# Annex 12:

**Communication, Visibility and Promotion Plan**



**Project "Integration of Key Competences in the Education System of Montenegro"**

Co-financed by the EU and the Government of Montenegro, implemented by the EPRD consortium

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# Foreword

This document was developed within the Project Integration of key competences into the education systems of Montenegro aiming the stronger involvements of all stakeholders, beneficiaries and the general public in the implementation of the idea of integration of key competences, enhancement of the quality of education and strengthening both pre-service and in-service teacher trainings. The aim is also to raise target groups interests for the purpose of recognising the importance of the key competences, modernisation of teaching and school learning. Introduction of key competencies at all levels of the education system in Montenegro is actually a comprehensive reform of the educational process, because it refers to the partial leaving of old methods of learning and teaching practice and the introduction of new, modern and innovated methods.

Communication, visibility and promotions are the part of the implementing strategy of any project. Structuring and planning the activities will undoubtedly foster the implementation thus achieving the better effects, increase the participation of target groups and more sustainable Project's results.

This Plan is presented at the half way of the Project implementation, a year after the Project commencement and a year prior to the ned of the Project. It would be better if the Plan was presented at the beginning of the Project. However, the general Project Terms of References did not put emphasis to promotional activities, apart the visibility of donors. That was a reason why limited resources were not significantly allocated to such cross-cutting activities, but to activities related to “pure implementation”.

The need to involve of wider target groups raised after the main concepts and documents were developed. Beside of that, implementation of project activities in the conditions of the Covid 19 pandemic provoked and conditioned the change in implementation practice and led to the project activities being realized in a bit different way than defined by the initial working plan. Because of the pandemic limitations, the implementation of project activities at all levels is countrywide and carried out largely through online methodology, which has caused some budget savings, but also imposed the need for a comprehensive public campaign, as it was not defined in the project document initially. Now it is clearer that communication, visibility and publicity plan proposal should be developed to result in efficient functioning of the project. Therefore, there is a strong need for general communication strategy to be developed, along with remaining awareness raising plans.

The plan offers two groups of activities: the first group is well designed and involves structuring common communication and publicity activities, which do not require significant resources. The second group involves conducting an awareness campaign on the importance of key competencies and requires human and financial resources. These activities are described conceptually. In case the PSC decides to allocate resources to promotional activities they will be elaborated in detail through an awareness raising plan and related budget.

# Introduction

A better quality of education, dynamic growth and development are priorities for prosperous societies. The idea of the European Union is to raise the level of knowledge of each individual by developing key competencies of lifelong learning, aiming to improve social inclusion, economic growth and strengthen all member states, including those who are willing to become new members. The lack of key competences in the in the European countries as well as in other countries is defined at all levels from pre-school to university education and it is also emphasized by the need of gaining additional knowledge, skills and attitudes regardless of the individual level of formal education.

The Project “Integration of key competences into the education system of Montenegro” is a project about the implementation the EU Policy on key competences for lifelong learning, set up by the Recommendations of the EU Parliament and the Council of the European Reference Framework of Key Competences for Lifelong Learning (2006, 2018). The Project’s overall objective is: "*to improve quality of primary and secondary education provision and support to initial teachers’ education, continuous professional development and quality assurance at primary, secondary and higher education levels*".

Project works with educational policy makers (Ministry of Education, Bureau for Education Services, VET Centre, Examination Centre, Agency for Control and Quality Assurance), but also with the University and all 166 elementary and 56 secondary schools in Montenegro. The Project needs to provide teacher training for at least 1,860 schoolteachers (classroom teachers and teachers of STEM subjects) and 360 members of school management teams. The main idea is to obtain the critical mass in the system during the Project life, which will continue activities and disseminate ideas after the end of the Project.

# Objectives of the Communication, Visibility and Promotion Plan

**General objective** of the Plan is to raise awareness on the importance of integration of key competencies in teaching and lifelong learning, including all education levels, from pre-school to higher education.

