



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

## **Model Communication Strategy for anti-corruption bodies in BiH**

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## Content

Abbreviations .....	3
Introduction .....	4
Methodology for the development of the Model .....	7
Current state.....	8
Content of strategies and documents used in the ommunication of ACB-s .....	9
Anticorruption bodies on the internet .....	11
Public Relations Department and Public Relations Officers .....	14
Internal organization and information flow .....	15
Relation of the media and the public towards corruption subjects .....	15
Anticorruption bodies in the media .....	16
Anticorruption Campaigns in BiH.....	19
Communication strategy .....	21
Basic COM functions .....	21
Principles of strategic communication.....	22
Planning .....	23
Goals and analysis .....	24
Analysis and insight into the public .....	24
Public and audience .....	25
Messages.....	28
Evaluation.....	30
Internal communication.....	30
Reputation.....	31
Integrity .....	31
Mechanisms .....	32
Formal internal communication.....	32
Informal internal communication .....	34
Documents/online.....	34
Media Relations.....	36
Traditional media.....	37
Digital media .....	38
Digital domain and content .....	47
A changing communication environment.....	47
The deadly sins of social networks.....	48

## Abbreviations

BiH	Bosnia and Herzegovina
EU	European Union
EUD	Delegation of the European Union to BiH
AC	Anti-corruption
ACB	Anti-corruption Body
ACS	Anti-corruption Strategy
AP	Action plan
APIK	Agency for the Prevention of Corruption and Coordination of the Fight Against Corruption
NGO	Non-governmental organization
CSO	Civil Society Organization
FB	Facebook
TW	Twitter
PR	Public relations
COM	Communication operating model

## Introduction

Corruption is a complex phenomenon, with unambiguous results and consequences. Where it flourishes, the society is poor and the price is paid by everyone – starting with the state that irretrievably loses resources, both material and human, to citizens, individuals who do not receive the appropriate services or must additionally pay for them. The price is paid even by those who gain by corruption things that do not belong to them, although in the short term they seem to be profiting. Above all, trust in institutions, in the state system and in democracy is lost.

For the effective suppression of corruption it is necessary to have a synergistic effect of all social factors, which besides state bodies and institutions, independent bodies, non-governmental sector, business community, also means citizens and the media. In order to encourage citizens to engage in the fight against corruption, whether passively by refusing to be part of the corrupt chain, or actively by reporting corruption, it is necessary that state bodies carry out their share of work in combating and preventing corruption. It is also necessary, however, that citizens recognize the role played by all participants in the fight against corruption and what are their results. Good communication is essential for this. Communication is not a cure for corruption, but it is an auxiliary tool that makes other cures more effective - efficient suppressing of corruption through repressive, preventive and educational activities.

This model primarily deals with communication between anti-corruption bodies, which have a preventive and educational role in combating corruption, citizens, civil society organizations and the media, where the media are implicated as actors of anti-corruption fight, but also as a link between other actors.

Such approach and the importance of communication is also recognized by the Anti-Corruption Strategy 2015-2019, where one of the set out strategic goals is "Raising public awareness and promoting the need for the participation of the whole society in the fight against corruption" (with the strategic program "Improving the system of objective informing of the public on the work of the institutions by promoting positive examples of cases of corruption" and activity "Active informing of the citizen on the work of the institutions, while promoting positive examples of the treatment of citizens' reports in cases of corruption")

Bosnia and Herzegovina is in the opinion of international bodies and institutions (EU Enlargement Strategy, February 2018<sup>1</sup>, Report of the European Commission on 2018<sup>2</sup>, GRECO reports on compliance with recommendations from the third round of evaluation, etc.<sup>3</sup>), as well as domestic non-governmental organizations and experts, a country facing a serious corruption problem. This is also evidenced by the Corruption Perceptions Index, which illustrates how the business world, experts, consultants and international research understand the level of corruption in the public sector. In 2018, Bosnia and Herzegovina had an index of 38<sup>4</sup>, and was ranked 89th out of a total of 180 countries involved in the survey. This is the same rating as the previous year, and for four index points worse than 2012 and 2013.

In the 2016 Global Corruption Barometer survey, where opinions and direct experiences of citizens with corruption are determined, 55% of respondents in BiH classified corruption as one of the three most significant problems in the country. When asked whether they paid bribes in the health system, primary and secondary education system, for issuing documents of to the traffic police, 27% of those who had contact with one of these services answered positively, that is, one fifth of the total population. Citizens of Bosnia and Herzegovina, as the main reasons for not reporting corruption experiences state that they are afraid of the

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<sup>1</sup>[http://www.dei.gov.ba/dei/media\\_servis/vijesti/default.aspx?id=19413&langTag=bs-BA](http://www.dei.gov.ba/dei/media_servis/vijesti/default.aspx?id=19413&langTag=bs-BA)

<sup>2</sup><https://europa.ba/?p=56271>

<sup>3</sup><https://rm.coe.int/treci-krug-evaluacije-cetvrti-privremeni-izvjestaj-o-uskla-enosti-bosn/1680735d5a>

<sup>4</sup>On the scale from 0 to 100, where 0 is the highest and 100 the lowest level of corruption.

consequences of reporting (33%), that nobody does anything with the reports (20%), that corruption is hard to prove (17%) and that people do not know to whom and how to report corruption (a total of 9%).

This information can be very significant in setting the framework of the ACS, but also for the communication strategy of anti-corruption bodies. On the necessity of active action on encouraging citizens and building confidence in the anti-corruption system in BiH, it is finally said from the survey that the question "what an ordinary person can do to help fight corruption", more than a third of the respondents (35%) corresponds with "Nothing." Less than a quarter (23%) responded "Refuse to pay bribes", 10% said that corruption should be reported, and 6% of the respondents said that about corruption it should be spoken publicly through the media or social networks.

About the problem with communication, as one of the main weaknesses of the fight system and prevention of corruption in Bosnia and Herzegovina, witness the study carried out by ACCOUNT "Research on Sectoral Corruption in BiH<sup>5</sup>". The three main weaknesses identified are

1. Insufficient transparency in the work of public institutions
2. Insufficient openness of public institutions to citizens, media, business entities
3. Insufficient flow of two-way communication between the public institutions and stakeholders.

All presented data can be uniquely interpreted when setting up an anti-corruption communication strategy, ie communication strategy of an anti-corruption body. Considering that this model is intended for different bodies, it may be justified to ask whether anti-corruption communication can be equally implemented with an independent body under the authority of a parliament, a government body composed of professionals and a government body in where representatives of ministries, bodies and institutions are delegated. This model shows that, although resources will vary, due to unequal availability of technical, human and financial resources, the basic principle should not vary because it starts at the same starting principles and strives for the same goal.

The ultimate goal is the effective and efficient combating of corruption through building of citizens' trust, the involvement of the media in this process, creation of partnerships with them and other stakeholders (NGOs, professional associations, business associations, etc.) through the promotion of the results of anti-corruption bodies and permanent and sustainable increase of work transparency.

In this process, it starts from answering the question why high-quality anticorruption communication is needed, which is why the anti-corruption body needs a communication strategy. Again, the response will not differ significantly, whatever the legal model and the current position of the ACB is: to raise public awareness on corruption (its consequences, etc.) to inform the citizens about their rights, laws, procedures and incentives, to encourage the establishment of anti-corruption associations, coalitions and partnerships (listed in the chapter on goals).

Finally, although the anticorruption bodies structure does not affect the basic principles of defining a communication strategy for preventive ACB-s, there are a couple of external (pre-) conditions that will influence how easily it will be manageable and successful: political will together with high-quality action of repressive organs and judiciary.

However, even in an environment in which these two conditions are not (fully) fulfilled, it is possible to achieve quality AC communication, through the creation of (legal) pressure to change the political climate,

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<sup>5</sup>This research from 2015 covered four areas - employment, public procurement, transparency of work of municipal authorities, processing of cases of corruption.

insisting that everyone carry out "their share of work", along with the creation of (political ) balance by giving support to those who contribute to the suppression of corruption.

This model provides a framework for individual communication strategies and for setting up anti-corruption campaigns. It analyzes the situation in which all the bodies, the media environment, operate. It is for individual bodies to choose from this model what they want and can do, to further examine, where necessary, the conditions in which they operate and in which they need to communicate, to set goals, identify who they are addressing, to draw messages that will target those targeted groups, choose channels and methods presented in the model, in accordance with their capabilities and resources, and, on the basis of all that, draw up an action plan, the implementation of which will then follow.

Furthermore, when drafting an action plan, it's important to keep in mind the expectations of the public (an unambitious campaign will not produce the desired results, but a pre-ambitious campaign will cause unrealistic expectations that can later cause disappointment and bring negative results in the long run); make sure that undisputed facts are communicated, attitudes, data, that all the participants are of impeccable integrity.

The conviction (or hope) that the situation can be corrected will be created by insisting on positive examples and by offering answers and solutions to what is publicly recognized as negative. Therefore, as already indicated, it is necessary to monitor the negative occurrences of the media indicating what the public recognizes as problems in the research, and each ACB, in its own scope and scope of competence, can (or must) find a connection to these problems. Simply put, the answer "We are not responsible" is not one to give.

In this way, the communication strategy, the action plan and the campaigns that will result from it, should generate (gradual, in phazes) trust, support and inclusion of the public, the creation and strengthening of anti-corruption coalitions, associations and partnerships.

## Methodology for the development of the Model

The specificity of the model of the strategy is that it is being developed simultaneously for 14 anti-corruption bodies of different legal positions, different competencies, different capacities.

Although the situation in all bodies was analyzed for the needs of this model, their capacities, the current presence of the bodies in the media, the attitude of the media towards them, the attitude of the media towards corruption and anti-corruption themes, as well as the potential topics that could provide the ACB with additional access to the media, will not try to set rigid frames for each ACB individually, to make individual recommendations, or sketch action plans with concrete deadlines. The author's intention is to present, through the model, the desirable state and offer possible solutions, separated modularly or stepwise, with unlimited time limits, which depend solely on the existence of will and capacity for gradually adopting recommendations and building a system of comprehensive and quality communication with the public and the media. Instead of concrete individual solutions, the model offers general examples for independent designing of concrete activities.

The modeling process started with a questionnaire with 22 questions and 19 sub-questions delivered to all ACB-s, as well as to representatives of few other bodies, as well as with special questionnaires delivered to representatives of NGO-s.

The authors are thankful to the representatives of the ACB-s and other bodies and organizations that have taken the time and answered these questions. As far as the ACB are concerned, seven out of 14 have answered. For the remaining bodies, data was collected indirectly. Existing communication documents, ACB websites and relevant authorities / institutions (governments, ministries etc) were researched and analyzed, detailed press clipping on anti-corruption and anticorruption topics for a period of three months, as well as media reports on anti-corruption issues and ACB-s in the previous 12 months.

The Model Communication Strategy is based on the Communication Operational Model (hereinafter: COM), based on the supported and adopted Communication Standards of the BiH Council of Ministers' Information Bureau, the Public Relations Office of the Federation of BiH and the Public Relations Bureau of Republika Srpska, and defines the skills and capabilities required for the organization of communication teams for efficient internal and external communication under the conditions of a changeable communication environment.

The Model focuses on detailed public analysis, building understanding and trustworthiness and changing its behavior. The COM is based on the best tips for organizing effective communication teams that are integrated, digital and using data and public analysis to produce communication with real and visible impact. The result of this model is more effective, more efficient communication in all ACB-s.

