



## **Support to implementing anti-corruption strategies in Bosnia and Herzegovina**

### **Activity 3.2**

**Output: Analysis of capacities and existing practices for communication and internal fluctuation of information in ACBs; Shortcomings in communication capacities of ACBs with Recommendations for improvement in that scope**

1. Assessment of capacities for communication with media and public in ACBs
2. Assessment of capacities of ACBs to communicate with institutions from ACSs and APs
3. Assessment of internal fluctuation of information as a base for communication strategies.
4. Recommendations for communication with media and public for ACBs (including TNA)
5. Recommendations for communication of ACBs with institutions from ACSs/APs.

**Authors: Zlatko Minic, Key Expert 2**

**Sanela Tunović Bećirović, Non-Key Expert**

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## Communication with the media and the public - current situation and capacities

Data on the current state of communication (both with the media and the public, as well as with the institutions implementing the AC Strategy and the Action Plan) were collected through a questionnaire sent to all ACB-s. Of the 14, seven responded. For the rest, data were collected indirectly. Practices were researched and analyzed, through discussions with ACB representatives, existing available documents in the field of communication, ACB web sites and of competent authorities / institutions (governments, ministries, etc.) were analyzed, detailed press clipping on corruption and anti-corruption topics for a period of three months, as well as media coverage of anti-corruption topics and AKT in the previous 12 months.

Some of the questions that have been answered by the ACB and that are relevant to this segment of analysis are:

- What would be the most significant work results (1-3 examples) of the institution / body in the past (6-12 months)?
- What would be the most attractive work results (1-3 examples) of the institution / body in the past (6-12 months) for the media?
- In your opinion, what anti-corruption topics may be interesting to the media? And to the general public?
- What forms of communication with the public / media has your body / institution had in the past (press releases, press statements, web site releases, statements or interviews or TV / radio appearances)? If you can, estimate the number. If you can attach an example.
- Do you have a written communication strategy? Is it being implemented? If not in writing, are certain procedures for public / media communication applied on a regular basis?
- Who decides on topics for communication with the media / public, who selects specific information, who processes it?
- Do you monitor media coverage on the body / institution or on corruption (press clipping, printed media review, internet search) and how? Is it a systematic monitoring, with the collection (eventual analysis) of data or is it for personal information? Whether and in what way, after an announcement is made, is the media placement monitored?
- Does the body / institution have its own site? If not, does it have a page on a government / ministry website or other authority and is there the possibility to publish information on that page?
- If not, do you consider that you need a web site or a web page on the relevant government / ministry web site?
- Does the body have a profile on social networks and on what? Does the head of the body or main person of the body (who addresses the media on behalf of the body) have its own profile on social networks?
- Does the body / institution have a person in charge of public relations / media? If so, is it that person's sole duty? If not, does the competent ministry / government have such a person and can that person act on behalf of the body? Who in practice acts on behalf of the body? Did the PR person have a communication training in specific areas (corruption, ethics, integrity)?

- Do you have a media list or e-mailing list to send or where you could send your announcements, findings, or invite them to a press conference? Do you have any contact persons in media with whom you can communicate directly?
- Do the stakeholders of the strategy or action plan that you work with have specific contact points, or persons? Does the body have a contact address book / directory??
- Are there written procedures regarding communication with Strategy and AP stakeholders? How many persons from the body in practice interact with the stakeholders?
- How do you communicate with the stakeholders and how often? Do you use and have the APIK application and do ypur stakeholders use it (how many)?

### **Internal organization and flow of information and appearance towards the media and the public**

The collected answers indicate that there is a significant pattern in the organization of the information flow, ie in the selection of topics to be communicated to the media and the public and the direct implementation of communication.

Responses from the ACBs indicate that there is a significant diversity in the flow of information, ie in the selection of topics that will be communicated in direct implementation of communication.

At the Agency for the Prevention of Corruption and Coordination of the Fight Against Corruption, the Management of the Agency decides on topics of communication, and those are composed and processed by a professional public relations advisor in cooperation with the relevant sectors.

The Agency for the Prevention of Corruption and Coordination of the Fight against Corruption is the only ACB that has a professional Public Relations Adviser / Spokesman dealing with all the activities related to communication in the Agency. The Public Relations Officer has had general training in communication, but not specific for communicating in areas such as corruption, ethics, integrity.