**Specific objectives** of the Plan are grouped as follows:

* **Visibility** – achieving a high and consistent level of visibility making the general public aware of the EU contribution to the Project and of the overall aim of the EU to share the political and economic future with Montenegro and other countries in the region.
* **Internal communication** – contributing to the success of the Project by strengthening the internal communication processes facilitating the spread of information among all the stakeholders and beneficiaries of the Project. This will also ensure support from all stakeholders and beneficiaries of the Project.
* **Sustainability** – presenting the project results to relevant stakeholders and beneficiaries in order to mobilise them and ensure sustainability and their active participation in the educational reform and promotion of integration of key competences, in order to promote lifelong learning, citizens’ mobility and social inclusion.

The Plan aims to involve all stakeholders, beneficiaries and the general public in the implementation of the idea of integration of key competences, to promote the idea of active learning methods, quality assurance and both initial education and continuous professional development of schoolteachers. The aim is also to raise target groups interests for the purpose of recognising the importance of the key competences.

Furthermore, the Plan should strengthen interest in establishing partnerships between decision makers when it comes to the introduction of new approaches, modalities and guidelines in the education systems with teachers, parents and students, as well as employers. It highlights the fact that the concept of learning outcomes and quality are important not only because of the learning outcomes which introduces a student with the possibility of becoming a competent person but even more due to the fact that this modern approach to teaching helps young people to develop themselves in a variety of learning.

# Target groups

Target groups for this project can be, in general, grouped into internal and external, which are presented in the following table:

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|  | Target Groups | Purpose of communication |
| Internal | Policy designer and makers:   * The Ministry of Education * The Bureau for Education Services * The VET Centre * The Examination Centre * The Agency for Control and Quality Assurance   Educational providers:   * The University of Montenegro * 166 elementary schools * 56 secondary schools | * Visibility * Dissemination and transferability * Sustainability and promotion * General consensus and active support |
| External | * Social partners * Students and pupils * Parents * Opinion makers * Related projects | * Visibility * Dissemination and transferability * General consensus and active support |

Each target group has different information needs and consideration will have to be given to identify the best methods of promoting and communicating with them.

The media are very important stakeholders. We need to invest time in explaining our objectives to journalists and maintain a proactive relationship towards them. This should include prompt responses to requests for information and providing them with regular news releases.

It would be good practice to survey members of the various stakeholder groups to identify what they consider to be the best methods of communicating with them. This would not only support the principle of two-way communication but also provide valuable primary research into the most effective ways of reaching the various target audiences.

# Communication channels

The Plan will ensure efficient internal and external communication connected to realization of goals. It is necessary to find the most efficient way to functionally utilize provided resources and to try to cover all the target groups, the whole territory of Montenegro with particular communication message. It is necessary to determine the most efficient way to functionally use the allocated resources and to make an attempt at covering the entire Montenegro with certain communication messages. Good communication should result in more efficient educational performance, improved relations among stakeholders, and creating an atmosphere conducive to learning in which the outcomes of key competences will be more easily achieved. In order to realize the objectives of the Plan, it is proposed to use the communication channels divided in two groups: (1) common communication channels, that do not require significant resources and (2) communication channels for carry out awareness rising campaign. Of course, the second group of communication channels require the budget, thus the issue should be discussed with the beneficiaries and presented to the PSC for decision.

# Common channels

These communication channels are usual for implementing such Projects. They includes:

# Project documents

Project documents will be basic channel of communication when it comes to internal target group. These are: Montenegrin Framework Programme of Key Competences; Handbook for teachers and Guidelines for formative assessment and another relevant document of the Project. They are primarily intended to teachers, school teams, but also to policy makers. All documents are closely linked to the integration of key competences in teaching and learning. Through any other promotional channels would be emphasized the visibility of these documents, while in order to ensure their sustainable component they need to get to each director, teacher, educational and pedagogical advisors, and representatives of ministries and educational agencies. Printing in wide circulation (a total of approximately 2,000 copies) and distribution of these documents will be a good way of establishing and improving internal communications of key stakeholders.