Strategic communication seeks to ensure that communication activities meet the needs and requirements of the public but also the goals of the ACB-s. Strategic communication needs to be planned in detail to meet the goals of ACB-s, and in this sense it is necessary to distinguish the public and their different motives, interests and ideas.

## Current state

### The following anticorruption bodies were considered:

- Agency for the Prevention of Corruption and Coordination of the Fight Against Corruption,
- Anti-corruption team of the Government of the Federation of BiH,
- Commission for Implementation of the Strategy for Combating Corruption in RS,
- Commission for the Prevention of Corruption and Coordination of Activities to Combat Corruption of BD BiH,
- Commission for the Prevention of Corruption in West Herzegovina Canton,
- Working Body of the Government of Una - Sana Canton for the Fight against Corruption,
- Working Body for Combating Corruption of Herzegovina - Neretva Canton,
- Team for the Fight Against Corruption Bosnian - Podrinje Canton,
- The Anti-Corruption Team of Posavina Canton,
- Anti-Corruption Team of Zenica - Dobož Canton,
- Anti-Corruption Team of Tuzla Canton,
- Anti-Corruption Team of Canton 10,
- Anti-Corruption Team of the Central Bosnia Canton i
- Government Office of Canton Sarajevo for the fight against corruption and quality control.

Through questionnaire replies, available documents and searches, it has been identified that only Agency for the Prevention of Corruption and Coordination of the Fight Against Corruption-APIK has its own communication strategy. The Strategy was developed for the period 2015-2019, and contains an action plan, whose last activity goes back to December 2016.

The anti-corruption team of the Government of the Federation of Bosnia and Herzegovina does not have a written communication strategy, but Article 25 of the Rules of Procedure foresees formal procedures for the communication with the public / media.

The Tuzla Canton Corruption Prevention Team also does not have a written communication strategy, but relies on the existing Tuzla Canton Information Strategy from January 2004 and the Tuzla Canton Government Communication Recommendations from April 2014<sup>6</sup>.

According to the response from the Team for the Prevention of Corruption of the Central Bosnia Canton, it can be concluded that the Team does not have its own strategy but is using the Communication Strategy of the Government of the Central Bosnia Canton 2013-2018.

Own Comm. Strategy	Uses strategy of the government/ministry or other acts	Uses the PR service of the government that uses its own comm. strategy	Does not use strategic documents	No data available
1	2	1	3	7

<sup>6</sup>[http://vladat.kim.ba/Izvjestaj\\_tima\\_Vlade\\_TK\\_udruzenja\\_sindikata/komunikacija.pdf](http://vladat.kim.ba/Izvjestaj_tima_Vlade_TK_udruzenja_sindikata/komunikacija.pdf)



## Content of strategies and documents used in the communication of ACB-s

Communication Strategy of APIK for the period 2014-2019 was adopted in September 2014 as a result of joint work of employees in APIK and, as mentioned in the Strategy, independent experts.

The Strategy comprehensively analyzes the existing situation, defines target groups, posts them, points to communication channels (not elaborating detailed practical methods of using these channels), defines strategic goals for the 4-year period and action plan for the first year.

The Strategy starts with the following principles: transparency, proactivity, new information and communication technology, inclusiveness, compliance with laws and ethical norms, institutionalization of communication. Analysis of the structure of APIK, competencies, vision and strategic goals.

Particularly was analyzed the communication of APIK: internal, presence on the Internet, graphic design, public campaigns, events and communication resources.

Strategy offers "a key message"<sup>7</sup> of APIK APIK-a on which all communication activities will be based, as well as the slogan<sup>8</sup>.

Finally, the Strategy set four strategic goals of APIK:

1. Development of institutional communication capacities of the Agency through a) development of institutional policies and procedures in the field of communication, b) improvement of human resources, c) improvement of the institutional structure in the domain of communication,
2. Raising the awareness of the general public and specific target groups on the importance of preventing corruption through APIK's repositioning in the media,
3. Establishing two-way communication with key actors in the fight against corruption through the establishment of two-way communication with public institutions involved in the fight against corruption and
4. Improve the reputation of the Agency through positioning APIK as an expert agency with relevant resources and knowledge for the area of anti-corruption.

**Anti-corruption team of the Government of the Federation of BiH** aligns its communication with the Rules of Procedure that Article 25 provides for formal procedures for communication with the public / media: "The Team provides transparency of its work through printed, electronic and new media, by publishing press releases, information and conclusions, and by organizing press conferences. The Team also obliges itself in other ways that will enable timely, objective informing of citizens about the work and results of the work of the team. The Team will enable all interested individuals, organizations and institutions to have unimpeded access to information generated and / or owned by the Team in accordance with the provisions of the Freedom of Information Act. The Team will directly, through the FBiH Government Information Office, inform the public about their work. The Team will inform the FBiH Government on the results of the implementation of the Action plan, at least once a year by submitting a report".

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<sup>7</sup> "The Agency for the Prevention of Corruption and Coordination of the Fight against Corruption is truly committed to the fight against corruption in Bosnia and Herzegovina. Together with citizens, public institutions, non-governmental organizations and other social actors, the Agency is working to identify and eliminate the causes of corruption in order to create an environment that does not tolerate corruption".

<sup>8</sup> „For a society without corruption ”.

Most of the documents used by the Anti-Corruption Team of Tuzla Canton can not be used as a basis for further improvement of ACB communication. Recommendations for media communication are primarily the documents intended for the Government as an executive authority with wide powers.

Communication Strategy of the Government of Central Bosnia Canton 2013-2018, used by the anticorruption Team was created before the founding of the Team and in the situation analysis does not include this body. Although parts of the communication strategy dedicated to the goals, the establishment of communication channels, can not directly be applied to the ACB, they can, at least formally, be of help in drafting own documents. This especially applies<sup>9</sup>for an inset that contains forms of various types (channels) of communication - public performances, press releases, press conferences.

Anti-Corruption Team of Zenica - Doboje Canton, in the communication with the media, uses the press service of the Government of Zenica-Doboje Canton, and the press service is acting in line with "The Guidelines to the Government of the Zenica-Doboje Canton to the Media ", Act of the Government of 2010, intended for ministers, managing directors, bureaus and agencies, containing a set of recommendations and instructions to prepare and present in high quality at press conferences. These recommendations may also be of use to the Team when preparing public appearances, but the document was not specifically analyzed, as it states in the reply that it is an act used by the government service and relied on by the ACB, not applying the "Guidelines" directly.

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<sup>9</sup>From the team's response to the questionnaire, the Project team concluded that some of the elements were used, given that the answer states that "The Strategy is applied in approximately 50% of its content ".

## Anticorruption bodies on the internet

Personal web site	Web site on the Government website	Information (activity news) on the Government website	There are contact information	There are strategic AC documents on the ACB website or Government site	Nothing	Facebook page/ Twitter account
1	3	5	2	8	4	0

**Agency for the Prevention of Corruption and Coordination of the Fight Against Corruption** is the only ACB with its own website, at the address [www.apik.ba](http://www.apik.ba). The site contains information about APIK, its management, organization, allows contact with the Agency, and contains a small dictionary of core concepts in the field of corruption and anti-corruption. It also contains latest reports on the work of APIK, reports on the implementation of the Anti-Corruption Strategy and the accompanying Action Plan, as well as two analyzes<sup>10</sup> which APIK published in 2018. It is these reports and analyzes that can be linked to a brief analysis of the "communication" part of the site, ie the "News" section, which contains "Press Releases", "Directors and Deputy Directors Interviews " and "Gallery".

Namely, in that part of the site in 2018 there were 29 announcements, four photo galleries of conferences held in that year and no interviews. On the APIK Youtube channel<sup>11</sup> five interviews and one promotional video were released. This is for the period February 2018 (when the channel was opened) - January 2019 (when the latest and newest interview was dated).

The largest number of announcements (eight) refers to meetings of representatives of the Agency, five were devoted to organized workshops, four to conferences that APIK organized or co-organized. Among other announcements, there are two on the competition for children on the occasion of the International Day of Combating Corruption, two on signed memorandums of cooperation, three are protocol congratulations of APIK leadership to citizens on religious holidays, one is anticorruption news, and four are related to adopted documents and reports.

The latter, however, are only news on the fact that the competent bodies adopted the APIK reports. This reveals a great potential, or a missed opportunity, for proactive APIK performance - for presenting report findings and generated (and on the website published) analysis, whether in the form of announcements or active appearances of managers on those topics. Also, anticorruption news (signing of the declaration of the Berlin Process participants at the WB6 + EU8 summit, held on 9 and 10 July 2018 in London, or statements in the area of anti-corruption where Bosnia and Herzegovina commits to provide full support to all institutions responsible for the prevention of corruption and the fight against corruption at all levels of government in BiH in order to effectively combat corruption through clear support and improvement in the specific areas defined by the Declaration in question) was the opportunity for proactive response from APIK.

As for other content, a link to the global research of perception of corruption from the previous year (Transparency International from 2017) can be found on the APIK website, although a new document was released in the meantime, a few of banners leading to non-existent pages (Questions and Answers, How to fight corruption), which gives the impression of inevitability. According to APIK's explanation, there is a

<sup>10</sup>Involvement of the Private Sector in Combating Corruption, Opportunities and Forms of Cooperation between Institutions in the Anti-Corruption System in BiH and Analysis of Jurisdiction of Supervisory Commissions and Legislative Bodies in Local Self-Government Units in BiH

<sup>11</sup>[https://www.youtube.com/channel/UCmFA2W\\_wQ8cmGVVuRvemb2A](https://www.youtube.com/channel/UCmFA2W_wQ8cmGVVuRvemb2A)

problem with updating of content on the website because part of the content management is done through the web hosting of e-government.

The site is, however, a good framework for establishing a more active communication of APIK with the media and citizens.

APIK does not have (like any other ACB in BiH) its own Facebook or Twitter account. The Action Plan for the Implementation of the 2014 APIK Communications Strategy foresaw the establishment of profiles and orders in 2015, but the management of APIK concluded that there is not enough resources for regular maintenance of these forms of communication.

Google's search for "corruption prevention agency" as the first result puts out the website of APIK, but among the top 20 results there is no positive news story about APIK's work results.

**Anti-corruption team of the Government of the Federation of BiH** does not have its own site or website on the Government website, but it is only on the Strategy and Documents page that the Strategic Anti-Corruption Documents are listed- Strategy for Combating Corruption of the FBiH 2016-2019 and the Action Plan and Action Implementation Information from the Action Plan for the Implementation of the Strategy for Combating Corruption of the FBiH 2016-2019.

That page is exactly what comes as a result of Google search on the term "anti-corruption team of the Government of FBiH".

No data on the Team were found on the Government website, contact details (there is a contact with the Public Relations Office) and no news on the Team's activities.

The Team does not have its own Facebook page or Twitter account.

**Commission for Implementation of the Strategy for Combating Corruption in RS** does not have its own website, there is no page on the RS Government website, nor does it have information on the Government's website. There is no website of the RS Ministry of Justice supporting the work of the Commission, but on the site of the RS Government there is a page of the Ministry.

Google search for the term „Commission for Implementation of the Strategy for Combating Corruption in RS " displays news from January that the Commission will "soon be formed". On the Ministry of Justice page, an anti-corruption strategy from 2013 can be found, on the corruption application page, and an inactive link to the action plan for its implementation.

No Facebook page or Twitter of the Commission was found.

