



REPUBLIC OF ALBANIA
COUNCIL OF MINISTERS

INTEGRATED PLANNING SYSTEM COMMUNICATION STRATEGY 2010-2013



Department of Strategy
and Donor Coordination

December 2009



REPUBLIC OF ALBANIA
COUNCIL OF MINISTERS

INTEGRATED PLANNING SYSTEM COMMUNICATION STRATEGY 2010 - 2013

Department of Strategy and Donor Coordination

December 2009

Table of Contents

GLOSSARY OF TERMS.....	5
EXECUTIVE SUMMARY	7
1. INTRODUCTION	9
2. SITUATION ANALYSIS OF IPS COMMUNICATIONS	13
3. A HIGH-PROFILE COMMUNICATIONS STRATEGY	18
4. COMMUNICATION OBJECTIVES.....	19
5. TARGET AUDIENCES, KEY MESSAGES AND TECHNIQUES.....	20
6. TOOLS FOR IMPLEMENTING THE STRATEGY	31
7. ACTION PLAN	35
8. IPS COMMUNICATION BUDGET	42

GLOSSARY OF TERMS

CFCU	Central Financial Contracting Unit
CoM	Council of Ministers
DSDC	Department of Strategy and Donor Coordination
DTS	Donor Technical Secretariat
DoPA	Department of Public Administration
EA	External Assistance
GMC	Government Modernisation Committee
GoA	Government of Albania
GSBI	Group on Strategy, Budgeting and Integration
IPA	Instrument for Pre-Accession Assistance
IPS	Integrated Planning System
IPSCS	IPS Communication Strategy
IPS SG	IPS Support Group
LM	Line Ministries

MDTF	Multi-Donor Trust Fund
MEI	Ministry of European Integration
MIP	Ministry Integrated Plans
MoF	Ministry of Finance
MTBP	Medium-Term Budget Programme
NPI-SAA	National Plan for the Implementation of the Stabilisation Association Agreement
NSDI	National Strategy for Development and Integration
PR	Public Relations
SAA	Stabilisation Association Agreement
SPC	Strategic Planning Committee
SWG	Sector Working Group
TIPA	Training Institute of Public Administration

EXECUTIVE SUMMARY

The Integrated Planning System Communication Strategy (IPSCS) seeks to provide guidelines for different stakeholders to come together and work in a joint, harmonious way that is dedicated to furthering exchange of information and knowledge on Integrated Planning System (IPS) processes, implementation and accomplishment. The aim of the present document is to propagate information in a structured manner in order to communicate to all stakeholders on the IPS implementation status and make them understand that it is an integrated process, not a fragmented one, and that it is a two-way process for gathering as well as receiving information. **Everyone, be it representative of a line ministry, central government institution or donor, is a player that can contribute in the overall success of the strategy.**

IPSCS details the structure of information flow, the message, the targeted audience to address in relation to progress of IPS, potential instruments to carry the message, resources required to fulfil it, and feedback mechanisms to learn from the whole exercise. The document is intended, but not limited, to central government, line ministries and donors. As a consequence the communication activities need to be organized, with participation of all stakeholders through making better use of communication tools and channels.

The document is composed of three main sections:

- It contains **general information about IPS processes** and its institutional structures and makes an overview on IPS communication since it was adopted by the Government of Albania in 2005.
- The IPSCS intends to brief the government and stakeholders **on past and current IPS related communication activities.**
- The document foresees and **plans the IPS communication for the period 2009 to 2013**, which coincides with the new IPS implementing stage in all ministries, with emphasis placed on securing technical assistance, organizational development and improving ministry planning and budgeting capacity aiming at ensuring quality of implementation and further strengthening accountability mechanisms.

The IPS Communication Strategy is composed of eight chapters describing the communication objectives, target audiences, tools and activities of the implementing strategy and communication channels to deliver the message.

1. INTRODUCTION

In November 2005, the Government of Albania (GoA) adopted the Integrated Planning System (IPS), a set of operating principles to ensure that government policy planning and monitoring as a whole takes place in as efficient and harmonized way as possible. IPS is the key national decision-making system for determining strategic direction and the allocation of resources.

The core processes that cover all government organizations and activities include the following:

- **National Strategy for Development and Integration (NSDI)**, which establishes the government's medium to longer term goals and strategies for all sectors based on a national vision
- **Medium-Term Budget Programme (MTBP)**, which requires each ministry to develop a three-year plan to deliver programme outputs to achieve its policy objectives and goals within its expenditure ceiling as set out in the government's fiscal plan; new procedures on public investment are included and integrated into MTBP procedures
- **European integration** encompasses processes that include Stabilisation Association Agreement (SAA) implementation, Instrument for Pre-Accession (IPA) and the translation process of *Acquis communautaire*. Its requirements feed into the formulation of sector and crosscutting strategies that are translated into outputs through MTBP processes under the IPS umbrella

- **External assistance** requires that decisions are made at a strategic level through the IPS framework about the types and amounts of external assistance needed. In co-operation with donors and line ministries (LMs), the Department of Strategy and Donor Coordination (DSDC) established ten Sector Working Groups (and 30 sub-groups), whose aim is to ensure that external assistance is coordinated effectively and supports sector strategy priorities.

IPS institutional structures

The policy goals of the government's four-year programme are aligned with sector and NSDI priorities. IPS is directed by a number of institutional structures:

- **Strategic Planning Committee (SPC)** is an inter-ministerial committee chaired by the Prime Minister that reviews and endorses the government's policy and fiscal priorities.
- **Government Modernisation Committee (GMC)** is an inter-ministerial committee chaired by the Minister of State. It approves IPS methodologies and ensures that the technical elements of IPS will effectively and efficiently deliver the government's priorities.
- A key issue for the successful implementation of IPS is the presence of a common management team in each ministry to address the planning and budgeting processes. To lead the process, a **Group on Strategy, Budgeting and Integration (GSBI)**

was established in each ministry in May 2006. GSBI manages, assures the quality and monitors the implementation of IPS within the ministry. The Group is led by the Minister, and also comprises the Deputy Ministers, the General Secretary, all General Directors and the Heads of the Programme Management Teams.