# Networking

In order to create an effective work between experts, project staff, stakeholders and beneficiaries a complete list of experts and staff with their contacts has been established and is available for each expert. In addition, a complete contacts list of all stakeholders and beneficiaries, of the Project team members and list of relevant public and local media with their names and contacts has been prepared and is available. In promoting and communication activities they will be provided with necessary materials.

Databases of all schools in Montenegro, school management teams and 1,860 teachres to be trained with their contacts is created and regular updates are made. That all together create a network of over 2,200 relevant contacts, which represent significant communication channel.4.

# Visibility

The visual identity of the project will be respected at all activities. The objective is to create identity of the Project to all stakeholders and to the public. The Standard EU logo will be used on all printed, electronic and audio-visual materials in accordance with the EU Visibility Guidelines for fonts, size and explanatory sentence. It also includes the title of the Programme and its graphical standards. The flag of Montenegro (representing beneficiary institutions) and the logo of the Project are also part of the Project visibility.

# Printing materials

This activity is significant as it will be used throughout the entire project. At the beginning of the Project it was created the logo and graphic standards were established. It has been printed notebooks, folders and pens that would be used throughout the project. This will expand the visibility of the project so that target groups would recognise a unified graphical theme. The agreed logo and emblems will be used on all promotional materials such as banners, leaflets etc. Posters containing key competences and their meaning and explanations for each school grade will be printed and pasted inside to schools at all visible and easily accessible places, so both teachers and students can see it.

# Web page

The Web page is part of already planned project activities, so there is no need to target it specifically in this document. The web page is functional and available at www.ikces.me. It is developed as the platform to support the teacher trainings. The Web page contains all relevant downloadable documents, contacts, news and other promotional information.

# Awareness rising campaign

In case of allocation of additional human and financial resources, the awareness rising campaign will be conducted to support implementation of the Project and sustainability. Communication expert will be appointed to develop detail campaign plan, which will represent the base for ToR for procurement the PR services. PR/Marketing agency will be identified and contracted to conduct planned activities. In this Plan some ideas are presented. They will be revised according to needs analyses that will be carried out by the communication expert.

Slogans and promotional messages would be created and used on radio jingles, TV promotions, Social media outlets and especially on **Google Ads.** **Slogan and promotional messages will be used on printed materials s described under Visual Identity.** First of all, logo and visual identity of the project should be created. Printed materials would be printed depending on financial assets. It is always good to have roll-up banners with logo and slogans printed, and then notebook, handbooks, pens and staff like that.

# Press Conferences

Several press conferences should be organized during the execution of the project. In the midterm phase of the project, the press conference should be organized also to inform both general public and the decision makers on the Project achievements. On the end of the Project, the final press should be organized presenting the achievements and further expectations. This should be done together with major stakeholders and decision makers.

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| *Profile of target group-stakeholder* | Key stakeholders and general public | | |
| Activity | **Kick-off, midterm and close- up conference** | | |
| Objective | Three conferences - one to officially open the project activities, one to inform public about the improvements and to promote the Handbook, and the third one to close it up. Since the COVID 19 issue, this activity can be shortened to two. | | |
| Indicators | All conferences held. | | |
| Start of the activity | November 2020. | End of the activity | End of Project. |
| Implementation | Project team together with stakeholders and media will organize conferences according to project time frame. Printed materials would be delivered to all attendees. | | |

# TV Campaign

Realization of this project assumes significant involvement of TV appearance of all relevant stakeholders. TV as a promotional channel will have a dual role - the first role will be TV shows, debate and dialogues, and the second will be the realization of TV jingles that carry a short and clear message about the importance of introducing key competencies in education countrywide.

An important role in the implementation of this project will have live or pre-recorded TV programming, which will be organized on all major TV stations in Montenegro. The debates will include relevant interlocutors, from all levels of education, as well as decision makers, to bring citizens closer to the importance of introducing key competencies in all levels of education. TV programs of this kind will clearly described what the project intervention means for citizens and the future of the educational process as a whole.