No site or special page were found for the **Commission for the Prevention of Corruption and Coordination of Activities to Combat Corruption of BD BiH**. Google search by name of the Commission gives two news about its activities in 2018, on the site of the BD Assembly (meeting of the Assembly commission on anticorruption) and the Government of BD.

No information (or contact information) on the Government website was found on the Commission, and only the news that opens in Google search, as of May 2018 are found (on the presentation of the Strategy and Action Plan to the District Institutions).The Strategy was not found on the new portal (from XI 2018) but is on the old BD Government site. No Facebook page or Twitter order of the Commission was found.

There is no website of the **Commission for the Prevention of Corruption in West Herzegovina Canton** to be found on the internet. On the website of the Government of the West Herzegovina Canton, no page of the Commission was found, nor any information about it (contact information or activity news).

Data or information can not be found either by Google search or by searching the Government site. No Facebook page or Twitter order of the Commission was found.

**Working Body of the Government of Una - Sana Canton for the Fight against Corruption** does not have its own website but a site on the website of the USK Government and, according to the assessment of the body itself, "it is adequately represented on the page of the Una-Sana Canton Government", where "there is enough space to publish news about the activities of the Team".

There is a banner leading to the page of the Body on the top of the Homepage of the USK Government website, which is visible at all lower levels of the site. This page contains documents (strategic, blank forms and integrity plans of two municipalities), three news on the activities of the Body (two from 2018 on activities - conferences, workshops and one from 2017 - notify those who have obligations from the action plan, that is, to develop integrity plans). Contact information of the Body was not found. The Body does not have a Facebook page or a Twitter account, but is currently considering this question.

Google search as well as search on the website of the Government of Herzegovina-Neretva Canton Canton does not give any results to the term "**Working Body for Combating Corruption of Herzegovina - Neretva Canton**".

**Team for the Fight Against Corruption Bosnian - Podrinje Canton** does not have its own website and no site has been found on the Government website. The search on the site of the Government provides 2016 news on the adoption of an action plan to combat corruption and Team activities on that occasion. No Facebook page or Twitter account was found.

**The Anti-Corruption Team of Posavina Canton** does not have a website, but it is, according to the Team, in the process of development. The Team does not have its own site on the Government website, and, two years after adoption, neither the Strategy nor the Action Plan can be found. There is no Facebook page or Twitter account.

**Anti-Corruption Team of Zenica - Dobož Canton** has a site on the site of the Zenica-Dobož Canton ([www.zdk.ba](http://www.zdk.ba)) and announcements and documents are published on it. The page comes across a noticeable banner from the top of the home page. And in the horizontal menu that opens on the cantonal sub-site, where the Cantonal Government is presented, there is the title "Combating Corruption" whereby the pages of the Anticorruption Team of the Government of Zenica - Dobož Canton can be opened, where the team composition can be found, competence and resolution on formation, the Strategy and Action Plan for Combating Corruption, mentioned documents and the conclusions on the adoption of reports on the implementation of the Strategy and AP, and the Activities of the team, seven information from 2019, 2018 and 13 from 2017 and one from 2016. Though the team has its own page containing information about it, there is no contact information with the Team.

In the Teams view, they are not staffed to maintain their own web site. The team does not have its own Facebook page or Twitter account.

**Anti-Corruption Team of Tuzla Canton** does not have its own web site, nor does the Tuzla Canton Government website have a page of the Body. Information on the activities of the Team are published on the Government website of Tuzla Canton in the section foreseen for news of all other bodies (ministries, offices, working bodies of Government TK). There was no contact information of the Team on the Governments website. The TK Anti-Corruption Program is available on the site. The Team is of the opinion that, in the forthcoming period, when results and information of public importance are expected, it would be good for the Team to, at least, get its site on the TK website. The Team does not have its own Facebook page or Twitter account.

**Anti-Corruption Team of Canton 10** does not have its own website. On the site of the Government of Canton 10, there are some information about the activities of the Team, on the page where all the news is published (one from 2018, seven from 2017 and two from 2018). Strategic documents were found on the Government's site through search. No contact information was found for the Team, as well as a Facebook page or Twitter account.

**Anti-Corruption Team of the Central Bosnia Canton** does not have its own website, or a page on the Government website. From the response of the Team given through the questionnaire, it can be found that the Team has the "right and possibility of publishing on the Government website". However, no information about the Team or contact information was found on the site. It was found that in January 2019, the Government adopted a report on the implementation of the Action Plan for the Fight against Corruption of the Central Bosnia Canton Government for the period May 2018 - December 2018, "and at the proposal of the Anti-Corruption Team, and two news form 2018 on activities of APIK, attended by the Team members. Strategic documents were also found.

**Government Office of Canton Sarajevo for the fight against corruption and quality control** has its own site within the Government of Canton Sarajevo website (<http://vlada.ks.gov.ba>). The Office has the ability to publish information on that site, and within the scope of current activities it is considering the possibility of establishing an independent web site of the Office. There is also a special presentation of the "Anti-CorruptiKS" platform of multi-modular analytical software.

The Office page comes across the main horizontal menu item "Government", where it is found together with other pages "Prime Minister", "Composition", "Mandates of Prime Ministers and Ministers - Statistics", "Cabinet of the Prime Minister", "Governmental Service", " Presidential Service ", " Protocol Service ", " Joint Services Administration "and" Office of Legislation". Office information, contact information (address, e-mail addresses, telephones) and activity news (8 from 2019, 11 from 2018, 13 from 2017, 11 from 2016) are available on the Government website. The contact details (address and e-mail address) are also found in the main contact list on the Government website. The strategy was found on a separate portal "Register of appointed officers", among the regulations.

## **Public Relations Department and Public Relations Officers**

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 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.

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 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.).

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.

### **Internal organization and information flow**

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 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.

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.

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.

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.

### **Relation of the media and the public towards corruption subjects**

The quarterly daily monitoring of press clipping on corruption and anti-corruption issues in BiH, for the purposes of this Model, has resulted in conclusions that are not a surprise. Corruption, though perceived by the public as one of the most important problems in BiH, is present in a relatively small volume in the media. There is a small amount of information on repressive activities (which could be a reason for an analysis of the activities of repressive bodies or their communication of anti-corruption themes), corruption is sporadically present in clipping due to the names of organs containing a coin "organized crime and corruption" although media reports are not about corrupt criminal offenses, it appears in the statements of international officials, diplomats or reports of international organizations and institutions, as well as in the statements of BiH politicians from various levels of government who articulate anti-corruption moves and activities. Prevention of corruption is present through information (not a large number) devoted to conferences and roundtables and the only major breakthrough in this area was a series of news related to new legal solutions and registers established in Sarajevo Canton. Apart from all this, corruption appears in the media in the negative context, in texts that criticize the inefficiency of those responsible for its suppression.

## Anticorruption bodies in the media

In the introductory part of the Model and in the display of the websites of the ACBs and the websites of the governments on which their information is published, a rough picture of the presence of ACBs in the media was presented. Through the responses obtained from the questionnaire, a picture on how the ACBs see itself in relation to their presence in the media was obtained. In addition, it analyzes what the ACBs consider to be their most significant achievements in the previous period and what they consider as anticorruption topics that can attract public attention.

These information may be of importance in order to gain an image of where they cross- where there is an untapped potential for improving communication, building an anti-corruption communication campaign, or for involving ACBs in 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 - Doboje Canton** communicated through press releases published on the Zenica-Doboje 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 a 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-Doboje 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-Doboje Canton; Organization of regular coordination meetings with coordinators of anti-corruption activities in all institutions in Zenica-Doboje Canton; Training was organized for the development of integrity plans for coordinators in all institutions and bodies of Zenica-Doboje 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 to 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.

## Anticorruption Campaigns in BiH

For defining of own anticorruption communication campaign, experience from previously implemented campaigns is of great importance. Responses to the Questionnaire show that only four ACBs could identify carried out campaigns in the previous period. It is unfortunate that this report brings unambiguous conclusions because the causes can be sought in a wide range - that some campaigns have failed to reach the public (sufficiently), or due to the specificity of the organization of some ACBs, their members do not pay attention to anti-corruption issues that emerge from the framework of their precisely defined competencies, which excludes preparation and implementation, as well as monitoring of anti-corruption campaigns.

The responses include the following campaigns:

- A campaign conducted by the PR agency "Bejtovic Communications" in 2017, which refers to employees in BiH institutions. The campaign was conducted in cooperation with the General Secretariat of the Council of Ministers, entity governments and the Brcko District of BiH. The Agency for the Prevention of Corruption and Coordination of the Fight Against Corruption was one of the beneficiaries of the project.
- Since April 2018, APIK has been involved in a project for the promotion of strategic communications together with the General Secretariat of the Council of Ministers of BiH. This

project resulted with an internal campaign on raising awareness on the protection of persons reporting corruption in BiH institutions, which began on 7 March 2019. Within this campaign, public sector research at BiH level was conducted.

- In 2017, the project "Prevention of corruption through education" was implemented, with the support of USAID and Anti-Corruption Network of Civil Society Organizations ACCOUNT.
- The Office of the Government of the Canton Sarajevo for Combating Corruption and Quality Control, Chamber of Commerce of Canton Sarajevo, APIK, Transparency International BiH and the Anti-Corruption Network of Civil Society Organizations in BiH - ACCOUNT, have developed a Survey on State Debate in the Private Sector Corruption Sector, which was forwarded to all business entities in Canton Sarajevo, through the Chamber of Commerce of Canton Sarajevo.
- Project "Implementation of an Effective Model for Combating Corruption in Health Care Facilities in Sarajevo Canton" is implemented by the NGO Initiative and Civilian Action (ICVA).
- In the past two years, the Ministry of interior of Tuzla Canton, in cooperation with the Corruption Prevention Team and ICITAP, conducted a campaign to promote the corruption reporting mechanism. On the website of the MOI of Tuzla Canton there is an application for corruption reporting, whose promotion is ongoing.
- Campaign "Report Corruption" of the Agency for the Prevention of Corruption and Coordination of the Fight Against Corruption.

## Communication strategy

The ultimate goals of anticorruption communication activities are encouraged citizens, anti-corruption promotion, promotion of positive practices, addressing problems and obstacles, public advocacy for improving regulations, practices, eliminating barriers to anti-corruption.

The Anti-Corruption Communication Strategy can and should recognize the systemic steps that will be taken in the period that a strategic document and, if any, accompanying action plan foresees. However, it is also necessary to be ready to ad hoc action on the subject of unforeseen topics in the field of corruption and anti-corruption that arise in public discourse. Whether individual events or topics are unpredictable is not an obstacle to preparing the way in which they will work. This "capture of the connection" on corruption and anti-corruption media casting may also and should be part of the strategy and / or annual communication plan, with all the logistic technical tools (goals, channels, contacts, persons, target groups).

## Basic COM functions

The communication operating model is devoted to the principles of improving the capacity, structure, skills and resources of the communication of the teams, in order to provide more efficient and effective communication.

This model consists of:

- strategic communication
- relations with the media and organization and campaign implementation
- participation of the public
- internal communication

**Strategic communication** presents a wider picture of an institution or agency and provides the base for basic narrative, public analysis and evaluation of communication activities.

**Relations with the media and organization and campaign implementation** generate content for proactive publishing that implies the use of traditional, online, and social media. The content can be adjusted depending on the ACB's preference and the intended public.

**Participation of the public** implies the proactive engagement of partners, actors and third parties in order to distribute messages and share content.

**Internal communication** implies sharing of information within the institution and the interaction that the institution has with its employees as well as the employees with the institution, in order to achieve the priorities of the institution or agency and to encourage organizational and cultural changes.

