/supported services, there is a generally positive attitude towards public services that can be built on;
- **Participation:** whilst higher than across the South East Europe region as a whole, most citizens neither actively take an interest in government decision making processes, nor participate in them;
- **Transparency:** the majority of citizens (65%) believe that transparency of public services (school, police, health system, judiciary, public transport etc.) is good or better than good;
- **Timeliness of Information:** more citizens in Kosovo believe they can get information from public bodies in a timely manner than in other SEE countries;

- **Trust in the Media:** citizens viewed the objectivity of media reporting in roughly equal proportions as positive, neutral and negative. There is an opportunity for the public institutions to become known as the most reliable source of information to the public.
- **Lack of Realistic Expectation:** it is important to challenge public misperceptions about the speed of the EU accession process, and that citizens should not expect EU membership too early.

Lessons Learned

Based on analysis and consultation within Kosovo with line ministries and civil society, and review of experience on communicating European Integration within other countries, we identify the following lessons learned that help us to shape the design of the specific approach within this strategy:

- **Recognition of the importance of Kosovo's EU-related communication** – it is often the case that European Integration priorities are not seen as something that should be proactively communicated, and important issues are only dealt with reactively when they surface. Moreover, the importance of communication work can depend on the personalities of government ministers and deputy ministers, which can make it difficult for the communication officers within line ministries to work freely.
- **Need to adapt to a 'new age' of communication** – given changes in the way that citizens increasingly access information through a wide range of online and offline sources, Government communicators need to be innovative and creative in finding new effective methods for disseminating information on European Integration, for example through better use of social media.
- **Providing targeted Messages for different target groups** - focus needs to shift from producing uniform materials to targeted distribution/specific target groups and active campaigning, and adaption of content to make materials more appropriate to different contexts and audiences.
- **Reaching target groups effectively** - information needs to be fully adapted to audience needs, appropriately packaged and then presented directly to the end users through the most appropriate communication channels, instead of hoping that people look for the information themselves.
- **Need for improvement in government-wide coordination efforts** - weak coordination across, and within ministries and municipalities often results in lack of clarity and focus in communication work, and there is a need for well-coordinated government-wide support to the European Integration process and related communication work that is further linked with application of minimum standards in public consultation.
- **Need to increase the importance of Communication Officers within organisational structures** – line ministries have communication officers within their organisational structures, but they are sometimes distanced from the management and decision-making within the hierarchy, and are insufficiently involved in policy formulation or strategic planning, resulting in ineffectiveness of communication activities within specific policies or reforms. Moreover, because of a lack of human and financial resources for communication activities, communication units within government ministries and official institutions are small, limiting time and resource for new activities, and require a very realistic approach and strategic action planning;

- **Too much focus on event-driven communication work by the Government on EU issues** – too much emphasis on press releases and information materials related to events and meetings between political leaders and counterparts of EU, etc., risks producing information that does not appeal to most target audiences, or fails to adequately explain what impact these events have on them now or in future. It can also result in a reactive, rather than proactive calendar of annual communication activities.
- **Talking in language people understand** – Government produced EU information often uses technical language, and is full of jargon and abbreviations only known to people directly dealing with these issues, but it is too often put into communication materials without adapting it and translating easily understandable language for people outside policy circles, resulting in information products that are never read or are misunderstood.
- **Systematic coverage of European Integration activities** – Government communication on EU-funded projects has often been insufficiently visible, despite their real impacts on local communities. Because individual projects communicate their own activities, with little coordination involving the Ministry of European Integration and the EU Office, existing information can be difficult to find, sometimes too technical, and not sufficiently adapting communication materials to meet interests of wider stakeholders.
- **Building trust between communicators and journalists** - jointly agreed systems for handling journalists' queries are frequently lacking, and there are common misunderstandings between journalists and public sector communicators. This can cause confusion, frustration, and inaccurate reporting.
- **Countering misinformation** - information about European integration is often manipulated, or presented with over-simplification or over-complexity of problems. Similarly, presentation of information about the European integration processes sometimes incorporates myths, stereotypes, patterns and value judgments, and different interpretation of the facts can be manipulated through inappropriate use of opinion polls. It is important that media monitoring puts in place effective mechanisms to counter misinformation and provide a 'myth-busting' function.

Basic principles of the Strategy

Successful communication about European Integration, implementation of the SAA, and eventual EU accession should provide realistic optimism, based on a pragmatic assessment of what can be achieved in the medium term. It should aim to explain European Integration, not "sell" it. Effective communication also needs to be founded on a clear understanding of public attitudes and reflect the public's information needs.

An inclusive approach: Communications and information should aim, as far as possible, to reach out to all members of Kosovar society, regardless of ethnicity, religion, gender, class, wealth, education or age.

The Communication Strategy will increase the impact and effectiveness of past communication and information efforts by focusing on creating synergies and building on previous work. Based on the starting points, and lessons learned, this strategy will need to apply principles of openness, transparency and partnership. It will require design-effectiveness through three main characteristics:

- **Simple** – it needs to be easily understandable by all stakeholders, provide easily communicated messages through different communications channels, and be relevant to the Government's responsibilities and obligations within the SAA;

- **Focused** – clearly targeting audience, it requires specific messages to be communicated to each target group identified that are objective, informative, and which should not be able to be misrepresented as party political;
- **Achievable** – ambitious, but not overly so, it needs to specify a set of realistic, measurable, and attainable actions.

Aims and Objectives

The **overall purpose** or aim of this Communication and Information Strategy is to build a sustainable understanding among citizens of Kosovo of all aspects of the European accession process – including the challenges and benefits as well as obligations – to enable citizens to make an informed choice and participate actively in shaping Kosovo’s European future. It should ensure that the SAA slogan for Kosovo as ‘our contract for the future’ becomes a reality within the implementation of the SAA that has beneficial impacts on the lives of all citizens in Kosovo.

Effective communication processes will be developed to address needs for:

- **Advocacy** - informing and motivating leadership across state and non-state structures to create a supportive environment to achieve European Integration objectives and development goals;
- **Social mobilization** – engaging and supporting participation of institutions and civil society to sustain European Integration progress, and improving the capacity of civil society to exercise its role as 'media watchdog' that can hold the Government to account on its obligations;
- **Attitude and behaviour change** - communicating and engaging in two-way dialogue is required with target groups to ensure that: information and messages are realistic, objective and accurate; misconceptions about European Integration are challenged; and that positive public opinion towards European Integration is maintained and enhanced throughout the period of accession;
- **Prioritisation** - when carrying out the planning, the priority areas of the SAA should be the main focus within the communications’ process, linked with the European Reform Agenda (ERA), Economic Reform Programme (ERP), National Development Strategy (NDS), and National Programme for Implementation of the SAA (NPISAA), and contributing to provision of comprehensive information about the benefits of European Integration to society.