- In the framework of close cooperation with donors GoA established in November 2005 an **IPS Support Group**, which is a policy-level advisory board, a cooperation forum between government and donors in relation to the IPS process. Eleven meetings are held in total in which the Multi Donor Trust Fund disbursements and progress of components are reported.
- In addition, a new structure was established with Prime Minister Order No 5, dated 30 January 2006, and named **IPS Coordination Group**, chaired by the Minister of State. The structure is composed of Deputy Ministers and General Secretaries from the MEI and MoF and the DSDC Director. **IPS Coordination Group** discusses at a technical level the issues and materials needed for the SPC meeting.
- **DSDC** was established in December 2005 as a structure at the CoM to assist in ensuring that policy coordination at the strategic level occurs within the IPS framework, leading to greater effectiveness, transparency and accountability. With the view of establishing IPS, DSDC was the main driver in the technical redesign and harmonisation of core processes. Through its central role in the implementation of IPS, DSDC is mandated to ensure that the Government's priorities and the requirements for EU integration are fully reflected in all core government policy and financial planning

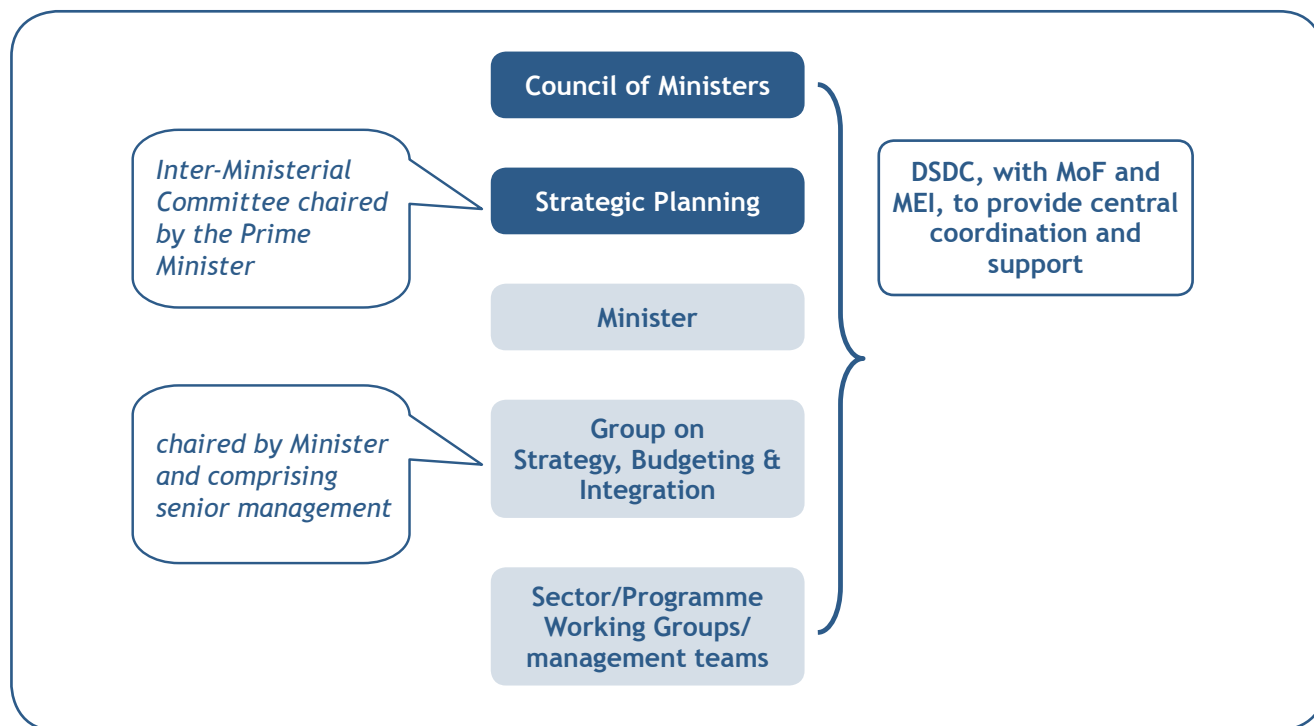
processes and communicated to all stakeholders. DSDC also prepares and facilitates the proceedings of the SPC and GMC in line with the annual IPS calendar. DSDC led the preparation for NSDI 2007-2013, entailing a broad consultative process involving key stakeholders from government, private sector, civil society and donors. During the preparation of NSDI, DSDC coordinated the process of developing sector and crosscutting strategies by line ministries that provided the main input for NSDI. Introducing a monitoring mechanism on the implementation of the NSDI, sector and crosscutting strategies is a new challenge for DSDC. This new monitoring tool will supplement the annual NSDI Progress Report, which reports on the year-on-year results achieved against a series of high level indicators. The DSDC also provides guidance and orientation to line ministries in the development of the Ministry's Integrated Plans (MIP) and Ministry Annual Reports in the framework of IPS. DSDC's Aid Co-ordination Unit provides a one-stop shop for donors with respect to strategic matters related to external assistance. As such, it is responsible for organizing major co-ordination activities such as government-donor round tables and the IPS Support Group. The DSDC, in cooperation with the Donor Technical Secretariat (DTS), has already established a donor database, which comprises data on all active donors that have been working in Albania since 1994, including information on commitments and disbursements. DSDC works closely with the Ministry of Finance (MoF) and the Ministry of European Integration (MEI) in a number of IPS-related issues. DSDC and these two ministries are the major players for successful IPS implementation.

- The **MEI** and **DSDC** work together for guaranteeing that European Integration priorities are an integral part of all government processes. MEI leads the review and monitoring process of the National Plan for the Implementation of the Stabilisation Association Agreement (NPI-SAA) and ensures that SAA implementation is reflected in the MTBP budget. DSDC participates in negotiations led by MEI on IPA programming. The Ministry is the National IPA Coordinator (NIPAC), and its responsibility is to inform and increase awareness among stakeholders on the availability of EU funds for IPA components and invite LMs and other potential beneficiaries to submit projects. IPA programming calendar and the list of approved projects is then published at MEI website. Numerous sessions with stakeholders are organized by the ministry to introduce IPA components while brochures and leaflets are also planned for the general public. Following the application for the candidate status, the Ministry is taking its leader role in coordinating the process of completing the questionnaire and has already developed a comprehensive working plan with deadlines and responsibilities for each relevant institution. An Inter-ministerial Committee for Integration chaired by Prime Minister is established to address integration issues, whereas MEI has a key role. In addition, a task force built within the Ministry is managing the awareness campaign and implementing a communication action plan on EU related issues. An EU info centre opened on 24 November 2009 in Tirana financed by EU and supported by MEI will provide information to the public on the EU integration process. Apart from providing the opportunity for direct consultation on integration issues with the centre staff, publications in hard copy and electronic version, access to the internet, and a comfortable reading corner will also be available. EU information points already exist in the Albanian university towns of Tirana, Elbasan, Shkodër, Durrës, Vlorë, Gjirokastër and Korçë. Such tool will help at increasing public awareness on EU integration matters.
 - The **MoF** prepares the macroeconomic assessments and forecasts necessary to inform the setting of strategic priorities, aggregate expenditure, revenue and deficit targets. It also guides the MTBP preparation ceilings at the ministry level. The MoF and DSDC ensure that the MTBP and the Annual Budget reflect Government's strategic priorities and co-lead negotiations with donors on policy-based conditions for loans. With the introduction of new monitoring instruments the Ministry will have to carry out the Fiscal Impact Assessment by identifying multi-year budgetary impacts.
 - **IPS Multi-Donor Trust Fund.** In order for the IPS process, its methodology and products to be better understood and implemented across government, an **IPS Multi-Donor Trust Fund** of US\$ 7.19 million with contribution from seven donors¹ and managed by the World Bank has been set up in 2008 (to be disbursed until end of September 2011) aiming to provide support to implementation of different components of the Integrated Planning System, focusing on strengthening capacities on strategy coordination, implementation and monitoring, expenditures management, and aid coordination.
-
1. The IPS implementation is being supported through the IPS Multi-Donor Trust Fund by the following donors: UK through DfID (€ 2,21 million), the Netherlands (€ 1 million), the European Commission (€ 1 million), the Austrian Development Corporation (500,000 Euros), the Government of Sweden through Sida (430,000 Euros), Italy (272,000 Euros) and Switzerland (440,000 Euros).