The Head of the Office of the Sarajevo Canton Office for Combating Corruption and Quality Control decides on the topics of public communications, in cooperation with employees who further are processing and distributing information.

The Head of the Government Office of Canton Sarajevo for the fight against corruption and quality control in practise appears on behalf of the Office to the media and the public. In these activities, the Office has support of the Sarajevo Canton Press Office.

In the Working Body of the Government of Una - Sana Canton for the Fight against Corruption, the entire team makes decisions by consensus, similar to the Anti-Corruption Team of Tuzla Canton, where decisions are made by the Team members jointly at sessions.

On behalf of the Working Body of the Government of the Una-Sana Canton for Combating Corruption, the Coordinator is mostly the person providing statements. In the Body, it is considered that in the

forthcoming period it would be good to appoint a person in charge of public contact and to train that person for these activities.

The Tuzla Canton team does not have a person exclusively in charge of communication with the media, but relies on a professional public relations advisor at the Joint Affairs Office of Cantonal Bodies of Tuzla Canton, an expert adviser for information in the Ministry of Internal Affairs and Information Adviser in Prime Minister's Office of Tuzla Canton.

In the response of the Anti-Corruption Team of Zenica - Dobož Canton, it is stated that media statements and media topics are decided by the Prime Minister and the ministers and the heads of the administration bodies, and the information is processed and prepared by the Press Service at the Prime Minister 's Office.

The Anti-Corruption Team of Zenica - Dobož Canton does not have its own service or person in charge of communication with the media, and the Government has a person exclusively responsible for media and public relations. According to the Press Service, the person in charge of PR did not have any training related to communication of specific areas such as corruption, ethics, integrity.

Selection of topics and direct implementation of activities related to public relations on behalf of the Anti-corruption Team of Posavina Canton is performed by Team President.

In the Central Bosnia Canton Public Relations Department, the Senior Public Relations Officer is responsible for relations with the public in the Office for European Integration, Funds, Public Relations and Quality at International Standards. This person did not have any special communication training in areas specific to ACB activities (corruption, ethics, integrity etc.).

### **Practice: Anticorruption bodies in the media**

The answers to the questionnaire provided a picture of how the ACB-s themselves see their presence in the media. In addition, it analyzed what ACB-s consider to be their most significant achievements in the previous period, and what they consider to be anti-corruption topics that can attract public attention.

This information may be relevant because the cross-over gives an image of the untapped potential for improving communication, building an anti-corruption communication campaign, or engaging ACB-s into public anti-corruption discourse.

**Agency for the Prevention of Corruption and Coordination of the Fight Against Corruption** states that they used the following channels in communication with the public: press release; direct communication (interviews and statements); TV and radio shows. APIK has a media addressee and contact persons in the media for direct communication, and publications related to the work of the Agency as well as corruption topics are followed through press clipping, as well as through direct monitoring of information broadcasted on the TV and radio shows, portals and printed media.

APIK recognizes the following as the most important results in the previous period: Establishment of an application for monitoring the implementation of strategic anti-corruption documents; Establishment of

on-line training for the development and implementation of integrity plans; Protection of persons reporting corruption in BiH institutions.

**Anti-Corruption Team of the Government of the Federation of BiH** has published information about the implementation of the Action Plan for the Implementation of the Anti-Corruption Strategy and the Report on the Work of the Anti-Corruption Team on the FBiH Government's website, as the only form of communication with the public / media. The Team does not have a mailing list of the media and does not monitor systematically media coverage of the Anti-Corruption Body.

The Team recognizes the following as the most important results achieved in the previous period: Training of contact persons for applying the application for proactive monitoring of anti-corruption strategies and action plans; Cooperation with projects related to normative regulation of the protection of applicants who report corruption; Coordination meetings with anti-corruption bodies in BiH.

**Government Office of Canton Sarajevo for the fight against corruption and quality control** communicates through press releases, news published on the website, statements and guest appearances on TV / radio shows. The office has a mailing list of the media, but the announcements and public calls are mostly sent out through the press service of Sarajevo Canton. Office activity reports are monitored through press and media reviews, no systematic monitoring has been established.