Strategic communication seeks to ensure that communication activities meet the needs and demands of the public, but also the goals of the ACB. Strategic communication needs to be planned in detail in order to are achieve the objectives of the ACB, and in this sense it is necessary to distinguish the public and their various motives, interests and ideas.

In a changing communication environment, strategic communication gives the possibility of a timely and concrete response. It is also a practice that implies the systematic application of processes, strategies and principles of communication in order to cause positive social change.

## Principles of strategic communication

### LEADERSHIP

The principles on which the right strategic communications of institutions and agencies are built and which are fundamental to the consistency of communication are:

- leadership
- credibility and consistency
- understanding
- dialogue
- comprehensiveness
- unity of action
- based on results
- adaptability
- continuity

Real or true strategic communication should be based on the values of the ACBs and their public confidence building goals.<sup>12</sup>

### Key elements of strategic communication

Key elements of strategic communication of the ACBs, directly corresponds to the main elements of any communication process and the process of sending messages. These elements are discussed further in this document and include the following:

**STRATEGIC GOAL** - With strategic decision-making, anticorruption teams are usually attempting to cause significant change in their policies, programs and decisions.

**OBJECTIVES (COMMUNICATIONS) AND EFFECTS** - Communicators in anti-corruption bodies should be clear about what needs to be communicated and to whom, in order to contribute to the achievement of the strategic goal. All goals must be aligned with appropriate communication goals.

**ANALYSIS OF THE PUBLIC** - Anti-corruption bodies should clearly know what their target audience and user groups are and give them priority according to their relevance and impact on goals.

**STRATEGY** - Based on detailed knowledge of the public (public analysis), communicators develop appropriate messages that will be transmitted to the identified public through most appropriate channels.

**IMPLEMENTATION** - All strategic communications of anti-corruption bodies should be well planned and include: key deadlines, stages, channels and messages for every type of audience, risks, resources, evaluation phases and analyzes. For communication, ACBs should allocate budget funds that are planned at an annual or multi-annual level and which will be sufficient to carry out foreseen activities.

**EVALUATION** - it is necessary to conduct an evaluation and evaluate the implementation and impact of ACB's strategic communication, as well as the implementation process itself.

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<sup>12</sup>For more information, see Communication Standards for the relevant Public Administration Level.

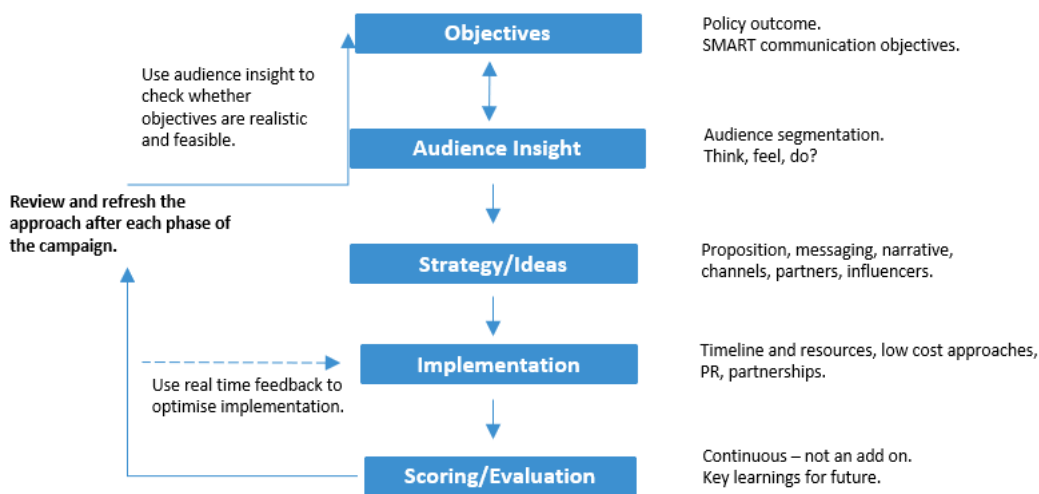
## Planning

The basic components of credibility, consistency, coordination, and repetition can only be achieved if solid foundations are established through previous planning. Ad hoc nature of some communication activities proved to be the reason for their failure. The public can become confused by contradictory messages and ignore the campaigns, with the loss of confidence. Without efficient prior research, continuous coordination and evaluation, it is impossible to assess the success or failure of the communication strategy, or, more importantly, adapt it to become more effective.

Communications are often in the shadow of operational activities, though they should be at the center of decision-making. Neither the best media or field campaign will survive if the activities are not harmonized. Likewise, the most progressive decisions and projects will not have the impact they should, unless their benefits are promoted and are constantly confirmed by the targeted public.

All strategic communication activities should be united into an integrated, real-time and systematic campaign plan to stimulate emotions, gain trust, shape narratives and frameworks essential to achieving strategic goals.

The essence of a successful communication strategy is to listen, understand, and adapt to your public. In short, it is not about "What Do I Want to Say?", but about "What Do They Want to Hear?". The days of the hierarchical order when the orders came just from above are long behind us, and have been replaced by many voices. The public will be willing to hear you only if your message is the most relevant, makes an impression on the public and puts its concerns in the foreground.



## Goals and analysis

Theoretical, grand plans are tempting, but rarely feasible and certainly difficult to evaluate. The main and specific campaign needs to be concrete - a concrete change in behavior and attitudes. They also need to be realistic and measurable.

Instead of deciding that your communication strategy will eliminate corruption, imagine behaviors that would suggest reducing support for offenders or alleviating causative factors. These are realistic steps towards the ultimate goal.

### **The goal of the communication strategy should be SMART.**

- **Specific** - Define what exactly you are trying to achieve. When? What? Where? Why? When? Can your goal be divided into smaller, more precise goals?
- **Measurable** - Assess how easy it is to assess the success or failure of a project through statistical indicators or evaluation. Define clearly how you will prove success?
- **Achievable** - Is it feasible? Do you have resources and support? Make it one step to the ultimate goal.
- **Realistic** - Decide whether it is a project that has a chance to succeed. Carefully consider the obstacles that can be found on your way.
- **Time defined** - Consider whether it can be measured during the real time period. Define key points for achieving certain goals during implementation.

### **For example:**

**Specific** – Increase the number of citizens of the City X who report criminal activities related to corruptive offenses through a dedicated telephone line for x% in the following year.

**Measurable** - The number of calls is measurable. Qualitative or quantitative research can determine why people called or did not call the phone number.

**Achievable** - A significant but feasible step towards greater local support to the competent authorities.

**Realistic** - Previous research has estimated that people are willing to cooperate if they have a safe / anonymous way. Other competent authorities, ie the police, agreed to assist in evaluating the information provided.

**Time defined** – The project can be slowly developed over the year, but it can be measured quarterly.

### **Proposed goals of the ACBs communication strategy:**

1. In accordance with their competencies to increase public awareness of their activities, up to 10% within a period of 12 months;
2. In accordance with their competencies to increase the number of corruption cases up to 10% in a period of 12 months.

## Analysis and insight into the public

Some of the biggest communication strategies and campaigns with the largest resources had desperate results due to prejudice and lack of adequate research. Insufficient knowledge of local, historical or ethnic beliefs, even a mistake, can completely destroy the credibility of the message, or affect the success of the entire project. The main principle is that this is not about you, but about your public. The only way to make the communication strategy relevant is to truly understand every aspect of your environment. Possible sources of information are:



1. Official reports;
2. Commercial research;
3. Colleagues / staff in the field;
4. Social media analysis;
5. Focus groups;
6. Media Coverage / News
7. Academic Community
8. Civil society
9. Analysis of the documents available.

The theory knows several methods you can use to analyze all relevant factors. The two most commonly used methods are SWOT (S-Strengths, W-Weaknesses, O-Opportunities, T-Threats) and PESTEL (Political, Economic, Social, Technological, Environmental, and Legal Factors).

## Public and audience

The public of any communication activity must be as concrete as the goal. There is no purpose to try to cover the entire population as a general category with a single communication strategy or campaign, because many subgroups will require different channels or shaded versions of the message.

Careful consideration should be given to who is the main actor or interest community in the pursuit of the goals of communication activities, whether they are internal, local, regional or international. An actor is any individual or group that can influence or is influenced by the goals of a communication strategy. They are key to the survival and success of the strategy.

The public can be divided according to different factors such as regions, age groups, affiliations, activities or even attitudes.

Consider the public in the environment, especially those that could affect your ultimate goal. For example, if you are trying to reach teenagers, their parents, teachers or elderly local authorities may be the primary influenza to be gained. Additionally, you can analyze which public might be affected by your strategy. Is there a danger that the campaign might cause a negative reaction from some unpredictable group?

For each stakeholder group, target audience analysis should be performed, which begins by analyzing the best channel for outreach. Who are they listening to? Who do they trust? The ideal way to reach the urban youth would be through the social media, but their mothers would probably go for reading certain magazines. In the field of low literacy or technology use, radio shows or a meeting on the market could be more efficient way.

Further, it is worth considering the real ability of any actor to achieve your goals as well as their real interest in doing so. It is crucial that communication resources are applied to the appropriate actors rather than spent on those who may have a great interest in your goals, but have little chance of influencing them.

Power and Interest Matrix is a simple tool that helps you characterize actors with greater power and interest in the project. This tool helps you focus on key actors that help you or make the pursuit of your goals worse.

Power and Interest Matrix

Level of interest			
Power		Low	High
	Low		
	High		

Proposed Public for the ACBs:

1. Decision makers and implementers
2. Law Enforcement Agencies
3. Judicial bodies
4. International Organizations and Diplomatic Representatives in BiH
5. Media
6. Civil Society Organizations
7. Academic Community
8. Business community (real sector)
9. Young people (14+ years)
10. Vulnerable categories of population (RVI, unemployed, pensioners, single parents)
11. ACB (internally) and other ACBs

		LEVEL OF INTEREST	
		Low	High
POWER	Low	Media	<ul style="list-style-type: none"> <li>- Civil Society Organizations</li> <li>- Business community (real sector)</li> </ul>
	High	<ul style="list-style-type: none"> <li>- International Organizations and Diplomatic Representatives in BiH</li> <li>- Young people (14+ years)</li> <li>- Vulnerable categories of population</li> </ul>	<ul style="list-style-type: none"> <li>- Decision makers and implementers</li> <li>- Law Enforcement Agencies</li> <li>- Judicial bodies</li> <li>- ACB</li> </ul>

Depending on the purpose of the communication strategy, the target audience is determined. Eg. if its goal is: *"In accordance with its competences to raise awareness of its public about its activities up to 10% over a period of 12 months."*

As the **primary target audience** the following stand out:

1. Civil Society Organizations
2. Business community (real sector)
3. Media
4. Young people (14+ years)
5. Vulnerable categories of population

While the following **stakeholders** are distinguished (the public can be used in communication activities as a mechanism of influence):

- Decision makers and implementers
- Law Enforcement Agencies
- Judicial bodies
- International Organizations and Diplomatic Representatives in BiH
- ACB

### Analysis and insight into the primary public

Insight to the public gives an overview of incentives, values, fears, influences, and trusts toward sources of information for every audience.