The General Secretary is the **IPS coordinator** for the ministry and serves as the contact point for DSDC at the CoM on IPS-related issues. The implementation of the IPS is guided by its implementation plan.

The scheme below explains how IPS functions and how institutional structures work together, coordinate and report.

In each ministry the management teams of each programme report to GSBI, chaired by the Minister and also composed of the Deputy Minister, General Secretary and senior directors. DSDC acts as technical secretariat and works closely with MoF and MEI to ensure that priorities are linked to budget and reflect the European integration agenda.



2 SITUATION ANALYSIS OF IPS COMMUNICATIONS

A communications strategy has not been in place up to now. Generally, communications have been confined to various conferences and workshops. So far, IPS information has been centralized and localized in several contacts or active players in sector working groups while the rest of the administration has not been involved. As a result, IPS awareness is reasonably high among decision makers and donors, but much less so within the implementing line ministries.

There are two questions that need to be addressed:

1. What PS has achieved up to date with respect to communications?
2. How can we learn from the past and ensure we take advantage of future opportunities?

Through answering these questions and identifying some exciting future initiatives, we may gain some very good communications opportunities.

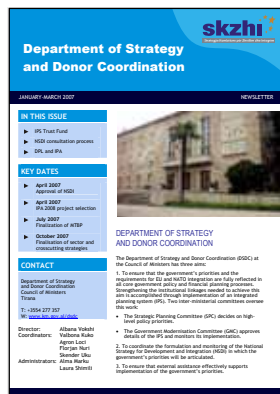
The communication tools used include the following:

- Public Administration training materials, though having the potential to at least give the theoretical background of the IPS framework, have not been yet fully used. In current TIPA training course there is no real comprehension of IPS and how it should be perceived. No concrete examples of how the processes link and run together under this umbrella

are provided. Another problem is that there is no “tailoring” of courses ad both DSDC staff, and other IPS actors receive the same training.

- Meetings with GSBI in the LMs have proved to be quite useful, but are still limited to a small number of professionals, and the frequency is also low.
- Workshops held with LM General Secretaries and Ministers to put IPS at a strategic level, were seen as effective. At a workshop in May 2007 for Ministers, Deputy Ministers and General Secretaries, the Prime Minister addressed each group and made it clear that each Minister was to make it a personal priority to implement IPS.
- In October 2007, a series of ten television debates (*Challenges and Strategies*) were broadcast on the national public channel TVSH. The first seven debates were each recorded in a different city across Albania and featured a different sector theme: education (Korça), rural development (Lushnja), tourism (Vlora), social care (Gjirokastra), infrastructure (Durrës), health (Elbasan) and environment (Shkodra). The other three debates were recorded in Tirana and focused on overall strategic priorities of NSDI—Justice and Rule of Law, Socio-Economic Development, and EU and NATO Integration— and were broadcast on 19 and 26 December 2007. Government, opposition, technical experts and local community representatives participated in these debates, which were funded by DfID and facilitated by the Institute for Contemporary Studies, and raised awareness of the NSDI process.

- Three thematic workshops were held in October and November 2007, one per strategic priority: European and NATO Integration (30 October), Economic and social development (6 November), and Democratisation and the rule of law (13 November). These workshops were supported by GTZ and had the participation of different interest groups. In addition, two group-specific workshops were organized: one for the donor community (19 November 2007) that was attended by the Development and Integration Partners and a selective set of advisers from various technical assistance projects. The other workshop for civil society (23 November) was attended by representatives of each Advisory Group that supported the preparation of sector and crosscutting strategies and by representatives of nationwide Non Governmental Organizations. These workshops were supported by DFID. In addition, four regional workshops were held—in Lezha (November 9), Pogradec (November 14), Fier (November 15) and Peshkopi (November 21)—and attended by representatives of local government, local civil society, specialists, students and academics. Overall, this was a process of giving and receiving information, resulting in an improvement of the quality of the NSDI document and increased awareness among local stakeholders.



- Government-Donor Roundtables have been good forums for exchange of information among donors, government and civil society. In addition, sector and crosscutting strategy consultation events that were organised with the Advisory Groups and donor community were covered by the printed and electronic media in 2007. Press releases issued in November 2007, covered both the NSDI consultation process and the government-donor round table, and were published and distributed to all the media.
- DSDC quarterly bulletin was issued for the first time in January 2007. It was published for one year and had a circulation of almost 500 copies in color printed normal document paper. (The picture shows the first DSDC Newsletter January-March 2007 edition).

- Donor Dialogue was first published in November 2006 as a MSWord document, and a new design was introduced in November 2007. Starting from issue no 23, November

2008, DSDC and DTS agreed to have one joint e-newsletter, while a year later in November 2009, the name of the newsletter was changed to “Government-Donor Dialogue”. The monthly e-newsletter has seen an increased GoA presence through the larger number of articles covering government activities, and DSDC meetings and events. By regularly featuring IPS updates, the newsletter has played an important part in keeping donors and the government representatives informed. It is sent to nearly 1000 email addresses, including those of LM senior officials, ministers and deputies, General Secretaries and Chiefs of Cabinet. With the new website of DSDC, the newsletter will be functional and gather more subscribers. The feature is installed and running at www.dsdc.gov.al facilitating subscriptions, thus increasing the



popularity of the publication and enabling a wider distribution. The document helps in increasing the number of visitors to the site. The e-newsletter is available in both languages, English and Albanian. (April 2009 edition is shown in the picture page 14)

► **Printed materials have also played an important part in IPS awareness raising, and these include the following:**

- **NSDI 2007-2013** represents the fundamental strategic document of Albania. It harmonizes for the first time a perspective of sustainable economic and social development, integration into the European Union. NSDI was finalised in December 2007 and approved by CoM Decision in March 2008.
- **NSDI Progress Report** is an annual publication of DSDC. It is an important component of the monitoring system and summarizes progress and performance of the all sectors. The Report is widely distributed through government, both local and central, and main institutions. 2005 Progress report was published on September 2006 while the 2006-2007 NSDI Progress Report was published in December 2008 and the 2008 NSDI Progress Report was published in 2009.
- **IPS Calendar** is issued at the beginning of each year and comprises all activities related to IPS implementation, as well as other donor activities in Albania. The calendar is a joint effort between DSDC, MoF and MEI, and is distributed to all stakeholders involved in IPS implementation, including government and donors. It contains explanatory information of the IPS process and the progress made under each component, and gives also the full agenda of activities for the year ahead.
- **Medium Term Budget Programme** published by MoF informs on the budget allocations for a three-year period by making an explicit linkage between the budget and programme policy objectives. Improvements are planned for the next edition in terms of content and layout in order to make the document easier to read.
- **Stabilisation and Association Progress Report** produced yearly describes the relations between Albania and the Union;- analyses the situation in Albania in terms of the political and economic criteria for membership; and reviews Albania's capacity to implement European standards, that is, to gradually approximate its legislation and policies to the *acquis*, in line with the Stabilisation and Association Agreement and the European Partnership priorities.
- **Ministry Integrated Plans (MIP)** were annual documents that highlight the key MTBP commitments. The Plans were prepared by LMs with the assistance of DSDC, MoF and MEI and comprised two main parts: **Ministry Annual Report**, highlighting the results achieved against the commitments of the MIP of the previous year, and the **Ministry Monitoring Plan**, which includes a set of key objectives and legal requirements, agreed with LMs, for monitoring and reporting. Through the recently established Results-Based Monitoring System, PIMs will no longer be prepared. This system is introducing new mechanisms, such as **Performance Assessment Matrix (PAM)**.
- **External Assistance Orientation Document (EAOD)** was prepared for the first time in April 2008. This orientation document provides government's views on the role of external assistance in Albania's development, and the priorities for future external

assistance, over the period 2008-2013 based on the National Strategy for Development and Integration (NSDI). Guidance is provided both for immediate project opportunities and for mid-

term programming over the period 2008-2013. The document also identifies the ways in which government will take on greater leadership on external assistance management.