The Office recognizes the following as the most important results achieved in the previous period: Adoption of the Strategy for Combating Corruption of Canton Sarajevo 2018 - 2019 and the Action Plan for the Implementation of the Strategy for Combating Corruption of Canton Sarajevo 2018 - 2019; Establishment of the Register of Appointed Persons of Canton Sarajevo and the Registry of Public Sector Employees in Canton Sarajevo; Implementation of the project for introduction of modern information technologies in the prevention and detection of corruption - Anti-CorruptiKS; Application of the supervisory institute in the public sector employment processes of Canton Sarajevo.

**Working Body of the Government of Una - Sana Canton for the Fight against Corruption** informs through a mailing list the media about the activities of the Body. As stated in the Questionnaire, the President of the Team made a guest appearance at a radio station.

The Body recognizes the following as the most important results achieved in the previous period: Meeting with Prime Minister and Members of the Government of Una-Sana Canton (newly elected) and their commitment to anti-corruption activities; Training "Creating and Implementing Integrity Plans in BiH Institutions" for appointed contact persons in Una-Sana Canton and drafting integrity plans organized by AIPK and Network ACCOUNT; Initiation of the development of Integrity plans in public institutions of Una-Sana Canton.

**Anti-Corruption Team of Tuzla Canton** did not have independent, direct media coverage, either through press releases or through statements or interviews on TV / radio stations. The Team does not have a mailing list. A special channel (or possibility) of communication exists through the Memorandum of Cooperation between the Ministry of the Interior of Tuzla Canton (where the President of the Team comes from) with the Prosecutor's Office of Tuzla Canton regarding public relations matters. In accordance with

the Memorandum, the spokesperson of the Ministry of Interior of Tuzla Canton continuously informs the public about the ways of fighting and preventing corruption, as well as on major investigations and actions taken in relation with the criminal offenses of corruption.

There is no systematic monitoring of media coverage in the Team, mainly the Team members are following the media for personal information, but there is no further data processing.

As its most important achievements in the previous period, the Team recognizes: Adoption of Action Plans for Combating Corruption and Integrity Plans in Tuzla Canton Institutions; In December 2018, as part of the celebration of the World Anti-Corruption Day, in cooperation with the Police Administration of the Ministry of Interior of Tuzla Canton, the promotion of the corruption notification mechanism was organized through the website of the MOI TC; Presentation of the Rule book for the Prevention of Corruption in Health Institutions; Meeting with representatives of local communities, which is the first step in linking the Team with local communities and their more active participation in prevention and fight against corruption.

**The Anti-Corruption Team of Zenica - Dobož Canton** communicated through press releases published on the Zenica-Dobož Canton web site. Several public presentations were organized, while representatives of the Team made press statements on the occasion of educations and other events. The Press Service of the Government has an e-mailing list of media, to whom announcements and invitations for press conferences organized by the Government and its bodies, including the Team, are sent.

The Team does not have its own service or a person in charge of monitoring the media, but the Press Service of the Government systematically follows the media coverage on the work of the Government of Zenica-Dobož Canton - reviews press, internet portal, television, radio stations and social networks, analyzes content and, based on the analysis, proposes further actions by the Government and its ministries in terms of the appropriate media reaction in the public.

As its most important achievements in the previous period, the Team recognizes: One part of the work of the Team was institutionalized in the way that a Sector for Administration and Implementation of the Strategy for Combating Corruption was established within the Ministry of Justice and Administration; The Team implemented monitoring of activities from the Action plan, and based on that developed a Report on implemented activities from the Action plan for the fight against corruption of the Government of Zenica-Dobož Canton; Organization of regular coordination meetings with coordinators of anti-corruption activities in all institutions in Zenica-Dobož Canton; Training was organized for the development of integrity plans for coordinators in all institutions and bodies of Zenica-Dobož Canton.

**Anti-corruption Team of Posavina Canton** in the previous period only had the transfer of technical news about concrete activities. The Team participated in a press conference organized by the Helsinki Committee for Human Rights in BiH, on the subject Adoption of a Rulebook on how to conduct employment interviews in the public sector of Posavina Canton. The Team itself considers having too few media appearances and, as one of the reasons, cites the bad implementation of anticorruption measures from the Anti-Corruption Action Plan. The Team does not have an e-mailing list, and finds out about reporting of the media through the press and via the Internet.