The specific objectives of the strategy are:

- Increasing knowledge and understanding among Kosovo citizens of the European Integration process, by providing objective, timely and relevant information, and accurately reporting to citizens on progress made in implementing the Stabilisation and Association Agreement and the priorities of the European Reform Agenda.
- Raising awareness of the importance of communicating the implementation of the SAA, and communications’ competencies across all levels of Government, to ensure that reliable, accurate, consistent and informative communications are provided to the different target groups.
- Increasing communication delivery capacities, and improving coordination by the Ministry for European Integration and the Office of the Prime Minister, throughout government and among all EU-information providers.
- Institutionalising a partnership approach by actively engaging with key stakeholders and the wider public in communications about the European integration process.

- Increasing awareness in European institutions and member states about Kosovo's European accession process and learn from the experience of other countries.

The vision and objectives outlined in this strategy and the programme of activity can only be realised with the active and sustained involvement of all parts of Government, in close coordination with the European Union and in partnership with key stakeholders representing different sectors of society.

Long-term capacity building and well-planned ongoing communications are required. Given resource and capacity constraints, setting achievable priorities and identifying target groups is important. Messages and priorities will be adjusted on an annual basis in accordance with progress achieved on the integration path and changing information needs identified through regular monitoring.

This will require:

- **Information Provision:** objective, timely and relevant information provided to the public about the accession policy;
- **Involvement and Participation:** ensuring that key stakeholders and the public at large are properly informed and, wherever possible, involved and invited to contribute to the debate; and
- **Feedback and Action:** establishing a two-way flow of communication that ensures that the public's needs and concerns are not only heard, but are taken into account, and addressed in terms of policies, information and government action.

Intensive effort needs to be made to reach out to all segments of society, including minority communities and groups that are most affected by the reforms and changes associated with the integration process (e.g. specific business sectors, farmers, environmentalists).

Seven Aspects of Communication We Will Improve

The main tools and activities for communication and information about the EU and European Integration that are currently used in Kosovo include the following, ranked in approximate assessment of relative use: Media activities; Use of social media; MEI website, and websites of other line ministries; Regular press briefings with journalists; Regular meetings with central and local level mechanisms related to European Integration, with the aim of informing and making aware these actors on regular basis; Information material and publications (in different languages); Campaign branding (including merchandising material); Informal cooperation with civil society organisations; Lectures and roundtables; Cooperating with academic institutions; Continuous research and assessment information gaps related to communication and information needs; Project websites (e.g. from IPA projects); Europe Day activities; Quizzes and competitions with students; Direct communication with the citizens of Kosovo in Universities, schools and rural areas.

The positive attitudes of citizens towards European Integration show that progress has been made in communicating the benefits of European Integration and future EU membership, and more still could be done. Based on lessons learned from previous communications and information actions, we identify a number of areas for improvement through this strategy:

- **Better targeting:** making sure that each line Ministry communicates with citizens in a language that they understand, with messages that are important to them, and communicates information that is relevant to them through relevant media and communication channels;
- **More Awareness Raising:** Increasing awareness of the importance of communication throughout the public administration, as well as agencies and NGOs, media and wider civil

society, based on clear, accurate, understandable and informative messages targeted at different needs of the different target groups for communication activities;

- **Better synchronisation:** balancing needs for both proactive and responsive communications, for instance through improved activity planning and use of a more systematic event calendar linked to important regular events;
- **Better coordination:** coordinating all the communication events and activities of different stakeholders, for example through improved information sharing within government line ministries, and effective coordination by the Ministry for European Integration in partnership with the European Union Office in Kosovo of all partners and actors in the European Integration and accession process;
- **Strengthened Partnership:** Developing a partnership approach, drawing in and harnessing the knowledge and ability of all those who can actively make a contribution - be it individuals/groups external or internal to the institutions;
- **Better linkage with civil society and Media:** making sure that all communications from EU funded projects work within a common strategic communications framework, using standardised approaches to media strategy (e.g. incl. press accreditation programme, press briefings, study visits, relationship-building with foreign media); increasing cooperation and trust with journalists through more regular background meetings and briefings with media; and defining clear roles and responsibilities with all stakeholders that contribute towards promoting European Integration, to enhance consistency and avoid possible overlap;
- **Better use of available communication channels:** using feedback to make sure that the information and awareness campaigns reach target audiences, and adapting them to use different media and channels to broaden reach and impact.

Timeframe and Strategy Focus

This Communication and Information Strategy covers the period from 2018-2021. During the period to 2021, the communication and information needs will be focused on:

- The long-term goal of enhancing general public understanding of the EU, the EU accession process and the EU's commitment to Kosovo;
- Providing comprehensive information on the 'state of play' in implementing the Stabilisation and Association Agreement;
- The three important pillars of the European Reform Agenda – communicating development of the rule of law sector and issues such as independence of judiciary, fight against corruption etc.; highlighting progress in improving competitiveness and the investment climate; and addressing youth issues through focus on education and employment.

The successful implementation of the strategy will depend on allocating adequate human and financial resources and making best use of available resources within the government, in EU institutions and among all stakeholders and partners.

The content of key messages, as well as language used in the communication process, will be adapted to the specific characteristics of the target groups, individual programmes and activities. In the case of some of the target groups the language of the key message needs to be simple and understandable. The focus should be placed on communication with media in local languages and foreign English language media as well as with those using other languages.

Target Audiences

Improving our understanding of our target audiences will be essential to our communications having real impact. The implementation of the strategy will include targeted actions within each main activity area to find out more about our audiences' attitudes, habits and preferences, and help to identify the specific ways in which we can help ensure our communications are suitable, relevant and meaningful.

It is important to have one overall message to convey to the people of Kosovo on the European path and the SAA – it is our contract for the future. Each line ministry needs to convey specific messages that align all Government communication activities more consistently by target audience. This requires internal, within ministry improvements in coordination and communication so that communication officers are better placed to know more about who they are communicating with – and when – across departments. It also requires greater consistency in the methods and techniques used to reach target audiences.

Whilst the core target audiences for the strategy are defined below, during the period of strategy implementation there will be ongoing efforts to:

- Build and update the evidence base on specific information and knowledge needs of different target groups, and what techniques we know work best with the different audiences;
- Use Government coordination and planning structures to ensure that insight and needs of these audiences are shared across different government departments, together with experience of working with each target group;
- Create more impact by up scaling and replicating communication approaches that we find work best with audiences across different information and communication campaigns;
- Improve the calendar and scheduling of communication activities targeted at each group, across Government, to help avoid duplication, and reinforce impact through consistency of messages and ongoing contact with the target groups.

Planned activities will need to achieve the broadest possible reach to as many citizens as possible. Different target groups will have different needs and expectations relating to European Integration. Defining the target groups precisely is therefore important in matching the most important communication messages and information accurately with the needs of each respective group.