2.1. 2009-2011 Publications and updates

- **External Assistance (EA) Progress Reports 2008** was published for the first time in October 2009 and provides an analytical overview of donors' activities in Albania and mapping of their support in a variety of sectors since 2000. The 2009-2010 Progress Report will be produced in 2011.
- **Harmonisation Action Plan** was prepared jointly by DSDC and DTS. It was endorsed at the Government-Donor Roundtable in November 2009. It includes thorough analysis of the country's current position, in terms of the Paris Declaration principles and sets out practical actions to pursue to deliver real improvements in aid effectiveness. A progress report that assesses progress toward meeting the targets set in the HAP is produced periodically.
- **NSDI Progress Report 2008** was finalized and published in December 2009. The NSDI and EA Progress Reports will continue to be the most important and engaging documents produced by DSDC and its partners. The idea to merge the two into a single document in order to compare is being considered. NSDI Progress Report 2009-2010 will be published in mid 2011.
- **IPS components**
These five components were published by DSDC as a set for an IPS folder and distributed to nearly 250 participants of the Donor Coordination Conference.

They consist in single page documents covering European Integration, NSDI, External Assistance, Medium Term Budget Programme and Monitoring. Each of the fliers contains a synthesis of information on the IPS components, giving definitions for each and their current progress. These files are updated and published periodically.

- **IPS Manual**
Initially intended for ministers, the original handbook of 2007 was updated and adapted to become a manual for general users, therefore targeting a broader audience.



- **IPS calendar** is subject to annual update and is distributed electronically to all stakeholders. The first one was issued in 2007.
- **DSDC brochure**
The first brochure for the department, prepared and published in March 2009, gives an overview of DSDC and its role in IPS implementation. It describes all the activities carried out by the Department as part of its work in IPS processes, as well as short biographies of the DSDC team. The brochure was widely distributed and publicized at the Conference on Donor Coordination held in April 2009. It is important within the framework of IPS as it informs the newcomers about DSDC's position and role, thus effectively projecting its image across government, donors and partners. The brochure is updated and republished periodically.
- **SWG GUIDELINES**
Guidelines on Institutionalizing Sector Working Groups to Strengthen Policy and Donor Coordination at Sector Level were prepared in the framework of the support of IPS MTDF. They aim to support SWGs in organizing and managing their work and increase effectiveness of the dialogue between the government institutions and donors.
- **SWG calendar** with the dates of SWG meetings was issued for the first time in January 2008 and was introduced to the donor community and representatives from the line ministries. According to this calendar, the SWGs should meet at least quarterly. This medium is also subject to yearly update.
- **Website.** The DSDC website financed by the Multi-Donor Trust Fund first went online in March 2009. It was prepared prior to the regional conference on Donor Coordination in Western Balkans and Turkey that took place on 2 and 3 April 2009. The aim was to help disseminate information related to the conference and promote relations between GoA, and donors, who jointly have developed a highly effective architecture for policy dialogue and information sharing, including IPS. The website contains detailed information on DSDC, IPS processes, products, including a wide range of publications (NSDI, Progress Reports both on NSDI and External Assistance), and other information about donors, a donor database and links to donor sites. The website serves as a portal for information relating to the IPS process and its progress. The site can be accessed directly at www.dsd.gov.al or via the link to DSDC from the CoM and DTS websites.

3. A HIGH-PROFILE COMMUNICATIONS STRATEGY

Given the scope of planned process improvements and the breadth of accomplishments that this represents, a high-profile communication strategy is needed. In fact, the full delivery of all of the activities aimed at target audiences represents a significant increase in profile compared to past efforts.

The Government is looking at ways to greater involve civil society and the advisory groups in monitoring the strategies. If a large exercise is launched to review the strategies and establish a meaningful role for civil society on an ongoing basis, it would provide an opportunity to communicate not only a transparent, inclusive approach, but also significant achievement of the sector strategies themselves.

Following the EU candidate status application on 28 April 2009, GoA is involved in the preparation of the Strategic Coherence Framework, the strategic document that enables government to access additional IPA funding. This new stage has positioned the DSDC as an ongoing player and allowed it to redefine the IPS role with respect to EU Integration. The introduction of policy instruments, such as impact assessments, offers another major opportunity to communicate ongoing efforts to ensure successful implementation.

There are two reasons to start pursuing an aggressive IPS communications strategy in both the short and medium term:

- **Short-Term:** Government places high importance on IPS and the role that ministries will play. For Deputy Ministers and General Secretaries, it is important to emphasise that SPC continues to support the IPS process. For new Deputy Ministers or General Secretaries, it is critical that they are aware of the level of political support that IPS enjoys. Moreover, as attention turns from system design to ministry implementation, the point needs to be made that a greater responsibility will be placed on Ministers and ministry senior management.
- **Medium-Term:** The next round of process improvements, to be implemented over the next two years, will complete the IPS methodology. Once implementation is underway, IPS should be promoted both within the public administration and internationally as a “made in Albania” success story.

4. COMMUNICATION OBJECTIVES

The IPSCS 2009-2013 aims to increase awareness and provide practical and focused information on IPS issues to different target groups, as well as enhance the role of DSDC as the facilitator and accelerator and connection point between government and donors. The overall objectives of this Communication Strategy are as follows:

1. Facilitate communication within GoA institutions and foster existing communication channels, for sharing information with different audiences, promoting better cooperation among partners and creating synergies in order to increase participation in IPS-related activities.
2. Provide updates on IPS implementation through the use of regular means of communication, as well as through updating relevant web pages and production of information related materials in both printed and electronic form.
3. Improve and establish new mechanisms of dissemination of information on activities under IPS activities within governmental structures, since the key audience are GoA institutions.
4. Increase public awareness and understanding of IPS processes and facilitate opportunities for public discourse and sharing of knowledge, and enable information from non-government actors to reach decision makers to inform planning at all levels.
5. Improve communications about IPS activities in an easily accessible and understandable form for partners and media, creating effective and advantageous IPS implementation.
6. Increase level of IPS knowledge at civil servants and LM staff at least by 30 per cent by the first year of strategy implementation. Test can run prior and after the trainings to measure this objective.