1. Young people (14+ years)

Age	Gender	Incentives	Values	Fears	Influencer	Sources of information
14-18	F	Real recognition of competences and knowledge in the school and the surrounding environment	Valorization of knowledge, through assessment, and recognition of the environment	Knowledge is not enough, money can buy everything	Influenza from social networks, peers, parents, teaching staff	Social networks (Instagram, youtube, snapchat), peers, parents ...
14-18	M	Real recognition of competences and knowledge in the school and the surrounding environment	Valorization of knowledge, through assessment, and recognition of the environment	Knowledge is not enough, money can buy everything	Influenza from social networks, peers, parents, teaching staff	Social networks (Instagram, youtube, snapchat), peers, parents ...
19-25	Ž	Real recognition of competences	Valorization of knowledge, job	Knowledge is not	Friends, peers,	Social Media (FB,

		and knowledge, finding the first job, independence, starting a family	finding, creditworthiness, traveling, socializing, buying an apartment	enough, money can buy everything including a job	relatives, parents, professors, social networks,	Instargam), peers, friends ...
19-25	M	Real recognition of competences and knowledge, finding the first job, independence	Valorization of knowledge, job finding, creditworthiness, traveling, socializing, buying an apartment	Knowledge is not enough, money can buy everything including a job	Friends, peers, relatives, parents, professors, social networks	Social Media (FB, Instargam), peers, friends ...

### Interest communities

	Incentives	Values	Fears	Influencer	Sources of information
Decision makers and implementers	Improving socio-economic conditions of life	Developing a functional society, preventing brain drain (young people leaving), increasing jobs, increasing revenue	The overwhelming presence of corruption throughout the system	Media, other decision-makers and implementers	Traditional and social media, round tables, conference meetings, lobbyists
Law enforcement agencies	Performing tasks and assignments within its competencies	Performing tasks and assignments within its competencies	The overwhelming presence of corruption throughout the system	Media, other decision-makers and implementers	Traditional and social media, round tables, conference meetings, lobbyists

### Messages

Messages that are developed within the strategy should be based on the main feature that the ACB develops internally.

It is necessary to ensure that all internal, as well as all the bodies involved in the co-ordination, communicate the same message that must remain consistent during certain communication activities (eg campaign). If

different voices promote contradictory messages or if they change over time, the public will simply be confused, and the credibility that is absolutely critical to any successful communication activity will be lost.

Different key stakeholders may need a shaded version of the message, and as communication activity develops to enable elaborated different topics that support the message, but the main message must be consistent, coordinated, persuasive and repetitive.

**House of messages** is a good way to group and clarify your thoughts:



1. It is most important to consider your strategic goal and change the behavior or attitude you are trying to achieve. Too many communication strategies and activities are lost as planners base the message on what they want to say rather than what the public needs to hear in order to achieve a concrete change in behaviour or attitudes.
2. Decide on the top strategic message that will dominate the campaign and convince the public to follow its goal. It needs to be clear, simple, based on a verified program and unalterable.
3. Select accompanying themes that the strategic message. The House of messages proposes three such topics, though it may be even more or less. Regardless, it is advisable to stick to a minimal number of topics to avoid confusion and conflict of ideas.
4. Locate information and examples that will prove your topics. These can be statistics, examples of good work, life stories, etc..

## Evaluation

There are different forms of evaluation, but they are all comparable because they are trying to measure the change - whether something has increased or diminished, improved or worsened. In the context of communication it is possible to measure a wide range of things:

- Number of stories / articles;
- Number of social media releases;
- The number of public prints, the number of people exposed to a story that has appeared in the media;
- Sentiment / Tone Story;
- Equivalent Value of Advertising Space (AVE), occupied space multiplied by advertising space prices on the given media to calculate the equivalent advertising cost;
- Weighted Media Cost (WMC), a more sophisticated version of the estimate of the equivalent value.

Evaluating other things like attitudes and behaviors can be a more complex task, but surveys can count for people who express a certain attitude or behave in a certain way.

In all this counting of different things, what is really the most important is that the communication was successful. To determine this, you need to fully understand your organizational / strategic goal from the outset so that you can choose the most appropriate way to measure your performance.

### *Monitoring of media*

Monitoring media is an everyday process, regardless of whether or not a campaign is in progress. While there are media monitoring services on the Internet, they are paid, so it may be best to monitor the physical search of major information houses. Google Alerts could be helpful in this regard.

Reporting in the media can simply be measured by the power (or priority) analysis of the given media and its tone.

This requires that the media are divided into groups according to priority, such as the following:

1. High Priority Media - a large number of viewers / readers interested in your question or the ACB.
2. Key Target Media - local media interested in your question or the ACB.
3. Important Media - numerous viewers / readers with little interest in your question or the ACB.
4. Other media - specialized media with little interest in your question or the ACB.

Each article or report is evaluated on the basis of its tone and can be scored according to the following or similar criteria:

- +2: very positive: positive title, positive mention of institutions, services, policies, staff or members, without negative comment / part of comment.
- +1: positive: positive title, positive mention of institutions, services, policies, staff or members, negative comment / part.
- 0: neutral: government reference, no negative comment / part, no positive comment / part.
- -1: negative: negative title, criticism of service, policy, staff or members of the institution, included comment / review of the ACB.
- -2: very negative: negative title, general criticism of the service, policy, staff or members of the institution, no comments / reviews of the ACB.

Next, the score of media priority is multiplied by the tone to get a simple rating.

## Internal communication

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.

## **Mechanisms**

Tajming and the specific nature of internal communication depend on the needs and context of the organization, but are described in the following general approaches.

### **Formal internal communication**

#### *Meetings of all employees*

They are organized to help employees understand the goals of their institution and where their tasks fit, as well as communicate information related to the work of the entire institution, such as reorganization, audit report, or report on accountability.

#### Advantages

- Shows employees how they and their institution / agency helped the organization to realize its priorities and responsibilities. Employees feel as part of the solution;
- Helps to establish better relationships and understanding between organizational units;
- Employees can better explain the work of an organization in an informal environment.

#### Disadvantages

- It takes time and commitment of leadership;
- Possible impact on participation, if employees do not agree with the organization's priorities and obligations (the minimum factor that should be taken into account).

#### *Meeting of different organizational units*

Meeting for vertical and horizontal exchange of information between organizational units, held in such a format that strengthens team spirit and morality.

#### Advantages

- Joint format: eg. breakfast with the Deputy Director / Director;
- Strengthens the visibility of senior management; the participants are introduced to senior management and associate their names with the faces;
- A wider understanding of why decisions are made, as the participants recognize their own role and the role of their organizational unit in a wider context;



- Expands the belief that the management is familiar with the problems faced by employees;
- Participants get to know each other within organizational units and listen to colleagues' views from other organizational units;
- Participants express their views and inform the higher management about issues;
- Strengthens team spirit and morale.

#### Disadvantages

- Some consider that such meetings are weakening the middle line of leadership, that employees overlook their direct superior and address senior management. Others consider that employees do not circumvent those middle managers who resolve, or at least confirm that they are familiar with the problems that employees point to;
- Senior management is involved in operational details, which should be addressed by the middle management that is paid for it.

#### *Forum for Managers*

All the leaders of the entire institution, including the deputy or the head of the institution, are gathered to discuss strategic management issues. Depending on the need, such meetings may be held every two months, quarterly, semi-annually or annually.

#### Advantages

- It builds a sense of professionalism and collegiality among managers;
- The forum reduces the isolation that some managers may feel, especially if they are in the field;
- Provides opportunities for focusing on business plans, goals, priorities and strategies and analyzing their validity;
- Promotes a "higher level", more strategically oriented thinking and discussion.

#### Disadvantages

- Executives leave the office all day;
- Requires travel and accommodation costs and refreshments.

#### *Meeting of a working group or group of employees*

Employees are regularly meeting and discussing the internal and external operational issues facing the organizational unit.

#### Advantages

- Management and staff are in the process of dealing with current and unresolved issues;
- Leadership and employees are in the process of progress made through organizational initiatives;
- Decisions and instructions are published;
- Allows the exchange of views and knowledge;
- Provides an opportunity to ask questions and receive clarifications.

#### Disadvantages

- Operational implications are possible in small locations.

## Informal internal communication

### *Visits*

As it follows from the name itself, managers go to workplaces or visit field facilities to gain first-hand experience of their organization's work. Employees can "show" and share ideas and concerns with executives in less formal situations.

#### Advantages

- Through the tour the new manager becomes acquainted with his organization and presents himself to his employees;
- Managers can demonstrate understanding of the work and pressures faced by the staff;
- The tour is an informal, low-cost and short-term obligations;
- Managers do not lose touch with employees who work directly on some task;
- It can be spontaneous and unannounced;
- When a minister or manager is on his way, the tour can be added to his travel program.

#### Disadvantages

- There are some discrepancies about the value of tours. Some argue that the visits do not always provide a faithful picture of the working environment that may be too "glitzy" in the case of scheduled visits;

### 5-5-5

Five minutes for five points at five o'clock (this is an agreed meeting at the end of working hours, where employees can present five questions in five minutes).

## Documents/online

### *Newsletter*

Regular publication on the ACB level. An active contribution of employees is being promoted in the development. It can be used to provide general information to all employees.

#### Advantages:

- A consistent message for all staff regardless of classification or location;
- Employees can contribute;
- Employees can get acquainted with other units within the department as well as with each other, professionally and personally;
- Employees can see their role, or the role of their organizational unit, in a wider context;
- The Newsletter can be a recognition / incentive instrument;
- It can be an instrument for team building of people who are involved in its creation;
- No technical requirements for the public. The newsletter can be read when the reader wants and can be stored for future use.

Disadvantages:

- Due to the demands of preparation, this option requires a lot of time;
- It is possible that employees will slow (or never) decide to participate;
- It may be time-consuming for editors. Other work tasks need to be considered;

### *Bulletin board*

The bulletin board is used to provide information in an accessible way for most employees. It is the source of regular news and announcement of events and a secondary source of important information that was first reported directly or otherwise. The notice board can be online on the intranet, but it should also have its own physical replica.

Advantages

- A good place to share necessary information (policies, events, emergency procedures, etc.) that are of interest to most employees;
- A consistent message is sent;
- Easily accessible emergency information;
- Informs all employees, including those who do not have access to the computer;
- Timely information can be easily communicated to employees.

Disadvantages

- Improper information may be posted;
- If you set security information, such as a fire evacuation procedure, on the bulletin board, confirm that communication in other ways. Nobody will look at the bulletin board when a fire alarm is announced;
- It can quickly become overwhelmed and contain obsolete information.

### *Proposal box*

Leadership and staff suggest how an organization can improve its services, morals, etc..

Advantages

- Employees feel they are part of the solution;
- Employees work on the improvement of their work environment.

Disadvantages

- The program will lose its validity if it does not follow the suggestions;
- If the project is implemented at a small working place or if people find that the program is not anonymous, there is a low response rate;
- It can trigger unsubstantiated suggestions.

### *Online video/podcast*

Instead of sending emails, the manager posts a message that is posted online, preferably on the intranet. Employees watch or listen to the message when they have time.

## Advantaged

- One-way online video provides a more appealing message to senior management. Face-to-face with higher leadership leaves a bigger impression and has more character than e-mail. (Two-way video chat is possible, but requires additional hardware and wide bandwidth;
- Reduces travel and accommodation costs for meetings at the level of departments or divisions;
- It's easy to add subtitles for deaf or partially deaf staff.

## Disadvantages

- Quality requires time. Walk production can seem unprofessional and professional production costs;
- The frequency bandwidth loads the computer network and may slow down other applications. In many situations the video can be in Flash format. The bandwidth quality is reduced, but do not expect DVD quality;
- Access is inconvenient or impossible for locations that have a dial-up connection;
- Little interactivity;
- It can be experienced as self-promotion of leadership.