The following target groups have been identified as being of particular importance:

- Young people
- Business community
- Consumers
- Vulnerable parts of the population
- European institutions & member states

Reaching Target Audiences

In practical terms the most effective means of informing and communicating will be to continue to work through “opinion multipliers” – stakeholders and representatives of key target groups who can communicate with their constituents and interpret for them what European Integration and

accession mean for them personally, for their families, their social and geographical groups and for Kosovo as a whole.

Communication Needs for Different Target Groups

The main objective of the communication process with young people is to increase knowledge of European values and to strengthen their involvement in the European integration processes. This group includes: pupils in secondary schools; students of higher educational and vocational institutions; employed and unemployed youth.

Vulnerable people within the population include those for whom getting access to information on the European integration process is not easy, and who require specific and special explanations relating to the European integration process and its implications. This group includes: young people with no access to education; internal displaced persons (IDPs); pensioners; ethnic minorities; people in geographically remote or rural areas; the unemployed; socially vulnerable persons; people with disabilities; and Kosovars abroad.

Business people form an important target group that needs to be mobilised to take full advantage of the opportunities of the Single Market, and who need to be informed on the challenges and opportunities that the SAA introduces.

Opinion multipliers need to be engaged to further disseminate and promote European Integration and the SAA, and to participate in the process of SAA implementation.

The list below presents main communication objectives for each main target group, together with brief summary of planned impact:

Target Group Summary		
Target Audience	Communication objectives	Planned Impact
Young people	<ul style="list-style-type: none"> - Increased awareness of European identity and values and the benefits of EU citizenship - Improved understanding of the importance of the rule of law - Information on SAA progress on education and employment - Increased participation within society, and civil society activities 	<ul style="list-style-type: none"> - Increased support for European Integration - Initiated interest for additional Information - Enhanced participation in the SAA implementation
Business community	<ul style="list-style-type: none"> - Clear and detailed information on SAA progress of implementation, duties and responsibilities of actors and new opportunities arising - Mobilisation for the exploitation of results and benefits from the implementation - Promotion of positive impacts out of the agreements' implementation 	<ul style="list-style-type: none"> - Increased support for European Integration - Enhanced participation in the SAA implementation - Increased international competitiveness and investment
Consumers	<ul style="list-style-type: none"> - Better understanding of the SAA and European Integration - View results and benefits of the implementation - Better understanding of rights and entitlements 	<ul style="list-style-type: none"> - Increased support for European Integration - Initiated interest for additional Information
Vulnerable	<ul style="list-style-type: none"> - Increased awareness of future opportunity from 	<ul style="list-style-type: none"> - Gender and social inclusion

parts of the population	<p>SAA implementation</p> <ul style="list-style-type: none"> - Improved participation in society and awareness of rights and entitlements 	<p>mainstreaming</p> <ul style="list-style-type: none"> - Reduced social disadvantage - Increased participation in society
Opinion multipliers	<ul style="list-style-type: none"> - Wide dissemination of benefits from SAA implementation - Disseminating clear and detailed information on the progress of implementation - Categorization of the information and use of the appropriate information channel according to target group 	<ul style="list-style-type: none"> - Multiplying increased awareness on rights and entitlements - Growing "positive image" around the benefits of the SAA implementation - Providing accurate information to 3rd parties, and engaging in public consultation

Strategic Objectives and Planned Results until 2021

Objective 1: Increasing knowledge and understanding among Kosovo citizens of the European Integration process and the SAA

Through this objective we will seek to:

- Improve the quantity and quality of objective, timely and relevant information on European Integration topics;
- Deliver a consistent and uniform message across the whole of Government, promoting the SAA as our contract for the future;
- Communicate information, results, and achievements of SAA priorities and activities of every line ministry and each individual government organisation in Kosovo to the public;
- Inform the general public about the contribution of EU to SAA process that is provided through IPA funds;
- Improve awareness of rights, entitlements and obligations that the SAA introduces;
- Present information and communications in attractive formats, with easily accessible and clearly understandable language, appropriate for different audiences;
- Accurately report to citizens on progress made in implementing the Stabilisation and Association Agreement and the priorities of the European Reform Agenda;
- Differentiate needs for information and communication according to defined target groups, and deliver relevant information to them;
- Encourage public engagement with European Integration and the policy process, by strengthening communication activities and public consultation;
- Manage citizen expectations, and highlight the responsibility of the country and its citizens to make change happen in a positive way;

- Provide proper information to avoid misinformation and inaccuracies about European integration process.

To achieve this objective we will:

- Set up and promote a website on SAA and its implementation process;
- Develop and distribute a media kit and branding package for unified presentation of communications across government;
- Engage fully, and cooperate with opinion multipliers to leverage the results of information and communication activities;
- Deliver relevant press media related to European Integration throughout the country and organise press conferences and thematic conferences, TV and radio debates on EU issues;
- Include and co organise communication activities with civil society;
- Organise public meetings dedicated to the implementation of the SAA ;
- Produce relevant topic-based information targeting different groups, including flyers, brochures, videos, articles and other publications and information sources;
- Produce more content suitable for online use and dissemination that can encourage feedback and dialogue between the public and policy-makers;
- Adapt and re-use content in different contexts to reach as many citizens as possible;
- Create shareable, short content that complements more in-depth information resources, to encourage audiences to re-transmit campaign content through social media;
- Monitor media for misinformation and inaccuracies, and rapidly respond with corrected information;
- Use survey and other evidence to better understand and refine the provision of information matched against the needs of the different target groups;
- Monitor and evaluate public opinion, communication reach, and levels of audience commitment and engagement so that the communications channels and approaches are continually updated and improved.
- Develop strategic approach document on communicating IPA funds. This document should outline the specific tools and activities for communicating the impact of IPA funds for general audience, and tool and activities to encourage more active participation of different levels of government structures on channelling dedicated IPA funds.
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- Develop strategic approach document on communicating IPA funds. This document should outline the specific tools and activities for informing the general audience about the impact of IPA funds, and tools and activities to encourage more active participation of different levels of government structures on channelling dedicated IPA funds.

Key targets and indicators

- Interactive website on SAA developed and promoted
- Increased awareness amongst citizens and business of SAA and EU issues
- Public opinion on SAA and EU monitored
- Raised awareness of general audience on the impact of IPA funds to their lives
- More active participation of different levels of governing structures on channelling dedicated IPA funds for Kosovo.