5. TARGET AUDIENCES, KEY MESSAGES AND TECHNIQUES

This communication strategy sees three major groups of audiences: primary, secondary and influencing. Giving the right message to the primary audience has an impact on overall success as they themselves are the players. The secondary audience is also important—they can be directly involved or might benefit from IPS processes—,

while the third group consists of people that have the authority to shape or affect the way of thinking and viewing the results. Such grouping is done for ease of structuring the information and the channels to be used, but it is not a clear cut division as individuals from the primary audience can also have influence.

Primary audience	Secondary audience	Influencing audience
Ministers, Deputy Ministers	Local government	Prime Minister
General Secretaries	International community	Minister of State
Policy, finance directors	Media	DSDC, MoF, MEI Other stakeholders
Ministry management bodies (GSBI)	Regional Government	Media
Donors	Parliament	
Civil servants	General public (with some targeting of beneficiary communities and social, economic groups)	
Civil society		

In developing the strategy, a wide range of stakeholders will need to be considered with communications initiatives tailored to their role in IPS. Therefore, a description of every audience and the approach of this strategy for communicating the right message is required, and is detailed below.

Communication key messages and techniques

5.1. Ministers, Deputy Ministers

- **Ministers:** *collective decision-making as CoM member; accountable for ministry strategies*
- **Deputy Ministers:** *key role in formulating strategies and SWG chairs*

For Ministers and Deputy Ministers, a single, high-impact event is necessary.

The 2007 workshop for Ministers, Deputy Ministers and General Secretaries energized the IPS process and sent the right signals that technical matters such as strategies and budgets have important political consequences and require the personal and constant involvement of Ministers and senior management. A similar event

should be considered early in 2010 following approval of the macro framework, policy priorities and ministry ceilings. In addition to reinforcing the importance of IPS, this event would offer the Prime Minister an opportunity to discuss the Government's immediate and medium-term policy priorities.

KEY MESSAGES:

Attention must now shift from design and planning to implementation. The Government expects ministries to be vigilant in ensuring that their plans translate into on-the-ground improvements in Albania's economy and society.

Albania is entering a critical phase in its pursuit of European membership. Each ministry must ensure that its plans and budgets fully support the implementation of its European integration commitments.

Technique: The key messages given in the first year remain relevant and will continue to be delivered through already established IPS structures. It is important that senior political and administrative officials hear directly from the Prime Minister at SPC meetings, while messages from the Minister of State, who chairs the IPS Coordination Group, and from Minister of Finance and Minister of Integration would reinforce the Prime Minister's messages.

5.2. General Secretaries

- *key role in implementing IPS*
- *responsible for quality assurance and coordination*
- *regular meeting of all General Secretaries convened by General Secretary CoM provides good forum for information exchange*

The General Secretary (GS) of the CoM chairs a regular forum of all ministry General Secretaries. This body was used several times to convey information on IPS-related issues. As implementation proceeds and new processes (e.g. impact assessment) are introduced, the role of ministry General Secretaries will become increasingly important.

General Secretaries provide the bridge between the political and administrative levels and ensure that ministry middle management and civil servants understand IPS and their respective roles/responsibilities. As such, General Secretaries need to

understand IPS at a broad technical level. They also require an ongoing forum in which they can regularly share best practices, ask questions, and provide feedback to central institutions.

A workshop chaired by the CoM General Secretary and DSDC Director was organized on 13 October 2009 with participation of all LM GSs, DSDC staff and international IPS consultants, aiming to brief on IPS by also giving an update of its status through exploring best practices, and identifying which productivity tools could enhance ministry operational planning capacity. The meeting had great attendance and successfully reached its objectives.

KEY MESSAGES:

as IPS shifts from design to implementation, the prominence of GS's role will increase

IPS and its core processes (MTBP, NSDI, European Integration and external assistance) will be placed on agenda of every regular meeting of the GS's forum

GS of CoM wishes to use this time to both convey information and provide feedback on what is and what is not working

Technique: To address these needs, the following should be considered:

- a half-day retreat organized by the General Secretary of the Council of Ministers early in 2010
- resume the practice of convening collective meetings of all General Secretaries and having IPS as a standing item on the agenda; these could be organized to link with the schedule of GSBI meetings; and
- have DSDC work more closely with the Legal Department at CoM for the preparation of Annual Legislative Plan; DSDC to introduce the impact assessments; DSDC to better support the General Secretary of CoM with the meetings of General Secretaries and SPC meetings

5.3. Ministry Senior Management Group (The GSBI)

- *decision-making within ministries*

Since GSBI members are mostly Ministers, Deputy Ministers, General Secretaries or Policy/Budget

Professionals, they will be targeted individually as part of this communications strategy.

KEY MESSAGES:

The importance of each ministry's GSBI increases significantly as IPS shifts to implementation through LMs, in 2010, government's IPS priorities will include introduction of performance monitoring and impact assessments

by the end of 2010, all IPS methodologies will be in place; in future years, the exclusive focus will be on improving results

Technique: At the beginning of each year, DSDC should forward to each ministry the Integrated Planning Calendar, which is approved by the SPC and contains the dates of SPC meetings and deadlines of all major processes. For the 2010 calendar, an insert or IPS update should be included to remind GSBI of their central role

and alert them to the new IPS process improvements. It is foreseen that ministries will be receiving technical assistance through the IPS Trust Fund to support capacity building. Regular reporting should take place and an update through the IPS mail group can be given to all.

5.4. Policy/Budget Professionals

- *directly supervise majority of related work*
- *among best sources for identifying problems and necessary process improvements*

This is a critical audience since they perform most of the technical work. They likely are aware of IPS generally, but focus mostly on the individual tasks for which they are responsible, i.e. compiling the ministry's MTBP request, coordinating the ministry's sector strategy, coordinating European integration commitments, reporting results, etc.

Technique: This group should be targeted for special training and information sessions. The potential for

designing standard courses on strategic planning and performance budgeting should be discussed with Training Institute of Public Administration (TIPA) and the Department of Public Administration (DoPA). Consideration should also be given for convening an annual information session for all policy and budget professionals, as well as EU coordinators, at the start of the planning cycle to introduce process improvements and share best practices for the coming year. This would provide an excellent networking opportunity.

5.5. Civil Service

- *general awareness required as ministries begin active IPS implementation*
- *IPS should be a module in TIPA training*

The average civil servant knows very little if anything about IPS. Given the centrality of IPS to the way in which policy and financial decisions are made and European integration supported, a general level of knowledge is appropriate.

Although the quality and technical details of government planning systems, such as IPS, are of little relevance or interest to most civil servants or the general public, the message that the Government of Albania is managing its

resources effectively and efficiently and ensuring that its policies improve the day-to-day lives of Albanians can resonate if it is backed by solid evidence.

An effort should be made to begin documenting success stories from ministries where the goals and objectives set out in ministry strategies and plans have been achieved and produced economic or social improvements that positively affect the quality of life of Albanians. IPS does not have to be prominently featured in such

stories, but it should always be mentioned. For donors, this would signal that their investment in IPS is paying off at a practical level. For Albanian public servants, it reinforces the message that sound policy and financial planning produces tangible benefits to citizens.