As its most important achievements in the previous period, the Team recognizes: Drafting of the Law on Protection of Corruption Applicants in Canton Posavina; Education and training for the Team members, as well as contact points in the public sector institutions of Posavina Canton.

Information was provided by the press service of the Government of Central Bosnia Canton, not the Anti-Corruption Team of Central Bosnia Canton. The service uses "all available external communication channels (the announcement from the SBK Government Sessions is delivered via email, publication on the SBK web portal)" and has an e-mailing list of media. There is no systematic tracking of reporting.

These are the **areas of work**, ie the results of the work of **Anti-corruption bodies**, for which the representatives of the bodies in the questionnaire state that they are **media-attractive**:

- Successful organization of the conference on marking the 9th of December - International Day of Combating Corruption, Media Presentation and Presentation of Results
- Organization of competitions for the best literary and artworks on topic Usage / Abuse (TV shows, calendar design with illustrations of best works, presentation in the media)
- An anti-corruption campaign focused on the employees in BiH institutions
- Adoption of the work report by the Government of FBiH for 2018
- Co-organization of the Conference on the Need to Protect Corruption Reporters in FBiH
- „Anti-CorruptiKS“ – multi-modular analytical software platform
- Application of the supervisory institute in the public sector employment processes of Canton Sarajevo
- Establishment of the Register of Appointed persons of Canton Sarajevo
- Radio reception, on the occasion of the International Day of Combating Corruption, the President of the Anti-Corruption Team explained the plans and goals of the Team and presented the results to the citizens.
- Promotion of corruption reporting via the web portal of the Ministry of Internal Affairs of Tuzla Canton.
- Public presentation of the Report on the Activities of the Anti-Corruption Action Plan in cooperation with the network of non-governmental organizations ACCOUNT, attended by representatives of all institutions, legislative and executive authorities, and representatives of the non-governmental sector and the media;
- Preparation of Panel Discussion with University Students on "Prevention of Corruption in Higher Education";

These are **anticorruption topics** that all ACBs consider to be media attractive, that is, topics that may be of **interest to the public**:

- Creating effective anti-corruption mechanisms.
- Anti-corruption campaigns.

- Organization of competitions on certain anticorruption topics with appropriate awards.
- Provide insights into the work of ACBs to all citizens and working on improving the channels of communication with them.
- Greater transparency in the work of state organs.
- Judicial prosecution of accused persons for corruption, ie the initiation of court proceedings based on the application of corruption, which will result in convictions.
- The number of corruption cases and the results of complaints procedures.
- Introduction of new instruments in the work of public administration, such as supervisors, etc.
- Creating more intrusive tools and mechanisms for reporting corruption activities and enabling the protection of personal data of a person reporting corrupt actions.
- Promoting ways to protect persons reporting corruption.
- Employment in the public service and public institutions.
- Public procurement.
- Assignments and contracting of public jobs.
- Conflict of interest (of elected officials).
- Non-transparent spending of public money.
- Ethical Codes of employee behavior in the public sector.
- Generally all topics from the domain of political corruption.
- Topics that can undermine trust in government institutions.
- „Negative "stories about the overall representation of corruption, often without arguments.

At the first workshop on communication of ACB-s with the media, representatives of ACB-s, media and NGOs received an assessment of how attractive these topics are. This is the table with their ratings, on the scale 1 (not attractive) to 5 (extremely attractive)

<b>Activity</b>	<b>Grade ACB</b>	<b>Grade Journalist NGO</b>
<b>- Prosecution of corruption indictees on the basis of corruption reports that will result in convictions.</b>	<b>4,3</b>	<b>5</b>
<b>- Non-transparent spending of public budget money;</b>	<b>3,9</b>	<b>4,7</b>
<b>- Number of corruption allegations and results of handling complaints;</b>	<b>4,6</b>	<b>4,7</b>
<b>- Public procurement</b>	<b>4,4</b>	<b>4,5</b>