Objective 2: Raising awareness of the importance of communication, and communications' competencies across all levels of Government

Through this objective we will seek to:

- Ensure that all Government bodies understand the importance of delivering reliable, accurate, consistent and informative communications of the SAA implementation to the different target groups;
- Strengthen the role of communication within policy processes in line ministries;
- Develop professional capacities and skills for communication within ministries;
- Improve internal communications and engagement of all departments within ministries and their ministry communication officers;
- Increase focus of ministries on public interests and service cooperation with citizens;
- Ensure that municipalities are actively involved, with access to communication tools, and active participation in disseminating information at local levels

To achieve this objective we will:

- Work with the EU Office and other donors to ensure that communications' planning is fully included in all donor financed activities to implement the SAA;
- Promote the participation in active implementation of this communication and information strategy of all Government bodies through involvement in annual monitoring and action planning processes;
- Introduce guidelines on introduction of communication into all stages of the policy cycle;
- Update guidelines for ministries on their responsibilities and obligations on SAA reporting;
- Update published materials on use of social media in Government;
- Carry out needs assessment for additional support materials and manuals on implementing communication actions within ministries, municipalities and other public bodies;
- Prepare additional guidelines, manuals and procedures identified through the needs assessment;
- Define a 'single service' operating model for communications activities across all ministries;
- Organise and deliver Training of Trainer (ToT) training for communication officers through the Kosovo Institute for Public Administration (KIPA), to train other ministry staff on communication issues;
- Provide continuing professional development training seminars, workshops and study visits on advanced communication topics;
- Strengthen the role of communication through involvement of communication officers in the implementation of the Government Regulation on minimum standards in public consultation.

Key targets and indicators

- Raised awareness of civil servants on the importance of SAA communication
- Better internal communications between Ministries, MEI and OPM
- Internal Government guidelines, manuals and procedures on communications
- 'Single services' operating model in place

Objective 3: Increasing communication delivery capacities, and improving coordination by the Ministry for European Integration and the Office of the Prime Minister, throughout government and among all EU-information providers

Through this objective we will seek to:

- Improve delivery and communication of SAA implementation through the NPISAA;
- Ensure that ministries can plan access to sufficient financial and human resources to implement communication priorities;
- Establish clear responsibilities in EU-related coordination of communication, led by the Ministry for European Integration;
- Promote the use of strategic communications planning within the development of ministries' strategic plans;
- Become more proactive in delivering information to citizens through topic- based informational and promotional campaigns;
- Integrate the communications approach so that it works effectively across offline and online channels with clear, unified messages;
- Create engaging, emotional connection with audiences through real cases and success stories on how SAA has impacted on citizens' lives;
- Ensure that gender and social inclusion are mainstreamed within communication activities;
- Strengthen partnerships with civil society in delivering information and awareness activities and encouraging the inclusion of public consultation through the Government Regulation on minimum standards

To achieve this objective we will:

- Improve processes of reporting on NPISAA to provide better information on SAA implementation for the public;
- Ensure that all Government supported projects include a specific communications component or actions;
- Allocate sufficient budget resources for communication actions in line with the requirements of the Manual on Budget Impact Assessment of New Initiatives and the Medium Term Expenditure Framework;
- Strengthen the leadership and coordination function of the Ministry for European Integration to establish inter-ministerial responsibilities in EU-related coordination of communication;
- Develop and deliver a workshop for Ministers, Deputy Ministers and General Secretaries on strategic communications planning;
- Further strengthen the role of the Working Group on SAA Coordination and Communication to provide communications' leadership;

- Introduce a unified planning calendar of communications actions across government, to promote more proactive strategic communications, and annually identify topics for promotional and information campaigns;
- Develop and disseminate guidelines on evaluating communications actions, based on the EC DG Communication Toolkit for the evaluation of the communication activities;
- Promote participation by civil servants in communications training delivered through component 2;
- Share examples of successful communications activities and approaches across Government bodies, to encourage replication and adaptation;
- Collect, collate and publish SAA implementation case studies and success stories;
- Strengthen linkage of communication through enhanced cooperation with gender equality officials, as defined in the Government regulation on duties and responsibilities of relevant officials for gender equality in ministries and municipalities;
- Improve coordination between Communication officers and Departments for European Integration and Policy Coordination in communicating on SAA implementation with the Ministry for European Integration

Key targets and indicators

- NPISAA progress monitored and communicated to relevant target groups. Civil servants trained on communications
- Working Group on SAA Coordination and Communication planning function strengthened
- Unified calendar of communications actions

Objective 4: Institutionalise a partnership approach by actively engaging with key stakeholders and the wider public in communications about the European integration process.

Through this objective we will seek to:

- Communicate a clear social purpose in our Government messaging for audiences to identify with, and for partners to relate to;
- Provide strategic leadership on communication for partners, and coordinate the inputs of civil society and opinion multipliers;
- Ensure that all communication and information content is relevant, personalised and delivered at the right time to maximise interest, whether provided directly through government institutions or partners or opinion multipliers;
- Work with partners to listen to and understand internal and external audiences better, and identify what motivates them;
- Put digital at the forefront of our communications, and harness and leverage the influence of digital influencers, such as online bloggers and vloggers, to build trust and reach;
- Stop communication activities that don't prove that they work, and expand those that have the biggest impacts;
- Build a culture of measurement and evaluation in work with external partners, to build share results;
- Build capacities for delivery of effective communication amongst partners;

- Develop two way conversations with our audiences and partners;
- Treat media equally, without political favour.

To achieve this objective we will:

- Create communication sub-messages by ministries that explain practical actions taken to improve people's lives through SAA implementation;
- Establish the communications unit within the Ministry of European Integration as a central point of contact for non-governmental partners working on communication issues;
- Provide planning workshops on communication for civil society partners;
- Involve representatives of different target groups as spokespeople in events and other communication activities to build trust and partner relationships;
- Commission surveys and public opinion polling to understand target group needs better;
- Strengthen use of digital social media platforms, and actively encourage participation and engagement by civil society and opinion multipliers in these;
- Disseminate guidelines for evaluating communication activities to civil society partners;
- Centrally monitor the results and impact of donor and government funded project communication actions;
- Organise regular informal off-the-record briefings with journalists, especially if the topics in relation to the reforms or the EU-agenda are complicated;
- Include journalists from the municipalities in EU-related communication activities to help manage fears and expectations outside the capital;
- Develop a joint code of ethics for journalists and public officials on communication to provide a framework for media relations based on trust, and advancement of media freedom;
- Provide advance communication on the calendar of communication events and activities, and topic-based information and awareness campaigns to journalists, so that they can plan for development of stories, and check facts accurately;
- Provide educational support to journalists on the issues and work of the European Union;
- Create clear systems and networks for handling journalists' queries

Key targets and indicators

- Communication Helpdesk provides central contact point on communication issues
- Improved basis for measurement and evaluation of impact of communication activities
- Joint code of ethics for journalists and public officials on communication
- Journalists and civil society trained on communication issues
- Strengthened cooperation between Government bodies and journalists

Objective 5: Increase awareness in European institutions and member states about Kosovo's European accession process and learn from the experience of other countries.

Through this objective we will seek to:

- Promote the image of Kosovo's European Integration path abroad;
- Increase Member State support for Kosovo's European Integration path;
- Develop communication with European cooperation networks for increasing the sustainability of SAA implementation;

- Increase communication with other Western Balkan countries for regional cooperation;
- Adapt and develop our approaches based on lessons learned from other countries.