Technique: Awareness training in general is important for the civil service. More specifically, TIPA could

consider incorporating a module on IPS into introductory courses to public administration (a mandatory course for Albanian civil servants). A two-day course on IPS within the civil service training programme would be appropriate. Beyond this, mechanisms that would attract civil servants to the DSDC website for more information should be considered.

5.6. Donors

The proposed process improvements offer an opportunity to renew communications with donors on several levels.

- *Donors need to understand that, with this round of process improvements, the IPS methodology is complete and that emphasis will shift to implementation and capacity building in line ministries; and*
- *With the revitalization and expansion of Sector Working Groups, donors will have an opportunity to monitor the actual results achieved, provide policy advice, and better align external assistance to priorities.*

Donors working in Tirana have had a high level of exposure to IPS. Key forums for interacting with government on IPS include:

Donor Technical Secretariat (DTS): Although this is a donors-only group, DSDC is often invited to its meetings. The DTS is in continuous direct contact with DSDC.

IPS Support Group: This joint government-donor body, which primarily meets to deal with the IPS Trust Fund,

will likely become more active with disbursements increasing towards the end of 2010. It is also recommended that the IPS Coordination Group expand its mandate to include the coordination of external communications as well as the provision of technical guidance.

Sector Working Groups: SWGs will continue to play a key role as fora of information exchange between government and donors and a better use of SWGs should be considered. These groups will be gathered as planned in the SWG calendar at the beginning of each year, and the frequency and meeting dates will be agreed upon in each case by the members of each SWG. SWGs will serve both government and donors to identify areas for joint projects and programmes and for analyzing capacity development needs. The eventual goal is to establish such groups in all sectors for which a sector or cross-cutting strategy exists

Government-Donor Roundtables: these are the most important events jointly organized by DSDC and DTS with the participation of donors and GoA representatives. They are held once a year (with extraordinary ones also being held). The last event was held in November 2009. It saw great attendance and successfully reached

its objectives. The roundtables are considered to be the most important forum for the GoA and the donor community in addressing issues related to the IPS implementation and aid effectiveness. Such events

present a good opportunity for promotion of IPS and DSDC to the public and the media. IPS updates have often been presented and press releases are prepared for these occasions

KEY MESSAGES:

Government of Albania and donors have jointly developed a highly effective architecture for policy dialogue and information sharing

GoA's IPS has served as a catalyst for this heightened level of engagement

when launched in 2005, IPS established as a fundamental principle that external assistance must align with national priorities

intensive and structured dialogue between government and donors is making this happen on the ground

Technique: It may also be worthwhile working jointly with donors to prepare a short paper describing government-donor interaction around IPS as a “best practices” case to be circulated to donor HQs in order to better promote IPS achievements in Albania through giving out the above mentioned messages.

In addition, targeted communications to international organizations that assess the Government's approach to policy and financial management (e.g., SIGMA, World Bank, European Commission) could be considered once the necessary measures to address these criticisms are in place.

Special messages should be addressed in relation to EU agenda. The European Commission annually assesses progress made towards European integration goals. Although there are no explicit requirements for government planning systems, IPS' overall contribution to improving administrative capacity could be better articulated and explored with Brussels.

As a medium-term communications goal, Albania should seek well-deserved international recognition for developing a best practice approach to planning and budgeting. In terms of timing, attention should be drawn to these accomplishments following the implementation of the proposed round of IPS process improvements.

In addition, with application for candidate status, European dimension becomes even more prominent. It is important to work with the Delegation of the European Commission in Albania and inform Brussels on IPS effectiveness as a tool for implementing the integration agenda.

The Delegation of European Commission in Tirana has been involved with IPS from the beginning. Given that one of the core purposes of IPS was to ensure that the government's policy and financial planning systems advanced European integration, it may soon be time to assess to what degree this goal has been achieved. The results should be shared with the Commission in Brussels as a possible model for other countries.

KEY MESSAGES FOR EUROPEAN COMMISSION:

IPS was predicated on the principle that the government's core policy and financial planning systems must be oriented towards delivering the European agenda

it is insufficient to simply pass laws and regulations or establish new bodies; IPS serves as a bridge between the legal requirements of European integration and concrete implementation of those policies

IPS could serve as a model for other aspiring EU members

Technique: DSDC, MEI and Delegation of European Commission in Tirana might discuss the possibility of preparing such an analysis for the EU Commission in Brussels, containing the above mentioned messages in the autumn of 2010 or earlier depending on the status of application for EU candidacy. On the other hand MEI reports on quarterly basis to European Commission and

IPA programming NPI-SAA: But how it will be changed after the application of EU candidacy? In order to create better public awareness, MEI can adopt a new communication strategy and among others produce leaflets with general information on what is expected, "Task and responsibilities for EU candidates" "Albania applies for EU: what is next?"

5.7. Local governments

- *input into sector strategies*
- *development and implementation of regional development strategies*
- *increasing prominence of regional development as part of IPA funding regional management*
- *reflection of decentralization*
- *may wish to adapt simplified IPS model*

Technique: Municipalities know very little about IPS. Nevertheless, benefits realized by central government should apply, at least in part, at the municipal level. An outreach programme makes sense in this case. Rather than approaching municipalities

directly, discussions could be held with the Albanian Municipal Association (and of Communes) on the best forum for making a presentation at a one-day workshop. The Ministry of Interior could be a partner in these efforts.

KEY MESSAGES::

Since 2005, the Government of Albania has been successfully implementing IPS.

IPS has enabled central Government to link policy to money and money to results although municipalities operate somewhat differently, both central and local should share these basic systems

there are elements of IPS that may be beneficial for local government to consider.

GoA is willing to share the methodology and experience if any municipality is interested.

It is very important after each activity to gather and establish contacts for a follow-up. The DSDC website

can serve as a portal or referral site for all IPS-related information or queries.

5.8. Academia and civil society

- *participants in NSDI-related consultations*
- *expanded role for consultation in policy development*
- *better information assists public accountability role*

A number of respected academics were members of the Sector Advisory Groups established to guide the development of sector strategies. Otherwise, there has been minimal contact with the academic community. The Sector Advisory Groups will soon be re-activated to deal with monitoring strategy implementation.

Technique: The reactivation of Sector Working Groups, which will be expanded to include civil society representatives, will deliver on the NSDI commitment to involve civil society in monitoring implementation of sector strategies.

This offers a good communications opportunity to convey to civil society the message that the Government

is committed to developing a more participative system and is inviting their involvement on an ongoing basis. The precise workings of IPS will not be of interest to most civil society groups, but they should be made aware that transparency and consultation are core IPS principles.

Beyond this select group, it would be useful to conduct a limited outreach on IPS to the relevant faculties of appropriate Albanian universities. This could involve an annual visit by a senior government official to give a talk and hold a discussion on “how government works”, “how government decides”, “how government spends”. IPS would of course feature prominently in these discussions. DSDC can produce leaflets featuring the above.

5.9. Regional Governments

- *a number of regional events, often convened by the European Commission, have been held over the last few years; interest was expressed by other regional governments on the Albanian approach*
- *these contacts around IPS can be broadened into a more expansive information sharing network*

Technique: Events like regional conferences are a good tool of promoting Albania's experience with IPS. Regional conferences are not organised with a regular frequency, but when they are held they present a huge opportunity for promoting IPS issues and GoA work nationally and internationally.