- Conflict of interest (elected officials)	4,4	4,5
- Assignments and contracting of public works	4,3	4,3
- Promoting ways to protect persons reporting corruption	3,5	4,3
- Organization of a conference on the need to protect whistleblowers	3,3	3,6
- Employment in the civil service and public institutions	3,8	4,3
- Application of supervisor institutes in public sector employment processes	3,3	3,5
- Establishment of the Register of Appointed Persons	4,1	4,2
- Greater transparency in the work of state bodies	3,9	4
- Conference on International Anti-Corruption Day	3,4	3,7
- Promotion of reporting corruption through web portals	3,3	3,7
- Codes of conduct for public sector employees	3,3	3,3
- Organizing competitions on anti-corruption topics with appropriate prizes	3	2,3
- Public presentation of reports on Anti-Corruption Action Plan carried out activities	2,9	3,2
- Statement by ACB leaders on ACB plans and goals and presentation of results	2,8	3,2
- Adoption of the work report of the anti-corruption body	2,7	2,3

Very specific for these assessments is that the ACB representatives did not overestimate their own activities, but underestimated two activities, namely anti-corruption / corruption topics - "Prosecution of corruption accused on the basis of corruption reports that will result in convictions" and "Non-transparent spending of public budget money". As an exception, "Adoption of the report on the work of the anti-corruption body" could be singled out, although this activity has received a rather low rating from both the ACB-s and the media representatives and NGOs. It is clear that the report, by itself, is not recognized as an attractive topic, but it is up to the ACB representatives to extract relevant, attractive details from the report, connect them to (corruption) issues and market them in the media. This is therefore something to consider when training the ACB-s for communication. Also, given the importance of the two most attractive topics (from the standpoint of media and NGOs), it is necessary to pay attention in training to the topic already opened at the first roundtable on communication of ACB-s with the media - how to link the activities of ACB-s and impose their own presence in the media when public issues are raised in the area of prosecuting corruption (repression) and wasting public resources.

### **Communication with authorities implementing strategies and action plans**

All ACB-s that responded to the questionnaire stated that the obligors of the strategy or action plan with whom they work have certain contact points, that is, persons, and that there are address books containing information about these persons (contact points).

However, the answers in most cases state that there are no written procedures in place to communicate with those responsible for strategies and action plans. The BiH Federation Team indicated that, although the procedure does not exist, the Federation of BiH Action Plan for the implementation of the 2016-2019 Strategy, Strategic Program 4.2.2. envisages :“Continuation of trainings and other forms of communication and cooperation of the Anti-Corruption Team of the Government of the FBiH and the Coordinator of Anti-Corruption Activities”, within which the following activities are foreseen: 4.2.2.1. Organize trainings in the field of anti-corruption, in particular the activities of the coordinator of anti-corruption activities ”-continuous; and activity 4.2.2.2. “Organize meetings and other forms of regular communication and cooperation between the FBiH Government Anti-Corruption Team and the Anti-Corruption Coordinator” - continuous.

Current practice differs significantly from one ACB to another. In APIK, there is a competent sector and persons in the sector in charge of contacts with institutions from the state as well as lower levels of the government. In the FBiH Team, communication is direct via e-mail, as needed, and the APIK application is used on a small scale - out of 64 trained contact points for application implementation, 5 used it for reporting.

Communication at the level of the Canton of Sarajevo is done "as needed". The KS Team believes that APIK's application is currently not functional enough to use it. In 2018, a meeting was held with APIK representatives to discuss problems with the use of the application and concluded that the KS Team would receive feedback from APIK on app functionality. The information, according to the response, did not arrive.

The communication in the Tuzla canton is usually done by regular mail and partly by e-mail, and is limited solely to giving opinions on the action plans against corruption that the institutions were obliged to adopt, ie to submit reports on the implemented measures. The proactive monitoring application has not yet been installed in all institutions and has not reached the capacity in which it should function.

According to the team of Ze-Do canton, communication with the obligors is a daily occurrence, the APIK Proactive Monitoring application is used, "but not enough", and the team and the coordinators in the institutions (contact points) communicate via e-mail, telephone and web –forum.

The Posavina Canton team representatives state that the APIK application has been installed but it does not include certain measures of the Action Plan due to the non-implementation of these same measures, to which the PC Government has committed.

## Recommendations for internal communication, communication with media, communicate and with institutions from ACSs and APs

The goal of internal communication is to assist your anti-corruption body in implementing your business strategy through employee involvement and information. If employees know what needs to be done and what their role can be, they can align their activities with the strategy itself. It is not enough just to tell the employees what the strategy is like, but they need to be equipped for its implementation through good internal communication and engagement.