To achieve this objective we will:

- Cooperate with other Western Balkan countries to implement key elements of the Visegrad Fund Advocacy Strategy for the European Integration of the Western Balkans;
- Establish effective SAA communication structures with EU through the Government Regulation GR 13/2016
- Continue Western Balkan dialogue through the Berlin Process
- Report regularly on SEE 2020 implementation to the Regional Cooperation Council;
- Promote participation of Kosovars institutions in available community programmes of the EU.

Key targets and indicators

- Positive attitude of EU Member States towards Kosovo's EU accession path

Funding and Linkage with Other Government Strategy

This communication and information strategy is linked with the following relevant Government strategies, as well as the European Reform Agenda (ERA) and Economic Reform Programme (ERP) agreed with the EC. A core part of the strategy will be the communication of the Stabilisation and Association Agreement. In this respect, the ERA, ERP, NPISAA and NDS are of particular importance.

Core related strategies:

- National Programme for Implementation of the SAA
- National Strategy for European Integration, Kosovo 2020
- National Development Strategy, 2016-2021
- Program of the Government of the Republic of Kosovo, 2015-2108
- Economic Reform Programme 2016
- Medium Term Expenditure Framework, 2015-2017
- Better Regulation Strategy, 2014-2020
- PAR Modernisation Strategy, 2015-2020
- Strategy for Training of Civil servants, 2015-2017
- Strategy for Improving Policy Planning and Coordination, 2016-2018
- Public Finance Management Reform Strategy (PFMRS) of Kosovo 2016-2020

The amount of funding required for the implementation of the Strategy will be defined on the basis of Annual Action Plans. Sources of funding will include:

- **The State Budget:** On an annual basis proposed implementing bodies defined within the action plans will submit applications to the state budget for funding of planned activities, in line with government procedures. Only project actions approved through the Ministry of Finance will be implemented with funds allocated from the state budget.
- **International Donor Organisations:** Through the process of donor coordination managed by the Ministry for European Integration, international assistance will be identified that can provide funding for specific activities.

- **International Non-governmental Funds:** Other sources of international non-governmental funds may provide potential sources of funding or co-funding of planned activities, providing that the sources of funds are non-political in objective.
- **Civil Society:** Some parts of the activities within the Strategy and the Annual Action Plan will be implemented through partnerships between public and civil society, as well as independently by civil society. Own funds, as well as other sources of funding available to civil society organisation may be used to implement planned activities. The Ministry for European Integration will coordinate funding for Civil Society in cooperation with the EU Office.
- **Other Sources of Funding:** These may include the private sector, individual contributions etc.

Implementation Management

The Ministry for European Integration will coordinate the development of an Annual Action Plan for the implementation of the Communication Strategy. The Action Plan will outline priority activities relevant to the implementation of the Strategy, and provide evidence-based focus on forms and channels of communication that can reach identified target groups effectively. All proposed activities will be accompanied by indicators for activities, so that the implementation of the Strategy can be measured and evaluated effectively.

The implementation of the Action Plan will come under the supervision of a communication strategy working group composed of representatives from relevant ministries, other public agencies and civil society. Success of this communication and information strategy will depend on understanding, monitoring and evaluating public attitudes on a regular basis, shaping appropriate messages addressed to specific target audiences and identifying the most suitable form of presentation. Progress and impact will need to be assessed on an annual basis. Qualitative and quantitative indicators, assessments and data provided by target groups and partners, results of campaigns with target groups' and public opinion polls will serve as the basis for analysing the results achieved.

Reporting on strategy implementation will be published on the website of the Ministry for European Integration.

Multi-Annual Overall Action Plan

Planning of a sustained programme of activities will be performed on the basis of an overall action plan (roadmap) for the period, complemented by annual activity plans setting out communication and information priorities. Action plans will be prepared through consultation with relevant stakeholders. The annual activity plans will be the primary tool to: design specific joint communication and information activities during the respective annual budget period; identify information needs; and share resources and expertise. The action plans provide an essential benchmark to measure progress.

Appendix 1: Promoting Kosovo’s European Integration and SAA implementation on the international stage

Whilst most focus within this strategy needs to be on communicating with Kosovars citizens on the priorities defined above within the strategy focus, it is also important that Kosovo’s desire to become a member of the EU is highlighted internationally. A framework for advocacy work, for the whole Western Balkans to promote European Integration¹, defines specific actions at international level that need to be taken to complement the main focus within this strategy. This Western Balkan strategy should be implemented regionally, but core elements of it have been adapted here to highlight key communication elements that Kosovo can focus on to promote itself internationally, and enhance European integration.

International Advocacy on European Integration			
Goals	Projected outcomes – leading to the achievement of the goals	Courses of Action	Target Groups
1) Reinvigorate the issue of Western Balkan and Kosovars enlargement on the EU agenda	Decision-makers in the relevant EU institutions are willing to take specific actions necessary for moving Kosovo’s accession up on their agendas	Two-step approach: Step 1. Indirect action: dissemination of the narrative of further enlargement as part of a solution to the Union’s inherent tensions and present-day challenges Step 2. Direct calls to action: dissemination and promotion of specific proposals of alternative policies and practices	(1) Decision-makers in the relevant EU institutions (2) Opinion-makers with influence in these institutions
(2) Increase support for enlargement in the Member States, and Kosovo’s membership ambitions	Increased support of the EU Member States’ governments for Kosovo’s enhanced progress in accession	Two-step approach: Step 1. Improvement of Kosovo’s image by countering negative perceptions and exploiting positive ones; dissemination of the further enlargement narrative as part of a solution to the Union’s inherent tensions and present-day challenges Step 2. Direct calls to action: dissemination and promotion of specific proposals of alternative policies and practices	Decision-makers and opinion-makers in key Member States
(3) Increase the pro-EU orientation of official discourse and commitment to regional cooperation among Western Balkan countries by Kosovo	Final outcome: The official discourse in Kosovo clearly reflects a pro-EU orientation and Kosovo demonstrates increased commitment to regional cooperation Intermediate outcome: public (media-driven) discourse in Kosovo countries resonates with the commitment of decision- and opinion-makers towards European integration and regional cooperation	In parallel: Encouragement of Western Balkan and especially Kosovars decision-makers to prioritise EU accession and regional cooperation on their agendas and in their public addresses, and intensify their engagement in the existing regional cooperation initiatives, through direct calls to action – specific proposals of policies and practices Raising awareness of opinion makers about the finer points of European Integration, their role in shaping public discourse and generating public support for accession and the related reforms, regional cooperation as a formal requirement for accession, existing regional initiatives, mechanisms and strategies – through the promotion of European Integration and regional cooperation	Decision-makers and opinion-makers in Kosovo

¹ <http://www.emins.org/uploads/useruploads/dokumentipdf/Advocacy-Strategy-WB6---Guidelines-pdf.pdf>

Appendix 2: Categorisation of Target Groups for Communication Activities

Breakdown of target groups with different types of information and communication needs: Kosovar citizens; business, education and civil society; government structures; and interested stakeholders outside Kosovo.