## 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

## Traditional media

Traditional media can be divided into two general categories - printed, which includes daily newspapers, magazines, newsletters and news agencies, and broadcasters, ie television and radio. The past twenty years have seen significant shifts in traditional media, mostly caused by the influence of the internet and increasing commercial pressures, due to the flood of new news sources.

First, most media outlets have become multiplatform. Their roles now cross borders, with cross-action with the Internet. A daily journalist can now also photograph and record a broadcast interview on the newspaper's website. A television journalist can also write an article for his home's digital pages. A journalist of a monthly newspaper can combine that work with a selected weekly newsletter.

Financial pressures have led many media outlets to rely heavily on outside sources, be they news agencies or freelance journalists. While the arrival of a well-known broadcaster still leaves the strongest impression, a lone news reporter with a smaller camera will be the one to write articles and send footage to hundreds of different news platforms around the world.

Secondly, there has been a crucial change in the impact that civic journalism now has on traditional media. The first footage or photos of a major event coming to the newsroom these days are usually from people recording with their cell phones or sending information via email.

The pressure to quickly gather large amounts of news, so that they could be included in the next issue or immediately published on the website of a given house, resulted in a great dependence on amateur content as well as information found on the internet. Sometimes the fastest way to keep up with the latest event was to search for news agencies, and today even they lose the race with faster, but much more unreliable, production on Twitter and Facebook. Nonetheless, while digital media is slowly usurping their space, the continued strength and relevance of traditional media should not be underestimated. The authority held by newspapers and magazines still takes precedence because of its seriousness.

All these media have different requirements, as well as columns in their organizations that have even more precise requirements. When working with media, think about whether they are more focused on image or sound, whether they need detailed analysis or conciseness, sophisticated expression or simplicity. The more you tailor your communication to specific needs and the public, the better your chances of publishing it.

It is necessary to know the media requirements regarding the value of news for publication. Journalists have to sell their story to editors, who then have to sell it to readers, viewers or listeners. To a large extent, the dynamics of their work are market driven. In order to be attractive in such conditions, their stories must have certain characteristics. The more of these traits they have, the better.

### Value of the news

- Timeliness
- Proximity
- exceptional quality
- possible future impact
- prominence
- conflict
- number of people involved or affected
- consequence
- a life story
- emotion
- the shock effect

Any contact with the media must, at its core, contain one of the characteristics that make the news valuable. Otherwise such contact will have no effect at best, and at worst the journalist will seek to create his own story, which may be detrimental to your goals.

### Digital media

Nowadays, every contact with journalists will be transferred to the digital space online. This fact must not be forgotten. An interview, video, press conference or press release will no longer be limited to traditional television, radio or print media. Also, more and more created information materials will be "packaged" for mobile devices. Because of all this, there is an even greater need for concise, well-formulated and clear messages transmitted through soundbites, as explained below.

However, the ease of entry into the digital space makes it possible for organizations to create their own information material to deliver to traditional media outlets.

### *Preparing and conducting interviews*

Giving media interviews to most people is still a daunting experience, largely because of the misconception that a journalist has all control over the final content, and not to speak of the reputation.

However, in a structured information market, it is the interviewee who has the power, because he / she has the knowledge that the interviewer is seeking. The vast majority of journalists are simply trying to make sense of the facts, without any Machiavellian incentives. If you do not want certain information to enter the public domain, do not mention it. If you do not want your statement to be quoted, do not make such a statement.

The basis of a successful interview is preparation. Predict what questions might be asked and keep control by keeping within what you have already decided you want to say.

Why are you interviewing? If your answer to that question is "because they asked me to," go back to the beginning.

Just like in the campaign, the first thing to think about is the purpose of giving that interview. Do you want to encourage a change in behavior or attitude?

### *Research*

Investigate the person who will interview you as thoroughly as they will investigate you. What organization is he/she from? Is it a broadcaster or print or combination media? What is the agenda or ideology of a given medium? Has your medium shown a positive or negative attitude towards your organization? Who is their audience?

Remember that your ultimate audience is not a journalist. A journalist is just a channel that reaches your reader or viewer, and your audience. Whether or not you like this publicity?

What type of interview is at stake? Will it be a face-to-face interview, by phone, in the studio, recorded or live? If you prefer one of these forms, feel free to request one. Is the interview intended for some fierce newspaper article, or for more detailed documentary or news coverage? Be wary of impromptu interviews or quick statements. Please politely explain that you are currently busy but would be happy to interview later. This will give you time to prepare.

See earlier articles or papers by a given journalist. Were they measured or negative? Ask your colleagues or your communications team whether they have been interviewed by that journalist. What were their experiences? Was the interview accurately conveyed and were they satisfied?

Ask a reporter for his goal. A journalist will rarely be able to give you a list of questions, as the questions will depend on your answers, but it can give you an indication of what interests him and how detailed the attachment or story will be. How has this topic been covered before? Who else will be interviewing?

When you agree to the interview, elaborate on the messages you want to send.

### *Anticipate*

Think carefully about the questions you may be asked and how you will answer them. Ideally, with the help of colleagues, you will be interviewed to ask the worst possible questions, to determine the best way to deal with these difficult topics.

Think about related questions a journalist might ask. Has the news recently featured anything relevant to your organization? There is a possibility that journalists will take the opportunity to examine the topic more deeply.

Identify the key phrases or words you want to use. Prepare interesting quotes or short snippets. Think of interesting examples, analogies or statistics that will make the interview more interesting and support your general message.

Think about the public and adjust your language, tone and style to it.

95% of your activities should be focused on interview preparation, anticipation of tricky questions they might ask you, and more importantly, what you will say to achieve your goal.

### ABC

A commonly used technique to deal with difficult topics or topics that you are not authorized to speak about is Acknowledge - Bridge - Communicate (ABC). This is how you respond using certain phrases to divert questions from one of your messages.

*The following is an example of applying this technique:*

Q: The government has failed to address corruption in the economy. Doesn't that prove that power and wealth will always be above justice and law?

A: The government continues to work hard on tackling corruption, even though it is deeply rooted in our society. But in that sense, it is important to say that the public recognizes the problems that corruption brings with it and expects us to act on their behalf, which we do. Our efforts to address this issue are yielding results. Issues such as worker filing, where corrupt practices have been common so far, are increasingly recognized by employers not only as fair and legal, but also as beneficial to the business. In doing so, by demonstrating the positive sides of rejecting corruption, we weaken this plague of society and uphold the fairness and rule of law.

The ABC technique should always be fully used in a live interview, as it is important to confirm the question so as not to give the impression that you are avoiding the answer. However, in recorded or printed interviews, you can easily bridge the message, because the viewer or reader will not hear the question asked.

### *Just before the interview*

Ahead of the interview, clarify with the journalist what you can talk about and what topics cross the border. Find an environment where you feel comfortable. Choose a place where other people or phones won't bother you. Set a realistic timeframe that will be sufficient to adequately handle the topic, but not so long that you get tired and start making mistakes.

Tell the reporter politely that you will be interviewing for your own archive. Journalists rarely misconstrue interviewees, but knowing that you have a recording provides added security.

### *During the interview*

Stick to the messages you have prepared and resist the temptation to wander off to other questions. Avoid blaming other agencies so you will only get the reporter to ask for their opinion, which is likely to be negative.

Don't be tempted to speculate or agree with the statistics a journalist gives you without verifying their source. Feel free to say that you need to check something and that you will respond later. Make sure you then fulfill that promise. Remember to represent your organization and avoid expressing personal views. Do not use jargon and abbreviations because your audience will not understand you.

Stay cool and relaxed. Even if the journalist becomes aggressive or quarrelsome, maintain composure and dignity throughout the interview.

Never say "I have no comment". These words simply imply guilt. In case of difficult questions, use the ABC technique. Most important of all is to stick to the truth. Resist the temptation to give the wrong information. In today's time of spreading information quickly and globally, lies are easier to spot. An incorrect statement can cause irreparable damage to the credibility, which is necessary for good communications.

Use background information or off-the-record only if you know and trust the journalist and if it is information you believe should be public and you just don't want it attributed to you.

### *Tricks and Traps*



If a journalist asks you to speculate or speak about a hypothetical situation, politely decline. No one can predict the future with certainty and there is a risk that you will later be accused of saying something wrong.

Avoid questions where you are asked for a guarantee or a promise of something. You cannot win in this situation. In other words, can you guarantee that this will never happen again? If you do not guarantee, this will be interpreted as the tacit agreement that something will happen again. If you guarantee, however, there is a risk that you will not be right. Today, all previous articles and videos are at our fingertips in electronic form.

Refrain from the natural reflex to repeat the negative question in the answer. For example:

*Q: Isn't the department in complete chaos?*

*A: I wouldn't say the department is in chaos, it's actually very organized.*

In a recorded or printed interview, the public will not hear or see the original question, so it will look like you have suggested something negative. The answer should only be: "The department is very well organized...".

### *Television and radio interviews*

Broadcasters have their own specific requirements. Simply put, television is image-focused, and radio is focused on sound.

The interview method should be considered first. Live interviewing is the most daunting option, but it will generally be shorter and you will have more control over the content, as there is no editing at the time of the interview. However, do not forget that assembly is possible in the later stages and that only some parts will be re-broadcast. Before the interview begins, ask the reporter what the first question will be, so that you have time to prepare for the moment when you will be most nervous.

If the interview is being recorded, feel free to pause to think about your answer, or even ask the reporter to repeat the question if you get the impression that you are tangled up in the answer. Also, since only some parts will be broadcast, you can repeat your messages. Be confident if the same question is asked in a different format. Stick to the answers you opted for in advance, but don't refer to something you've said before, as this may be cut in the montage.

In both cases, keep your answers clear and concise. Do not vaguely express yourself or strive to fill the height. It is up to the journalist to ensure continuity. Prepare sound statements. Keep these clear, concise, and complete phrases that convey your message. The average statement on television is 12 seconds and seven on the radio. A person speaks an average of three words per second, so your clip for television should be 36 words and for radio 21 words.

Think about the location. If it is a studio, will the journalist be present, or will you find yourself in the more awkward version of the interview via the link, where you hear questions in the handset and answer the camera. If you are in the studio, ask if you are the only interviewee. Be wary of situations where your opponent joins you on the couch in the studio. It is a deliberate tactic aimed at creating a tense situation.

In the case of a television interview, check the background of the frame. If you don't feel comfortable, if other people are likely to deconcentrate you, or if the background sends the wrong message, you are looking to change places.

Check your appearance, remove security-sensitive items, such as IDs. Take off your sunglasses or formal hats that hide your face. Dress appropriately for the occasion. Avoid playful clothing combinations if you are talking about a tragic event, and if you want to look authoritative, dress like it.

Keep in mind that your body language and tone must match what you are saying. If you convey good news, you need to sound enthusiastic.

Television, especially the close-up, emphasizes the smallest movement. If you are prone to shaking or waving your hands, do your best not to do it. Keep your hands in your lap and focus on standing still.

In the case of radio interviews, much more emphasis is placed on tone. It is the only medium in which the listener is likely to be engaged in other activities and will not pay full attention. Therefore, it is important that you express yourself in simple, clear and easy to understand language. Avoid lengthy sentences or complicated statistics. Try to use a visual element through a verbal description. Describe your environment, if relevant.

Keep an eye out for background sounds, such as air conditioning or the clatter of bracelets. It will divert attention from what you want to say.