In April 2009, the European Commission Directorate-General for Enlargement and the DSDC hosted a

donor meeting in Tirana. The meeting brought together over 200 government and donor officials from the Western Balkans, Turkey and EC delegations in the region. Participants were provided with a large amount of information materials, especially concerning IPS components. DSDC representatives showed that IPS is moving forward as a key part of Albania's plan for EU Integration and national development.

5.10. To Media

- *underutilized to date, but would be critical to a high-profile strategy*

Although media have attended numerous events where IPS-related matters were being discussed (e.g. televised ministerial debates on NSDI), there is a very low understanding in newspapers, TV or other media of what IPS means. In a sense, this is appropriate as the IPS concept would be highly abstract for public audiences and is primarily aimed at the public administration. Its relevance then, from a public perspective, will be simply as a brand for other material that will be of interest. Any communications

strategy would therefore focus on the specific product being released to the public (e.g. Ministry Annual Reports) and use IPS simply as a logo or as an umbrella reference. The IPS Design Guideline could serve to this purpose.

Technique: A TV programme on strategies was broadcasted in Albanian public television TVSh (the largest coverage) and simultaneously in the channel two (TVSh 2) and two radios of the same electronic

media group. DSDC played a key role in shaping the programme by providing the background information and contacts of potential invitees from government side. The programme run for about 40 weeks.

In addition, it may be worthwhile targeting other key news or TV reporters who focus on government. IPS would still

be unlikely to appeal as a story, but the understanding of it may produce an occasional mention and would certainly improve the reporters' understanding of how government works. A section in one or two popular newspapers and TV talk shows named, for example, *How Government works* could be considered aiming at educating media and general public on how decision making works.

6. TOOLS FOR IMPLEMENTING THE STRATEGY

In order to convey our message to the public, the Communication Strategy will make use of the existing tools, techniques and activities and introduce new ones where necessary.

6.1. Use of and updating the database of DSDC contacts

As part of its efforts to access the media and public, DSDC has gathered, and updated on a regularly basis, contacts within three large target groups: media, donors and government.

A database of main country mass media was prepared and delivered at the end of December 2008. The work included collecting contacts of Albanian media and foreign media operating in the country. The

data was made available for all DSDC staff. Three distribution mailing lists were also set up, for media, donors and government contacts in order to facilitate communication between DSDC and its partners. The challenge remains in updating and making the most of its use. New contacts will be created by DSDC coordinators and these changes should be reflected in the common database of DSDC contacts to be available for use. The process of gathering new data as started.

6.2. Design guidelines

The **IPS Design Guidelines** is a necessary document that provides consistency in IPS publications. It is a set of rules to be followed in order to create a unique identity and greater visibility. It shows how the identity is applied through use of a logo, colour scheme, typeface, page layout letterheads, presentation and other communication materials in order to maintain visual continuity.

IPS Design Guidelines. This will be an internal document to be used by DSDC for its own IPS-related publications and will provide consistency in publications from ministries. Given that IPS does not have a logo, preparatory work will begin to design and introducing one. The DSDC will continue to make use of the Council of Ministers logo accompanied by the name of the Department.

6.3. Press releases

Press releases will continue to be issued by DSDC on an event by event basis, such as Government-Donor roundtables, conferences, etc. Releases will be distributed electronically to the media and put on the DSDC website (www.dsdc.gov.al). There is public interest especially with regard to foreign aid and GoA relations with donors. Besides press releases, interviews can be arranged occasionally with DSDC directors either in printed form or in electronic media with the launch of important events.

6.4. Government-Donor Dialogue e-newsletter

New changes covering layout and content may be considered for the e-newsletter. Translation into Albanian is very important for Albanian users and the public administration in general. The aim is to turn the e-newsletter into real magazine, featuring not only news, but also interviews and profile of representatives of both GoA and the donor community. A periodical revision of mailing lists should be undertaken by the Donor Technical Secretariat (DTS) and responsible persons in DSDC in order to update the lists with new relevant contacts.

6.5. IPS Manual

A revised IPS Manual including the new process improvements and monitoring can be considered in early 2011.

6.6. IPS Calendar

The calendar is subject to yearly update.

6.7. DSDC website

The website will continue to play an important role in the dissemination of information relating to the IPS process and external assistance in the country. An awareness campaign is undertaken to promote the website among central government institutions and donors, by exchanging reciprocal links in order to increase traffic to the site and its ranking. Other features, such as surveys and polls could be used to gather information, receive feedback and maintain the ongoing communication with readers and the wider audience. Currently a questionnaire is being undertaken concerning IPS awareness. Analysis could be carried out of website statistics, identifying the audience groups and assess their IPS knowledge. Distribution of the e-newsletter to the numerous subscribers leading them to the website for the full articles is also a powerful tool for generating traffic. Other means, including frequent announcements, could draw the attention of DSDC's counterparts increasing the use of the site as an important source of information.

6.8. Suggested new publications

It would be appropriate to produce a high quality, visually appealing published document such as IPS Accomplishments recounting the five-year journey that has produced perhaps the best policy and financial planning system in the region. Such a

document could have a reasonably long shelf life as IPS methodologies should be stable for several years. Although somewhat technical, the document should be presented in plain language to be appropriate for distribution to the international community, universities, municipalities, regional administrations and civil servants. Recognizing that media interest in such matters is limited, there should still be an opportunity to raise awareness concerning the types of products that are available through IPS and why these are important.

6.9. IPS Report

The IPS Report is prepared by CFCU in co-operation with MoF and DSDC and is presented at IPS Support Group meetings to inform donors on the progress of each component of, for example, the MDTF, as well as difficulties occurred and steps to be taken.

6.10. Setting up IPS mailing groups

A detailed list of individuals actively involved in IPS implementation, comprising those within LMs, central government and dependent institutions, will be drafted for the purpose of updating the DSDC contacts database. This step will enhance communications among IPS actors. Announcements, notifications, brief emails could be sent to members of the list as well as to those involved in Government-Donor Dialogue, along with other electronic publications and documents. Such a list could also be used for other purposes related to IPS messages. In addition, DSDC Public Relations Expert

could contact IT staff in each ministry and other relevant institutions to create general (e.g. one for the whole institution), as well as more tailored, mailing lists.

6.11. IPS Trainings

There are very few if any academic courses that provide appropriate technical training for civil servants in the specific policy, planning and budgeting practices of their government. It is also rare for such training to be provided effectively through a training institute, although such bodies can provide general orientation on the government's planning system to civil servants. Ultimately, the most effective training is provided by the central institutions themselves. Such training cannot be offered regularly, but an annual or semi-annual full-day training course should be considered to update those ministry officials responsible for co-ordinating IPS within line ministries on any process improvements. This will also offer an opportunity to develop a broader IPS network throughout government.

In addition, an opportunity to present the IPS concepts as part of public and private university lectures ought also to be considered. DSDC could initiate this process and identify appropriate topics and help design the module at each university. Depending on interest and the nature of the university, the material could range from a single slide to an entire module on *How Government Works*.