Categorisation of Main Types of Target Groups for Communications			
Citizens of Kosovo	Business, education and civil society	Government structures	Stakeholders outside Kosovo
<ul style="list-style-type: none"> • Young people • Women and Men • Disadvantaged groups • Unemployed • Rural citizens • Veterans 	<ul style="list-style-type: none"> • Specific business sectors / Exporters / Innovators • People interested in starting a business • Educational institutions • Civil society, media & NGOs 	<ul style="list-style-type: none"> • Staff implementing specific SAA obligations • Different management and non-management levels, to ensure that all staff are aware of SAA 	<ul style="list-style-type: none"> • Diaspora • Citizens of EU member states (to ensure a positive image of Kosovo abroad) • EU institutional structures

Leading opinion multipliers in Kosovo include:

Opinion Multipliers	
Public Administration and stakeholders from other governmental structures	Non-governmental stakeholders
<ul style="list-style-type: none"> • Government at central and local level (in particular Departments for European Integration and Policy Coordination) • Politicians • Local Governance 	<ul style="list-style-type: none"> • Civil society • Religious Institutions • The media • The business community • Academia



Republika e Kosovës
Republika Kosova-Republic of Kosovo

Qeveria –Vlada – Government

Ministria e Integritit Evropian
Ministarstvo za Evropske Integracije / Ministry of European Integration

**Action plan for the Communication and Information Strategy
in support of Kosovo's European Integration Process 2018 - 2021**

The action plan below has been drafted in close cooperation with line ministries that were engaged in drafting of the strategy and it's a reflection of the strategic objectives. Intention of the action plan is to identify concrete activities that will be implemented by various stakeholders, thus to allow MEI and OPM to coordinate, monitor and report on its implementation. Furthermore the action plan will serve as a coordination tool with various donors and support projects that are active in this area.

The action plan is composed of five objectives and indicators please see objectives and indicators below:

Objective 1: Increasing knowledge and understanding of the European Integration process among Kosovo citizens

- **1** Interactive website on SAA developed and promoted
- **2** Increased awareness amongst citizens and business on EU issues, in particular SAA and IPA.
- **3** Public opinion on SAA and EU monitored

Objective 2: Raising awareness of the importance of communication, and communications' competencies across all levels of Government

- **1** Awareness raising of civil servants on the importance of communication under the SAA
- **2** Good internal communication between Ministries, MEI and the OPM
- **4** Establishment of an interactive model of 'unified services'
- **3** Instructions, manuals and internal procedures of the Government on communication

Objective 3: Increasing communication delivery capacities, and improving coordination by the Ministry for European Integration and the Office of the Prime Minister, throughout government and among all EU-information providers

- **1** The progress of NPISAA is monitored and communicated to certain target groups. Civil servants receive communication training

- **2** Strengthening planning function for the Working Group for Coordination and Communication on the SAA
- **3** Unified calendar of actions and communications

Objective 4: Institutionalise a partnership approach by actively engaging with key stakeholders and the wider public in communications about the European integration process

- **1** Communication Helpdesk provides central contact point on communication issues
- **2** Improved basis for measurement and evaluation of impact of communication activities
- **3** Joint Memorandum for journalists and public officials on communication
- **4** Journalists and civil society trained on communication issues
- **5** Strengthened cooperation between Government bodies and journalists

Objective 5: Increase awareness in European institutions and member states about Kosovo's European accession process and learn from the experience of other countries

- **1** Positive attitude of EU Member States towards Kosovo's EU accession path

The objectives are to be implemented through the measures and activities foreseen for which the line ministries are responsible to implement. Measures and activities are further accompanied by measurable indicators; it identifies targeted groups that the action plan aims to reach. Furthermore, responsible institutions to implement the action plan have been identified including assessed cost and/or sources of financing, last but not least it identifies the time when activities should be completed. Some activities are foreseen to be implemented on quarterly basis while others are ongoing activities that will be monitored through the lifetime of the strategy.

List of Acronyms for the Action Plan

EC	<i>European Commission</i>
ERA	<i>European Reform Agenda</i>
ERP	<i>European Reform Programme</i>
EU	<i>European Union</i>
EUO	<i>European Union Office in Kosovo</i>
GIZ	<i>Deutsche Gesellschaft für Internationale Zusammenarbeit</i>
IPA	<i>Instrument for Pre accession</i>
KIPA	<i>Kosovo Investment Promotion Agency</i>
LuxDev	<i>Lux-Development S.A</i>
MEI	<i>Ministry for European Integration</i>
MFA	<i>Ministry of Foreign Affairs</i>
MTI	<i>Ministry of Trade and Industry</i>
NDS	<i>National Development Strategy</i>
NGO	<i>Non-Governmental Organization</i>
NPISAA	<i>National Programme for Implementation of the Stabilisation and Association Agreement</i>
OPM	<i>Office of the prime Minister</i>
PFMRS	<i>Public Finance Management Reform Strategy</i>
RCC	<i>Regional Cooperation Council</i>
SAA	<i>Stabilisation and Association Agreement</i>
SEE	<i>South-East Europe</i>
ToT	<i>Training of the Trainer</i>
SM	<i>Social Media</i>

Action	Measurable indicators	Targeted group	Responsible institution/s	Assessed cost/ source of financing	Time	
Objective 1: Increasing knowledge and understanding of the European Integration process among Kosovo citizens						
1	Interactive website on SAA developed and promoted					
2	Increased awareness amongst citizens and business on EU issues, in particular SAA and IPA.					
3	Public opinion on SAA and EU monitored					
1	Information is available and monitoring of public opinion on the SAA and EI process is conducted	<ul style="list-style-type: none"> Special web page for SAA, monitoring and assessment of media and two surveys with citizens and business community on the SAA 	Citizens of Kosovo, Businesses, Government institutions, Civil society	Headed by MEI, supported by line ministries, OPM and donor organizations	€45,560	Q2 2018-2021
1.1	Technical development of the Web site to provide necessary information about the SAA	<ul style="list-style-type: none"> Operational website and user-friendly content management system 	Citizens of Kosovo, Businesses, Government institutions, Civil society	Headed by MEI supported by donor organizations	€18680	Q3 2018-2021
1.2	Inclusion of all government institutions to develop SAA web site content, including the unique brand for the entire government	<ul style="list-style-type: none"> Branding guidelines Number of web articles produced by each government institution (target minimum 1 page from each line ministry) 	Ministries and other government institutions	Headed by MEI, supported by line ministries, OPM and donor organizations	€4360	Q1 Q2 2018 – 2020
1.3	Promotion of the special SAA web page	<ul style="list-style-type: none"> Analytics data and reports on: <ul style="list-style-type: none"> i) increase in number of users; i) percentage of user that visit only one page and leave Database and report on communication actions published on the SAA Website 	Citizens of Kosovo, Businesses, Government institutions, Civil society	Headed by MEI supported by donor organizations	€10520	Q2, 2018 – 2020
1.4	Compilation of electronic survey in the web page on the SAA and EU matters	<ul style="list-style-type: none"> Website feedback data collected, and summary data reports published online 	Citizens, Businesses, Other interested parties	Headed by MEI supported by donor organizations	€2000	Q2-Q4 2018 - 2021