Employees are key to the reputation of your organization.

### Reputation

There are civil servants in the ACBs who come in contact with the citizens, and their internal communication and involvement is probably more important than any other communication discipline. In every part of the public service, internal communication is the essence of reputation management.

Reputation is based on three things:

- What people are saying about you;
- What you say about yourself;
- Do you really do what you announced.

It is not difficult to see where the advocacy of the staff fits here or when a staff member positively talks about your organization, either as an employer or as an employee.

If the public had a good experience, in nine out of ten cases, this good experience is based on the way they were treated. Most possibly, they will then convey such positive experience to others. If on the other hand the public had a bad experience, it is highly likely that they will tell all about it, which will harm your reputation.

Eulogy in the media will highlight your work and accomplishments, but it is worthless if it is not in line with real public experience on the ground. Such absence of practical confirmation is more harmful because a broken given promise is worse than not promising anything.

### Integrity

Organizational integrity is measured by how much your vision and values are reflected in your daily behavior. The words of the leaders must be in accordance with their deeds. Any discrepancies in that sense are quickly noticed, leading to cynicism and alienation of employees.

Every internal communication strategy must define a persuasive and authentic strategic narrative that clearly shows what your organization stands for.

Strategic narrative is a narrative in which an organization represents its vision for the future. Communicators should identify opportunities for implementing this narrative in practice and articulate an institutional strategy and vision. The narrative must:

- Have the impression of viability and feasibility;
- Illustrate a convincing but realistic picture of the future and the role of employees in such a future;
- Build trust in the organization and its leadership.

To make narrative clear, it must be meaningful, timely and relevant. It is necessary to avoid the tendency in some organizations to expect employees to figure out the messages by themselves.

Strategic narrative is a continuous story that can be of various shapes and sizes.

Communicators understand the need to segment the outside public and should be equally active with the internal public. Information needs to be created from the perspective of the end user, so creating a profile for your internal audience can be of great help.

Strategic narrative means telling an authentic story based on the actual situation that employees can understand.

## Media Relations

The basic premise is that every ACB should work with the media to define an external work program, rather than just following it. Practical ways to achieve this include the following:

- Distribution of long-term messages of institutions in accordance with the institutions communication plans;
- Horizon scanning and planning to evaluate possible reporting in advance;
- Strategic design and placement of stories, for the purposes of presentation of the strategy and implementation of policies;
- Ability to act in a highly responsive, reactive manner in explaining policy and addressing imprecision before publication;
- Production evaluation based on reactions, not coverage, as the most basic measure of success.

Communicators in all AKTs should proactively work and plan future communications strategically, but also work on reactive tasks and events. As an inevitable first point of contact for executives, communicators are working at an incredibly fast pace, under pressure from a shock cycle that literally runs 24 hours a day, 7 days a week, 365 days a year, driven by the growing consumption of social and digital media.

Traditional information platforms still have their reach as well as potential impact.

The ability of ACBs to carry out activities in their field remains largely dependent on their reputation in the media, whether national, regional or international. First-class media work really opens up space and gives you freedom to act in other areas of communication.

### *Basic functions*

Below, we outline five basic functional aspects regarding media relations:

- Proactive handling of the media
  - Posts
  - Consumer media
- Reactive handling of the media
  - Media monitoring
  - Calls / denials
  - Crisis communication
- Relationship management
  - Decision making and collaboration
  - Integration with other communications
  - Involvement of executives and advisers
  - Gaining and maintaining the confidence of journalists
- Digital environment / content creation
- Analysis and evaluation

## Recommendations

It is recommended that ACBs develop an **Action Plan for the implementation of the Communication Strategy**, i.e. an **annual communication plan**. This document can (and preferably) be produced even if there is no Communication Strategy. It is necessary to produce a regular (quarterly, six-monthly or at least annual) report on the implementation of the action plan or annual communication plan.