Finally, DSDC should develop a broader network across the Region and with equivalent organizations in new member states. Study tours to the Baltic States were

beneficial as they would see planning systems that are similar to Albania's but a few years more advanced. Study tours to other European countries (e.g., Scandinavia, UK, the Netherlands) would demonstrate how new member states manage their policy and planning systems. Periodic regional forums with

other centre of government institutions would permit knowledge-sharing and common goal-setting. In sum, although the GoA has developed its own planning system suited to its unique circumstances, much can be learned from comparing how other countries deal with similar challenges.

7. ACTION PLAN

Communications activities will be extended within three main areas or fields: knowledge building and sharing, capacity building and training, and the creation of new mechanisms for information dissemination as described in the action plan and accompanying table laid out below.

The following table contains the planned activities and the mechanisms to measure success of the Communication Strategy. Evaluation tools are both qualitative and quantitative. Qualitative indicators include answers to questions posed at information sessions, in surveys, evaluation forms and emails, as well as from feedback. Quantitative indicators include number of staff attending information sessions, number of email recipients, number of enquiries about IPS, website traffic and details of page impressions and quantitative results from surveys.

For the IPSCS to succeed it is important to consider the role and the responsibilities of the partners in all actions undertaken, including internal communication among staff. DSDC should have a better organization of its archive in order to better face staff changes and preserve the knowledge of the department. Messages to DSDC mail group koordinimi@km.gov.al are also a good tool to keep all key personnel informed and up to date.

Publicity agencies and design studios represent third parties in design and production. All projects relating to IPS communication and image will be managed and coordinated by DSDC's PR Specialist under the direction of the DSDC Director. Support will be provided by DSDC team, IT staff and the Department of Information at CoM, as well as by all other structures involved in IPS implementation.

FIELD	AUDIENCE	ACTIVITIES	RESPONSIBILITY
Knowledge building and sharing	All audiences	Production and distribution of all IPS-related materials	DSDC in cooperation with MoF, LMs
		<ul style="list-style-type: none"> NSDI progress Report 2008 & 2009-2010 	DSDC
	GoA and Donors	<ul style="list-style-type: none"> EA progress report 	DSDC
	GoA and Donors	<ul style="list-style-type: none"> HAP (Harmonization Action Plan) 	DSDC and DTS
	GoA and Donors	<ul style="list-style-type: none"> IPS calendar 	DSDC
	All audiences	<ul style="list-style-type: none"> Revised IPS handbook 	DSDC
	GoA and Donors	<ul style="list-style-type: none"> SWG Guidelines 	DSDC and DTS
	GoA and Donors	<ul style="list-style-type: none"> SWG calendar 	DSDC and DTS
	All audiences	<ul style="list-style-type: none"> Government-Donor Dialogue e-newsletter 	DSDC and DTS
	Media	Press releases	DSDC
	GoA and Donors Media will be notified by Press Release	Government-Donor Roundtable	DSDC and DTS
	GoA and Donors	Meetings of the SWGs	DSDC, DTS and LMs
	GoA and Donors	IPS SG	DSDC, donors committed at MDTF, and other donors
	Each donor and GoA	Cooperation protocol	DSDC, each donor and LMs

FEEDBACK / MONITORING	TIME-FRAME
Circulation and distribution of materials	Throughout
When a notification is sent by email, track response and monitor download traffic from website	Will be published annually
	Will be published annually
	Endorsed at the roundtable on 13 November 2009
	Annually (every January)
	End of 2009
	Prepared in 2011
	Prepared annually in January
	Published monthly
	On event basis, throughout
No. of participants, Quality of debates and feedback Media coverage, No. of newspaper articles Visibility	Once a year is the usual frequency of such meetings
Continue to be lively forums, focusing on technical issues of project implementation	Frequency to be decided annually as agreed with all parties
No. of participants Quality of report	Biannually
No. of meetings No. of project fiches submitted	Upon request of donor for first time; yearly negotiations are suggested later

FIELD	AUDIENCE	ACTIVITIES	RESPONSIBILITY
Capacity building and training	GoA senior officials	Training for GS, Ministers, and Deputy Ministers	DSDC and IPS Coordinator, GS of CoM
	LM public servants	Training for Budget professionals (GSBI)	GS of each ministry with participation of IPS professionals, DSDC can observe
	Municipalities	One-day workshop featuring new tasks for local government following EU candidacy application	DSDC, Ministry of Interior
	Public Administration	Training for general civil servants	DSDC, TIPA
	DSDC	<p>Study tour for DSDC team focusing on introducing new components, e.g. NSDI monitoring, Regulatory Impact Assessment</p> <p>IPS communications can further enrich Department know-how PR position within DSDC renewed considering no. of activities and volume of work that derives from implementing strategy</p> <p>DSDC can consider opportunity for including this position in its permanent structure within CoM as intensive work that Department carries out in communication issues (conferences, events, publications, website etc.) fully justify this</p>	<p>DSDC</p> <p>DSDC proposes to MDTF in context of IPS Communications component</p> <p>DSDC proposes to CoM GS and Human Resources and Finance Director for such a change in its structure</p>

FEEDBACK / MONITORING	TIME-FRAME
No. of participants Training evaluation forms	One training was held on October 2009, another one in early 2010; throughout
No. of participants Training evaluation forms	To be decided on each LM's agenda, at beginning of each year
No. of local power representatives	Every year, especially with the changes of the LG after the 2011 local elections
Questions in final test can measure grasp of IPS concepts	Within TIPAs scheduled courses
DSDC performance can be measured through expected outcomes of study tour; evaluation forms can also be used PR reports to DSDC Director, Progress Reports on his/her work prepared regularly in context of MDTF component report	October 2010 Throughout

FIELD	AUDIENCE	ACTIVITIES	RESPONSIBILITY
Creating new mechanisms for information dissemination	GoA and Donors	Internal documents: <ul style="list-style-type: none"> IPS Design Guideline DSDC event calendar 	DSDC
	IPS SG	New tools and publications: <ul style="list-style-type: none"> IPS report on MTDF 	MoF, CFCU
	All audiences Civil servants, universities, academia and civil society	<ul style="list-style-type: none"> IPS accomplishments Slides for TIPA training and university presentations Leaflets with tailor message to civil society and academia and/or for lectures on <i>How government works</i> 	DSDC
	All audiences	Website	DSDC
	GoA institutions and donors	IPS Mail groups and emails	DSDC and LM

FEEDBACK / MONITORING	TIME-FRAME
Do all publications follow or apply design guideline?	Throughout DSDC calendar is designed and already in use
No. of visitors to website	Regular monitoring of site traffic
No. of subscribers to mail group	Email rate response

8. IPS COMMUNICATION BUDGET

IPS communications is an important component of IPS MDTF and, therefore, funds might be available. Taking into consideration that Multi-Donor Trust Fund will be disbursed by fall 2011, donors are invited to commit in components necessary for implementing the Strategy to ensure the full implementation of IPS Communication Strategy. In addition, funds for publication of some documents are also forecasted in the CoM budget for the Department's expenses.

The IPS Communication Strategy will be revaluated by the end of each year and revisions may be made to reflect the new situation





Department of Strategy and Donor Coordination
Council of Ministers

Blv. Dëshmorët e Kombit

Tel: +355 4 2 277 357

E-mail: koordinimi@km.gov.al

Web: www.dsdc.gov.al