1.5	Survey with general public and business community about their expectations from SAA	<ul style="list-style-type: none"> Annual Survey with General Public and another one with Businesses and other stakeholders. Report on survey findings 	General public Businesses and other stakeholders	Headed by MEI supported by donor organizations	€10 000	Q4 2018-2021
2	Direct communication and participation in media discussions about implementation of the SAA and EU related matters, including IPA	<p>On annual basis:</p> <ul style="list-style-type: none"> Six press releases, four thematic conferences quarterly meetings with stakeholders, third parties on the SAA and EU related matters 	Citizens of Kosovo, Businesses, Government institutions, Civil society	Headed by MEI, supported by donor organizations	€92,652	2018 - 2020
2.1	Press releases related to the progress achieved in implementation of NPISAA	<ul style="list-style-type: none"> Minimum of 6 press releases Press monitoring of redistribution of press releases and information contained 	Citizens of Kosovo, Businesses, Civil society	Headed by MEI, supported by Line ministries	€13080	K1-K4 2018-2020
2.2	Conferences where the main topic will be the role and benefit of businesses from the SAA	<ul style="list-style-type: none"> 4 conferences Number of conference participants 	Citizens of Kosovo, Businesses, Government institutions, Civil society	Headed by MEI, supported by donor organizations	€40040	Q1-Q4 2018 - 2020
2.3	Information and awareness raising sessions for businesses and citizens at the regional level.	<ul style="list-style-type: none"> one information session per region on annual basis (seven information sessions per year) Number of participants 	Citizens of Kosovo, Businesses, Government institutions, Civil society	Headed by MEI, supported by line ministries, municipalities and donor organizations	€29532	Q2-Q3 2018 - 2020
3	Information and promotion materials in a printed and electronic form on SAA and EU related matters, including IPA	<ul style="list-style-type: none"> 5000 posters, 8000 brochures, quarterly publication of NPISAA report, Audio-visual materials for paid advertisement spaces. 	Citizens of Kosovo, Businesses, Civil society, Government institutions	Headed by MEI, supported by donor organizations	€197,000	2018

3.1	Information and awareness campaigns through printed publicity materials (preparation + distribution)	<ul style="list-style-type: none"> • 3 000 posters • 2 000 brochures • Number of events and locations where posters and brochures are distributed 	Citizens of Kosovo, Businesses, Civil society	Headed by MEI, supported by donor organizations	€30 000	Q1 Q4 2018
3.2	Dissemination of progress reports on NPISAA implementation (design + electronic + printing)	<ul style="list-style-type: none"> • Publication of three progress reports • Number of electronic downloads, and print copies disseminated. 	Civil society, Government institutions	Headed by MEI, supported by donor organizations	€5000	Q1-Q4 2108
3.3	Audio-visual information materials on SAA and EU related matters	<ul style="list-style-type: none"> • Production of two videos and two animations on the SAA and EU related matters • Analytics data on number of viewers 	Citizens of Kosovo, Businesses, Civil society	Headed by MEI, supported by donor organizations	€18 000	Q2, Q4 2018
3.4	TV, radio, media and online advertising campaigns	Purchased advertisement space in three (national) TV outlets and nine (local) TV outlets and 12 radio outlets and 15 information portals	Citizens of Kosovo, Businesses, Civil society	Headed by MEI, supported by donor organizations	€144 000	Q1- Q4 2018

Action	Measurable indicators	Targeted group	Responsible institution/s	Assessed cost/source of financing	Time	
Objective 2: Raising awareness of the importance of communication, and communications' competencies across all levels of Government						
I1	Awareness raising of civil servants on the importance of communication under the SAA					
I2	Good internal communication between Ministries, MEI and the OPM					
I3	Instructions, manuals and internal procedures of the Government on communication					
I4	Establishment of an interactive model of 'unified services'					
1	Joint planning meetings with the EU office and other donors	<ul style="list-style-type: none"> Quarterly meetings Number of participants Minutes of meetings 	Relevant Ministries, EU Office and donor organizations	Headed by: MEI; Supported by: Relevant Ministries, EU Office, donor organizations	€26,400	Q1-Q4 2018 - 2021
2	Annual Action plans and periodic reports for implementation of the communication strategy	<ul style="list-style-type: none"> Action plans Implementation reports (€4000 for the annual action plans (it includes holding of one day environmental workshops in Prishtina for drafting the plans) €2000 for designing the electronic version of annual publications and their translation) 	The Government of Kosovo, Ministries implementation stakeholders, civil society	Headed by: MEI; Supported by Other ministries, civil society	€46,400	2018 - 2021
3	<i>Guidelines for communication, reporting and publication</i> <ul style="list-style-type: none"> <i>Guidelines for internal communication</i> <i>Guidelines for the use of social media</i> <i>Guidelines for regular reporting procedures for NPISAA</i> 	<ul style="list-style-type: none"> Guidelines distributed to all ministries Expert support for re-writing three guidelines (€3900 for guidelines, €2400 for two day workshops on the guidelines for internal communication / social media / reporting procedures in the first year + €500 every year (3x500). 	Government ministries, municipalities and other public bodies	Headed by: MEI; Supported by Donor and other ministries	€21,000	2018 - 2020

4	Communication needs assessment for Government ministries, municipalities and other public bodies	<ul style="list-style-type: none"> 1 x electronic needs assessment survey Report on findings 	Government ministries, municipalities and other public bodies	Headed by: MEI; Supported Donors and other ministries, municipalities	€ 37,000	Q1-2 2019
5	Publication and dissemination of SAA and European Integration communication success stories	<ul style="list-style-type: none"> Electronic publications Number of downloads of publications 	Government bodies, civil society, education, business and journalists	Headed by: MEI; Supported by: Other ministries	€ 82,400	2018 - 2021
Action		Measurable indicators	Targeted group	Responsible institution/s	Assessed cost/source of financing	Time
Objective 3: Increasing communication delivery capacities, and improving coordination by the Ministry for European Integration and the Office of the Prime Minister, throughout government and among all EU-information providers						
I1	The progress of NPISAA is monitored and communicated to certain target groups. Civil servants receive a communication training					
I2	Strengthening planning function for the Working Group for Coordination and Communication on the SAA					
I3	Unified calendar of actions and communications					
1	Harmonization of activities of the Working Group for coordination and communication on the SAA	<ul style="list-style-type: none"> Operational Working Group for the entire government 	Government bodies, civil society, education, business and journalists	Headed by: MEI; Supported by: Other ministries	€67,920	Q1-Q4 (2018 - 2020)
1.1	Joint planning of a timetable of activities for the Working Group	<ul style="list-style-type: none"> Annual calendar of joint activities 	Government bodies, civil society	MEI & other ministries	€ 11640	2018-2020
1.2	Coordination of inputs for publication and communication through quarterly reports on implementation of the NPISAA	<ul style="list-style-type: none"> NPISAA implementation quarterly reports published 	Government bodies, civil society	MEI & Other ministries	€ 17640	2018-2020
1.3	Regular meetings of the working group	<ul style="list-style-type: none"> Quarterly meetings Minutes of meetings 	Government bodies, civil society	MEI & Other ministries	€ 38640	2018-2020