This plan should cover all planned activities, deadlines for their implementation (for some activities it is possible to specify precise deadlines / dates, for example, if they plan events on the occasion of International Anti-Corruption Day, on the occasion of publication of periodic reports on the activities of the ACB, etc., while some may specify a quarter or a month when it will be conducted - a campaign or press conference, opening a website; specific activities may include deadlines related to previous activities - e.g. opening a profile on Facebook, six months after opening a website ) and those responsible for their implementation. "Responsible for implementation" refers to persons within the ACB, although the implementation may depend to a large extent on external factors (e.g. the opening of the website will be the responsibility of the ACB member and the PR staff, although the implementation will depend on the

IT services of the government or the relevant ministry, as may be noted in the remark). It is important to indicate in the AP or annual plan whether (and how much) financial resources are needed for the implementation of activities (and from what sources these funds are planned).

It is recommended that **ACBs have a website**. The site should at least contain information about the ACB (composition, jurisdiction, information on how the ACB members are appointed or elected), contact information, media information (the person in charge of contact with the media, information on the available materials - photos, videos, info graphics, etc.), acts on the appointment of ACB members, relevant regulations and documents applied by the ACB in its work (such as the Rules of Procedure, the internal act regulating the use of official vehicles, mobile phones, regulating public procurements carried out by the ACB, internal conflicts of interest acts, etc.), acts relating to the operation of the ACB (strategic documents, work plans, performance reports, laws or by-laws governing the activities of the ACB or bodies under its jurisdiction, other anti-corruption regulations), news on the ACBs activities and possibly other relevant news in the area of the ACBs territorial jurisdiction, corruption / anti-corruption, especially from the point of view of prevention, that is, within the jurisdiction of the ACB. There should be links to ACB pages / profiles on social networks, as well as links to relevant authorities and other anti-corruption bodies, institutions. Depending on the scope, it is possible to distinguish media reports on ACB, interviews and statements of ACB representatives as a separate section. Preferably, there is an English version, at least with basic information about ACB and contact information.

The most important information, ongoing campaigns, etc. should be highlighted via a clearly visible banner at the top of the homepage.

The address should be chosen so that it is easy to remember, that it can be promoted in public appearances and on promotional materials. This means avoiding too long names (such as FULL- NAME- ANTI-CORRUPTION-BODY), but also acronyms or abbreviations that are not recognizable (for example, KPKKASK-BD.BA for the Commission for the Prevention of Corruption and Coordination of Anti-Corruption Activities of the BD BiH)

If there is no possibility to open (and independently administer) the ACB website, it is necessary for the ACB to open its own webpage on the internet site of the relevant ministry, government or assembly. This page should be accompanied by a clearly visible banner from the front page of the site. The subpage address should also be easily remembered, e.g. xxxvladaxxx.ba/anticorruption.

ACB representatives should promote the website through promotional materials (business cards, memorandum, roll up for press conferences, notebooks, etc.) and in public appearances, when mentioning what is available on the site and highlighting the address, and inviting viewers, listeners to regularly visit the site.

It is recommended that the ACBs **designate the person in charge of public relations**. This is a person that will be recognized by the media as the person they are addressing when they need information about the work of the ACB or in connection with the ACB. This may be a professional person or one of the ACB members, as well as a head of the ACB. It is important that the media have contacts, that this person has direct contact with the media (through informal briefings, etc.) and that they have contacts with

journalists, as well as that the media clearly recognize whether it is a person who can speak on behalf of the ACB or just provide them contact with ACB representatives, ACB information or statement. This person must be familiar with the structure and competencies of the ACB, he/she must regularly monitor its work, be aware of corruption and anti-corruption issues and be familiar with basic concepts in the field of corruption, i.e. anti-corruption (e.g., it should not happen that a journalist seeks the position of an ACB representative regarding a current affair or about, for instance, the problem of whistleblower / whistleblower protection without the person recognizing what the journalist is talking about). This is especially important if these activities are performed externally for the needs of the ACB - the PR service of the competent ministry, government, assembly. On the other hand, if the representatives themselves or the ACB manager do this, they need to be trained in communication.