Whatever medium you work with, the golden rule is to maintain control and keep your messages in check.

### *Press conferences*

Press conferences are key to creating a media presence, whether it's a current issue or spreading good news.

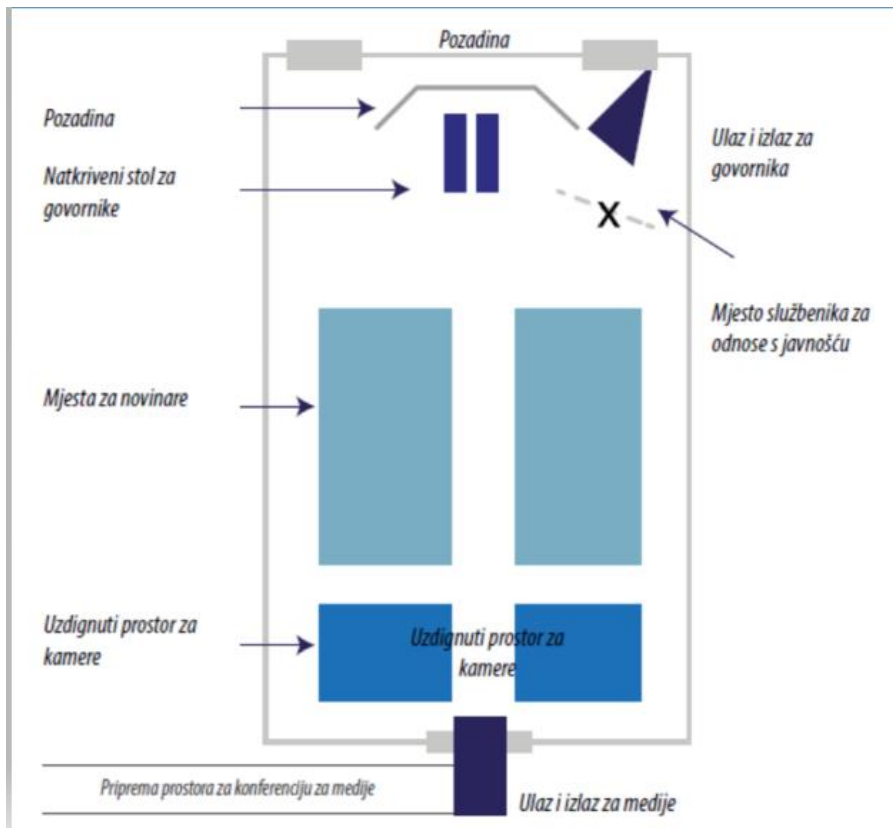
Make sure that various media are invited. Avoid obviously favoring those you think are better for you, as this will only further alienate those skeptical. Remember that nowadays well-known bloggers or tweeters are also potentially good news channels.

### Preparation

Before the press conference, go through the same steps as for the interview. Develop a house of messages and key information that you want to convey for the benefit of your goal. Anticipate difficult questions and think of possible answers. Prepare to confirm the question, bridge it and convey your message. Choose a location that fits the expected number of people, and has secured access and transportation. Consider conference timing given the deadlines of your key target media.

Choose the speakers carefully. Are they really the experts on the topic who can best answer the questions? Consider coordination with other bodies working on another aspect of the event. Prepare supporting materials to distribute to journalists that may eliminate the need for some basic issues and also ensure that journalists publish accurate information about their history and organization.

If you have time do a rehearsal with speakers. Set up your equipment so you can record the conference as well. Note the layout of your location. Make sure there is a reception area where the media can congregate, as well as an elevated rear platform for cameras to record without observing other participants. The key is to choose a space that has a rear entrance and an exit to the conference room so that speakers do not have to wade through the press to get to their seats.



### *Public Relations Officer (Communicator)*

The primary role of communications director or public relations officer is to control the conference, reduce the pressure on speakers and handle any aggressive interrogation.

Before starting, the PR officer should greet the media, explain to them who the speakers will be, and give them basic information about the event, including its duration, so that the press conference does not last too long, which can lead to the mistakes of tired spokesmen. If a statement is to be made, please distribute the printed copies so that they can be accurately transmitted.

Ask participants to turn off their cell phones so they don't interfere with the conference, present themselves before asking a question, and limit themselves to one / two / three questions depending on the number of media present and the time frame. The public relations officer (communicator) will moderate the conference and politely interrupt anyone who chooses to harbor speakers or harass them with constant accusations.

Some media outlets, especially broadcasters, may request one-on-one interviews. Ask them to submit their requests initially so that a schedule can be made at the end of the press conference, taking into account their individual deadlines. This will avoid a later competition for journalists to be the first to publish the news, and a reporter who must be on the program in 20 minutes will not have to wait for a journalist of the weekly magazine to complete his interview.

As with any other media situation, the key to success is to retain control, convey information and allow clear messaging.

### *Press releases and media advisory*

Before you write and issue a statement, ask yourself if the news is worth publishing and whether it is necessary to issue a statement. Very often, institutions feel obliged to issue press releases using content that has no informative value, and the fact is that if a journalist does not consider the news worth publishing, it will not be published. Your goal is to gain media coverage and raise awareness of your target public.

There are key elements that a journalist looks for in a story, where life story is crucial. Do you have a real life aspect and can you show that your news has an impact on people's lives??

When you decide to have a story to publish, you need to make your announcement by following very clear rules. These policies are designed to make it easier for journalists to use your material.

Answer the following questions about your news:

1. **Who?** Who are the key players - your company, anyone else working on the product? Who was influenced by the news, or who would benefit?
2. **What?** What's new?
3. **Why?** Why this is important news - what does it offer that is different?
4. **Where?** Where this is happening / is there a geographical aspect / is the location of the business relevant?
5. **When?** What is the time of this event? Does that add significance?
6. **How?** How did it come to that?

For starters, it may be helpful to write down the answers to these questions. Then they should be combined into short, effective sentences. It sounds simple, but it can be quite difficult. If you can't find the right words right away, don't give up. Most announcements go through several versions before the rights are found. The most important thing is to convey the benefits of your news.

It's helpful to look at the "short news" section of the newspaper. If you can tell the essence of your story in 50 words or less, like they do in a newspaper, then you're on the right track. Ideally, you should have a maximum of two sentences of 25 words or less in the first paragraph. In the first paragraph, you need to convey the essence of your story. Often, after a well-written first paragraph, writing the rest of the message is easy with more information and explanations in each new paragraph.

It is not uncommon for press releases to be printed in a publication without any further contact with their sender. Keep in mind that editors are reviewing the end-to-beginning announcement, so make sure that the most important points are made at the beginning.

The most important thing to keep in mind when making your announcement is the target public. The perspective that will interest readers of the thematic magazine will be quite different from the perspective of readers of local dailies. You need to write different versions of the announcement for your different target audiences.

When thinking about the public, think about what her / his knowledge of your institution is like and the type of language she / she will understand. The language used in describing the legislative process, for example, may be relevant to specialist journals but not to local newspapers.

### *Structure of the press release*

It is ideal to use an inverted pyramid structure (see below) where the most important information is at the top. Never make a statement as a story whose point comes at the end. This is called 'burying the lead'.

### Headline

Put a title below the header. The headline should attract attention and encourage journalists to read further. Don't waste your time on how the headline will look in print, as most journalists or editors will certainly change the headline if they use a press release.

### Lenght

Avoid complicated and lengthy explanations. Keep the content as concise as possible. An announcement of three pages or more is already an article. So you need to put all the information in the first paragraph. You can check your success by making sure that the story is fully understood if only the first paragraph is printed. The second paragraph expands information on the first, specifying more details. There is often a citation in the third paragraph. The fourth paragraph provides definitive information, such as websites, or other activities / projects, for example.

### End

Mark the end of the message with the word "end" in bold. Below that write: "For further information please contact" and provide your information or the information of the contact person in charge. Also include a cellphone number so journalists can contact you outside of business hours. The more accessible you are, the better.

If additional information is needed, you can put it in the "editorial notes" below the contact information. For example, you might note that photos are also available. It is useful to list these notes in a taxative manner so that your announcement looks as clear as possible.

### Contacting the media

Contact is usually performed by email. It is useful to treat the "subject" section of the email as a headline, in order to attract the attention of journalists. Any announcement sent by email should be copied into the mail, not added as an attachment. Many news and media organizations have an automatic blockage of the newspaper. It is also advisable to avoid any logos in the .jpeg format. Journalists are flooded with emails, so be sure to check your phone after the email has been sent and then sell your idea.

### Photos

If there is room to use photos in your story, you should make use of it. If you browse through the newspaper during the week, you will find that many stories only appear as commentary photos. It's a great way to convey a message, and it can be very effective. However, avoid portraits, be more creative.

### *Video announcements*

Video clips have often been qualified as propaganda in the past, but with the increasing access to video technology, it is now acceptable for organizations to provide information to news agencies or broadcasters through in-production video clips, which often accompany press releases. In fact, traditional press releases are increasingly being produced as "press releases" with capacities for a

variety of digital media, including text, images and video (as well as infographics, data visualization techniques, geo-mapping and audio). However, agencies will only use video material of acceptable quality. Here are some video tips:

### **YOU NEED A GOOD INFORMATION BAIT**

The first rule for producing effective video for media release is a good informative bait. It has to be something that the editors of broadcast media will want to cover. Good video announcements usually come from topics such as research announcements, anniversaries, or the launch of groundbreaking products, charity work, government or unusual advertising campaigns, and medical breakthroughs.

### **USE MATERIALS DIFFICULT TO OBTAIN FOR THE BROADCASTERS**

If you are targeting broadcasters, they will appreciate a video that contains hard-to-shoot material, either for lack of money or because it is an event abroad.

### **PRODUCTION IN ACCORDANCE WITH THE STANDARDS OF BROADCASTERS**

Many video media releases do not adhere to basic production principles. Those who work on their production should have long frames, provide sufficient selection of frames and know how to record sequences. It pays to either hire professional video producers or train selected staff on the basics of video production and editing, all the more so as the growing popularity of video among skilled digital users.

### **ASK FOR FEEDBACK OF BROADCASTERS**

One of the most effective ways to save money is to ask broadcasters if they will use your video before making it at all. It is recommended for that information to be collected from the broadcasters at least during the video creation process.

### **PAY ATTENTION TO PRACTICAL ISSUES**

When all else is complete, make sure you adequately address the many inevitable practical issues. Make sure the interviewees are available for interview. If the video will be submitted to agencies or broadcasters, please provide it to the correct person at the right time.

## Digital domain and content

### A changing communication environment

In the analogue, pre-internet era, the pace of media was dictated by editors. The news was not published every 15 minutes as it is done on the BBC today, and the sharing of striking news the way it is done on Twitter today was unthinkable.

The media environment has changed, which presents institutions with new challenges, but also offers them huge new opportunities if they are able to effectively harness the power of the digital sphere.

In the modern media environment, the importance of digital strategy is twofold: if properly understood, in the context of your institution, it will be useful in the implementation of everyday projects. On the other hand, if you direct your efforts wrong, not only will you not achieve the strategic goals of the institution, it can lead to huge costs and result in resistance to the future use of anything digital.

Given that the media space is no longer the same, the question is how can this new understanding be used to achieve the goals of the institution? Many institutions and teams have incorporated the digital aspect into the realization of many projects, and this certainly has its benefits.

The ultimate goal of effective implementation of the digital strategy is coherence and enhancement of offline activities. This module will enhance the ability of you and your institution to achieve this multiple impact that should be consistent with strategic goals.