2	Guidelines for publicly funded external stakeholders on communication actions and assessment of such actions drafted.	<ul style="list-style-type: none"> Guidelines included in tendering documents and on MEI website 	Project implementers financed by the Government	Headed by: MEI; Supported by: Other ministries, civil society	€ 10,600	Q4 2018
3	Symposium of best practices in Communication and planning on strategic communication with Senior officials in Kosovo	<ul style="list-style-type: none"> Annual workshop Number of participants 	Ministers, deputy ministers, general secretaries	Headed by: MEI; Supported by: Other ministries	€101,600	Q3 2018 - 2021
4	Joint meetings on European Integration and coordination of policies (harmonization of issues related to EI and gender equality)	<ul style="list-style-type: none"> At least 2 meetings annually 	Communication officers in Ministries, gender equality officers and DEIPC	Headed by: Office of the Prime Minister; Supported by: MEI, other ministries a	€47,400	Q2 - Q4 2018 – 2020
5	Capacity building of institutions on communicating the SAA	<ul style="list-style-type: none"> 10 trainers trained on delivering SAA training module 100 civil servants (DEIPC, MEIO & CIO's trained on SAA communication) 	Government officials for communication with civil servants	Headed by: MEI, other ministries, municipalities, implemented by KIPA	€ 45,000	2018-2020
5.1	SAA module Train the trainers program delivered for government communication officers	<ul style="list-style-type: none"> 1 training workshop for training of trainers 10 participants trained (continuation of the ToT organized by the OPM with the support of a SIDA Project) 	Government officials for communication with civil servants	Headed by MEI: Kosovo Institute for Public Administration, Supported by MEI, other ministries, municipalities	€20 000	Q2 2018 – Q2 2019
5.2	Public officials trained on communication	<ul style="list-style-type: none"> 5 training seminars 100 public officials trained (central and municipal) 	Government officials for communication with civil servants	Headed by: Kosovo Institute for Public Administration, Supported by MEI, other ministries, municipalities	€15 000	Q2 2019 – Q2 2020

5.3	Trainings at the local level on information and communication for local officers	5 regular trainings on communication in the European Integration process (one training per region)	European integration officers in the municipal level	Headed by: MEI, Supported by Kosovo Institute for Public Administration, other ministries, municipalities, donor organizations	€ 10000	Q2-Q4 2018-2020
Action	Measurable indicators	Targeted group	Responsible institution/s	Assessed cost/source of financing	Time	
Objective 4: Institutionalise a partnership approach by actively engaging with key stakeholders and the wider public in communications about the European integration process						
1	Communication Helpdesk provides central contact point on communication issues					
2	Improved basis for measurement and evaluation of impact of communication activities					
3	Joint MoU for journalists and public officials on communication					
4	Journalists and civil society trained on communication issues					
5	Strengthened cooperation between Government bodies and journalists					
1	Information focal points ('helpdesk') managed by the Ministry of European Integrations	<ul style="list-style-type: none"> Operational helpdesk 	Government bodies, civil society, education, businesses and journalists, opinion disseminators	Headed by: MEI/GiZ; Supported by: Other ministries	€55,000	2018-2021
2	Cooperation with journalists and civil society in communicating the SAA	<ul style="list-style-type: none"> Information sessions and workshops with journalists 	Civil society Journalists Businesses Government bodies	Headed by: MEI; Supported by: Other ministries, donor organizations	€81,000	2018-2020
2.1	Regular information workshops and information meetings with journalists and civil society	<ul style="list-style-type: none"> 2 x workshops with 20 participants each 2-4 Information meetings per year 40 participants in total 	Civil society Journalists	Headed by: MEI; Supported by: Other ministries, donor organizations	€48000	2018 - 2020
2.2	Capacity building for journalists on SAA issues	<ul style="list-style-type: none"> 5 day study visit 8 x workshops 	Government of Kosovo and E.I. Journalists	Headed by: MEI; Supported by: Other ministries	€55000	2018 - 2021

2.3	Drafted and agreed MoU with journalists and civil society on communication.	<ul style="list-style-type: none"> Adopted MoU with journalists and civil society on communication. 	Communication Officials Civil society and Journalists,	Headed by: MEI; Supported by: Other ministries, donor organizations	€5000	2018
3	Guidelines on monitoring and evaluating communication activities	<ul style="list-style-type: none"> Guidelines based on EU approach produced and disseminated 	Civil society Publicly funded projects	Headed by: MEI; Supported by: Other ministries, donor organizations	€10,000	2018 - 2021
4	Management of Government accounts in SM	<ul style="list-style-type: none"> Number of users and followers of SM accounts 2 months of awareness raising campaign on Face book and YouTube through purchase of advertising space in social media. 	Journalists, Government Ministry officials	Headed by: MEI; Supported by: Other ministries	€10,000	2018 - 2021
Action		Measurable indicators	Targeted group	Responsible institution/s	Assessed cost/source of financing	Time
Objective 5: Increase awareness in European institutions and member states about Kosovo's European accession process and learn from the experience of other countries						
I1	Positive attitude of EU Member States towards Kosovo's EU accession path					
1	Kosovo contribution to the Visegrad's Fund Advocacy Strategy for Integration of Western Balkans to EU	<ul style="list-style-type: none"> To be determined, depending on level of participation and cooperation with Visegrad Fund 	Governments of other countries from Western Balkans and EU members	Headed by: Ministry of Foreign Affairs; Supported by: MEI, OPM, other ministries	€ 5,000	2018
2	Established structures for communication on the SAA with the EU	<ul style="list-style-type: none"> Functional structures of the SAA and reporting 	Government of Kosovo, EU	Headed by: MEI; Supported by: Other ministries	€2,500	2018
3	Promotion of participation of Kosovo within EU Programs	<ul style="list-style-type: none"> Monitoring of Kosovo organizations participating in EU programs in many countries 	Government Ministries, civil society, businesses	Headed by: MEI; Supported by: Other ministries, municipalities, civil society	€5,000	2018