It is recommended that ACBs open their pages / channels / profiles on **social networks**, as one of the most effective channels for direct communication with the general public. The choice depends primarily on capacity. Sometimes it is better not to have a profile than to have forms open, not to post anything on it, not to reply to messages. Facebook is still the most popular network, especially among the adult population. Facebook can be used to convey work information from ACB, with a redirect to its own site, as a place where more detailed information can be found. Facebook does not require constant engagement, opening and editing of the page is easy, it is only necessary to carefully monitor the comments, direct messages, respond to them and prevent unwanted expressions and language in the comments (insults, profanities, hate speech, etc.). Twitter requires a more engaged approach. For both networks, the relationship of personal profiles of ACB profile representatives, i.e. ACB pages, should be taken into account. Part of the public will recognize the personal page of the ACB representative as part of a “broader ACB profile”, even though it is purely personal. Therefore, a personal profile does not need to comment on a matter from the direct jurisdiction of the ACB (that is, what could be decided in the framework of the ACBs work), but that does not mean that it should refrain from commenting on anti-corruption topics in principle, or from sharing the ACB posts. A Youtube channel can be used to save space on your own server. Video can be uploaded to Youtube and SCB than can share links to those videos on its site and other social networks. ACB videos from the media may also be uploaded to the channel, with the respect (or agreement / consent of the media) of the copyright owner.

It is recommended that ACBs regularly **monitor media coverage** of them, other ACBs and corruption and anti-corruption topics in general. The best way is to provide a press clipping service. If such a service is used by the founder (responsible ministry, government, etc.), it should be ensured that corruption and anticorruption are included in the key words and that the ACB has regularly access to the clipping review. It would be desirable for all ACB members to be regularly informed, so that everyone could competently participate in considering the possibility of media promotion or ACB commenting on actual topic or to negative publicity. At the very least, it is imperative that the reporting be monitored by the person in charge of media relations and the head of ACB. If, even indirectly, it is impossible to obtain press clipping services, a list of relevant (national and local / regional) media should be compiled and their reporting monitored, at least on their websites.

It is recommended that an ACB maintain its **presence in the public / media**, not only by presenting its own work reports, findings, analyzes, but also by proactively responding to corruption / anti-corruption

issues. There are several ways / channels for realization: posting announcements on the site and social networks; submission of press releases through the ACB mailing list and / or press service of the competent ministry / government / assembly etc; submitting photos and / or video statements (with announcement) or directing where the video clip can be downloaded; the person in charge of media contact can offer a statement to the media / journalist on a current topic. It is recommended that ACBs take every opportunity to promote corruption prevention, given that it is poorly presented in the media, under-clarified and therefore unattractive topic. This implies, inter alia, linking activities in the field of prevention and jurisdiction of the ACB to current anti-corruption / corruption topics, but also broader activities in the field of education of a wide range of target groups (from pupils/students of lower grades, members of specific professions and occupations, state civil servants, public sector employees, public officials, to particular segments of the general public or the general public at large).

It is necessary for ACBs to ensure **quality contacts and relations with the media**. It is necessary to identify the media that are interested in corruption / anti-corruption, the media where there is room for preventive anti-corruption topics (the so-called "serious" media), to identify and personally meet the journalists who cover these topics, and are interested in them; determine if there is a need and will to educate journalists in the field of anti-corruption / corruption prevention; organize regular briefings or informal meetings where journalists will be informed about the plans, present the broader context of preventive anti-corruption activities, but also hear what the media / journalists want from the ACB and how certain topics can be spun.

It is recommended that a **clear and solid internal organization of public and media relations** be established. This involves regulating by an internal act how communication is to be accomplished - who is competent to contact on behalf of the ACB, who is competent to make statements, how to select topics, who shapes / approves the final version of materials that are made public (on the site, to social networks, to the media).

It is recommended that a **clear and solid internal organization is established with respect to those responsible for implementing measures or activities under the jurisdiction of the ACB** (such as those from the strategy and action plan). This includes regulating by internal act how communication is to be achieved in the preparation of reports, warning of delays, failure to comply with measures, when alerting authorities or institutions responsible for monitoring and controlling taxpayers and when disclosing non-compliance information to the public.

This includes, assumes or implies::

- Establishment of "focal points" in public institution in charge of ACSs and APs
- Building a stable cooperation with "focal points" in public institutions and services
- Joint planning of implementation of activities from ACSs and APs with "focal points".
- Skills in reviewing reports from public institutions and services on work on ACSs and APs
- Skilful reviews of the reports and identification of obstacles in implementation
- Establishment of regular periodical review of reports on implementation