### New rules of game

The online environment is a two-way dialog environment and as such functions according to different rules than the pre-digital era. It is designed and works best when you really interact with your public instead of just passing on information to them. Therefore, it is advisable to adopt one dialogical mindset and include engagement channels in all online activities. This mindset is absolutely crucial to successfully engaging the public in the digital space. The old ways just don't work online.

### Digital Policy Development

Consistency is a key principle. Your strategic narrative must be consistent across the communication channels you choose. By sending a consistently clear message across a wide variety of channels, the message becomes stronger - and naturally amplifies. Applying a clear digital plan across the institution ensures the consistency of the message. This policy should be agile and collaborative. Acceptance at the institution-wide level must be a priority. The questions of 'who', 'what' and 'why' can help in the design and development of digital policy.

The rules of digital engagement should be clear to all who participate in communication activities in the digital space. Any misunderstandings can be avoided by clearly defining an instance that has the final say and bears responsibility. Defining the tone and type of content in advance adds credibility to digital activities. Understanding the reasons for the interaction and how they align with the strategic goals is key.

### Strategy

The digital strategy is basically formulated in exactly the same way as a general strategy for campaigns with which it should be largely aligned and integrated. This requires the application of the OASIS model.

### **Tactics**

Display Advertising	Email campaigns
Click-through advertising (PPC)	Online public relations
Search engine optimization (SEO)	Marketing on social media
Viral content campaigns	Conversion rate optimization (CRO)
Blogging	Content onTwitter
Content on Facebook	Blogging campaign
Video content	Mobile SMS
Web page of the Institution	Online community/forums
Webinars	Podcasts
Crowdsourcing campaigns	Surveys
Free content (eBooks, commercial and technical texts, tools)	

### **Platforms (channels)**

It's important to know who you're talking to. Knowing your target audience makes it easier to choose the right channel and message that will resonate with them. So, knowing who you are talking to will make it easier to determine where you are going. Digital space allows for dynamic communication. So you talk to your target group instead of just talking to it. By including carefully selected digital channels in your communication activities, you maximize the potential and impact of this conversation.

Digital channels should be intuitively embedded based on an understanding of the operational context of communication activities. Here are some questions that can help guide your thinking:

- Which platforms will my audience be most active in??
- What is the nature of the content I want to share?
- Whether my content is intended for passive consumption, conversation or amplification?
- What is the level of access to technology in the areas where my target group is located?
- What are the advantages and disadvantages of individual platforms?

### **The deadly sins of social networks**



**Gluttony** – Social networks don't mean you have to be everywhere. New players on social networks often fall into the trap of an unbridled desire to consume more content than is necessary. Excessive consumption can occur with media platforms, tweets or followers. Attempting to create a huge base of escorts can weaken the intensity of the activity. Focus and engage on the right platforms for the right reasons with the right people, not just to gain fans or followers.

**Laziness** – The essence of social networks is conversation. This may sound cliché, but the reason why social networks have become such a phenomenon is their ability to produce two-way conversation. Thanks to social networks, organizations can easily establish personal, one-on-one communication with the public and present their real and human face. However, to achieve this, you must avoid using automatic responses. Although social media is a real-time response platform, those who live on social networks know that an organization cannot be constantly available and answer their queries. Organizations that fall into the trap of automatic responses are usually detected, leading to humiliation and ridicule online. Don't go out with something and forget, no one likes annoying silence.

**Greed** – Organizations / Institutions are often part of a broader coalition or industry. They may have competition or opponents, but working with others and distributing work can still be very effective in achieving goals. Greed and striving to always be in the spotlight can prove counterproductive.

**Anger** – A business organization / institution in its activities must always remain calm in communicating on social networks, even in the midst of an outburst of negative attitudes and rumors. What gets posted online stays on the internet forever, and conflict is news material. Whatever your narrative or story, it can easily be overshadowed by online anger or anger. Think twice, answer once.

**Lust** – In the context of social networks, lust can be defined as a strong desire for fame and popularity. This desire is manifested by the excessive placement of the views or content of the institution. Social networks, unlike traditional publishing platforms, are a two-way platform, more like a phone than a megaphone. Social networking lovers want to get involved in interesting conversations and stories that relate to your content, but they don't like to be spammed. Offensive broadcasting gives the impression of a desperate desire for attention.

**Envy** – On social networks, it is generally acceptable to use the success of others as a basis for your own goals, however, it is never good to simply copy or even oppose an entire organization / institution's campaign. We often envy others for their success on social networks, and this is understandable, but basing your engagement on responding to one's success, rather than on specific goals, can be problematic.

**Arrogance** – You are not the most important. In fact, when engaging on social networks, your audience is just as important. Modesty is a wonderful trait that will open many doors for you in your social networking activities. Arrogance will encourage conflict rather than create order.

### *Analytical data processing and impact measurement*

Generally speaking, using social networks requires investment. At the very least, it takes time to invest. That is why understanding the impact of engaging in digital communication is important.

There are numerous metrics to measure the impact of social networks. In the past, that impact was measured simply by the number of clicks or views on a website. Nowadays, content sharing providers

have at their disposal a number of tools and indicators that can be used to measure the effectiveness of content.

For these assets to be useful, it is necessary to define the ultimate impact of digital engagement. Is this the number of people who will become familiar with your organization? Amount of additional online mentions? Changing your understanding of your organization / mission / key issues? Greater interaction with the target public? The most powerful effect (but also the most difficult effect) is a change in behavior. After defining what you want to get successful with your digital strategy, you can move on to choosing the metrics you will use to measure success.

### *Introduction to general metrics*

Different platforms use different metrics to show content effectiveness. Although these metrics vary by platform, the following examples may help you better understand the meaning of the term and how shared content is experienced.

- Reach: Reach is roughly defined as the number of people who view your content. Some platforms use the term "reviews";
- Engagement: Engagement is the number of people who view, click, and share your content;
- Clicks: Their value is a degree higher than the view / reach. Clicks are an indicator of how you interact with your content;
- Shares: Sharing is an indicator that is even better than clicks;
- Opening: This indicator is important in email marketing. The opening number roughly shows the number of people who viewed your content, but it does not show how much time people dedicate to viewing your content.

### Tool Overview

Although this Guide is not intended to provide a detailed analysis of the types of analytics tools, the following table may be a good starting point for learning about the impact of social networks and digital activities.

Tool	What is measured by it?
<b>Hootsuite</b>	<b>It collects analytics data from a number of different platforms, making it a useful tool for measuring most of the indicators relevant to common digital communication activities on social networks.</b>
<b>Twitter analytics</b>	<b>This tool is offered as part of Twitter and gives good insight into reach and impressions. It is especially good for monitoring the impact of content in real time.</b>
<b>Google analytics</b>	<b>It covers a variety of platforms and provides good insight into website visits. It covers metrics such as reach, impressions, multi-source linking.</b>
<b>Mailchimp</b>	<b>User friendly email service - especially for newsletters and e-mails. Includes metrics such as opening, bouncing, clicks.</b>

If there is a clear digital strategy, with defined digital inclusion goals, metrics can be used to measure success. This way, with the right choice of metrics, depending on the social networks you use and your digital activities, you can measure the impact of the time and effort your organization puts into activities in the digital space.

The effectiveness of the digital space is, by its nature, much easier to understand than is the case with traditional media. Because it has analytics tools built in, the digital space allows you to more directly check whether your message is reaching the target public, as well as their engagement with your message.

## Recommendations

The recommendations in this Model apply to all ACBs, that is, all recommendations could be applied by an ACB established as an independent institution with adequate staffing and financial resources. All ACBs may, however, select from the Model (or recommendations) those parts (or recommendations) that they can apply at the current level or in the foreseeable period to which an individual recommendation, activity or planning document related to that recommendation applies.

1) In line with the above, it is recommended that ACBs adopt their own model-based communication strategies. This implies the selection of chapters or sections of chapters that correspond to the current state, capacities and resources and the expected state, capacities and resources during the period of the strategy's validity.

Such a strategy would include an introduction with a description of the situation (adapted to the territorial jurisdiction of the ACB), and a section on data on previously used communication documents and procedures (communication strategy of the ACB or the founding government, etc.), data on the communication to date with various target groups in the previous period, by groups (primarily with the media, but also with other participants - citizens, founders, business sector, obliged

to implement the AC Strategy and Action Plan, academia, etc.), and also by channels (press releases, media appearances, campaigns), data on monitoring of the media, ie the presence of ACB in the media and AC topics in the media in general, the situation regarding the website, Facebook profile, Twitter account, Youtube channel, Instagram account, etc., description of the existing structure for communication with the public (PR service, own or competent ministry's , government's, assembly's), the existing flow of information within ACB. The second part of the Strategy would be general strategic communication data, re-tailored to individual ACBs in accordance with capacities and capabilities, and specific data on target groups, channels (including practical advice for communicating through different models, such as an interview, a press conference , press release, etc.), internal communication, defining communication campaigns (from public analysis to evaluation and media monitoring), and strategic vision to the ACB digital environment - websites, profiles on social networks, managing them and tips that include alerts for common mistakes and problems . This part may be part of a strategy document, even if it is not foreseen to introduce some of the aforementioned elements in the strategy period (to be noted), as unforeseen changes in the environment (new framework, greater competencies, resources, etc.) are possible, or because this part will also be useful in developing (supplementing) the strategy for the coming period.

All elements that become part of such a strategy will be applied in defining (and executing) strategic campaigns or in ad hoc actions of the ACB.

2) It is recommended that ACBs develop an **Action Plan for the implementation of the Communication Strategy**, ie 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 - eg 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 (eg 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).

3) 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, infographics, 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, 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, eg 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.

4) 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, ie anti-corruption (eg, 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.

5) 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, ie 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.

6) 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.

7) 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.

8) In accordance with the points 4 and 7, 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 spinned

9) 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).

10) 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.

11) It is recommended that regular two-way communication is established with the founders and / or those responsible for controlling and monitoring the operation of the AKT. This involves not only regular reporting on the work, but also reviewing the reports, coordination regarding the resolution of problems identified by the ACB, solving the problems and needs of the ACB, with the highest level of transparency, ie reporting to the public on all these issues. In practice, this can mean regular joint media conferences or conferences.

12) It is recommended that ACBs, in order to get as much direct contact with citizens as possible, organize direct activities (so-called outdoor activities) on appropriate occasions (International Anti-Corruption Day, International Public Right to Know Day or on the occasion of significant reports, organization of conferences etc.) will present their work, results, competencies to citizens, but also hear their opinions - through direct contact or on-site surveys.

13) It is recommended that the ACBs coordinate activities with other ACBs, with the non-governmental sector, other bodies, anti-corruption institutions. Coordination is one of the responsibilities of APIK, but there is no obstacle for other ACBs to act proactively, initiate certain measures and activities with APIK, and even to establish cooperation independently. It should be borne in mind that the public / media first and foremost expect the results of that coordination, not just to see the desire and the will to cooperate. In practice, this will mean that the public wants to hear how much cooperation between the ACBs and the prosecution, for example, influenced to expedite the handling of alleged corruption reports received by the ACB from citizens and submitted to the prosecution, rather than to hear that a memorandum of cooperation between the ACB and the prosecution has been signed. This does not preclude the organization of joint conferences / roundtables to present to the public what the problems are, but also what are the solutions to the problems, from whom the solutions are expected and within what deadlines.

14) 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, in accordance with Recommendation No. 7, 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).