In addition to debate TV shows, the opportunity will be used to show pre-recorded demonstration classes in those schools where the reform processes are successfully taking place. Recording of demonstration classes will be done for all education levels and all grades and will also cover many different topics. Professional TV crews can be engaged in recording and preparations for these interventions.

**Television jingles** and **short promotional videos** will be produced explaining the concept of key competencies, the importance of their introduction to all educational levels in Montenegro underlining the benefits to all students, as well as to the future of the whole country. Short promotional videos will carry strong messages and will have significant importance within this promotional campaign.

Organization of dialogue **TV and radio shows** in which stakeholders would talk about the topic of introduction of key competencies, emphasizing its importance to all citizens of Montenegro. These shows would talk about the lack / shortcomings of the traditional learning system, without effective monitoring of trends, scientific achievements and reforms. Such shows would also serve to emphasize the importance of approaching European integration, and why the European Union considers these processes and reforms crucial to Montenegro.

Teaching staff who participate in the process of education and training conducted through the project will participate in shows as well and talk about the content and results of trainings. They are also expected to give trainings to other colleagues who did not participate directly.

Through TV short videos, you tube channels and radio to emphasize the constant need to improve teacher’s knowledge and their continuous modernization, the rejection of the old-fashioned teaching methods of learning and teaching and the acceptance of new purposeful ways of acquiring and applying knowledge. Comparing old practices with new, modern and innovated ways can be done through various promotional channels, from video, audio content, to printed handbooks, so that as many actors as possible are involved in promotional activities in order to set good examples and apply good practices.

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| *Profile of target group -stakeholder* | Key stakeholders and general public | | |
| Activity | **Filming of videos in the classrooms, Placement on TV shows, TV live shows, radio shows, radio and TV jingles** | | |
| Objective | The main activity is production of videos in the schools for general public. Wide distribution of the videos to be organized and to be accompanied with TV discussions, live radio shows, and radio broadcasting of jingles. | | |
| Indicators | Several videos filmed in the classroom, (simple production, only one or max two cameras, dialogue TV show organized, radio jingles played at cooperative radio stations, videos widely published. | | |
| Start of the activity | Mid November 2020. | End of the activity: | End of project. |
| Implementation | Project team will hire professional crew to film the lecturing according to improved standards. All other mentioned activities will be organized consequently. Frequency: Production of TV spots / adverts, 50 broadcast on public broadcasters, Minimum 4 TV shows, and general media coverage. | | |

# You Tube Channel

It is known that you tube is becoming the strongest media channel in the world and through this campaign its possibilities will be used widely. Dialogues, debates, demonstration classes and practical content related to the project will be recorded with professional equipment and posted on the YouTube channel of the project. YouTube channel ‘ikces.me’ will contain videos, shows, interviews, recorded school teachings, answers to frequently asked questions, etc. Links to these videos will be shared on every other promotional channel of the project, such as Facebook, Instagram and Twitter pages. The content on You Tube channel will serve as a good platform for placing all relevant materials in video or audio form. All other promotional channels of this project will rely on the produced video or audio content that will be posted on the You Tube ‘Ikces.me’ channel. All activities, both digital and traditional will be linked to You Tube channel and Web page of the project.

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| *Profile of target group -stakeholder* | Key stakeholders and general public | | |
| Activity | **Filming of videos in the classrooms** | | |
| Objective | This activity will be closely linked to TV promotions. The videos produced by TV crew will be published continuously on You Tube channel specially created for this Project. | | |
| Indicators | Several videos filmed in the classroom, (simple production, only one or max two cameras, dialogue TV show organized, radio jingles played at cooperative radio stations, videos widely published – and all this posted on You Tube Channel. | | |
| Start of the activity | Mid November 2020. | **End of the activity:** | End of project. |
| Implementation | Project team will hire professional crew to film the lecturing according to improved standards. All other mentioned activities will be organized consequently. | | |

# PodCast

As one of the modern promotional forms, a podcast will be used. These are audio recordings with similar content that can be found on the Ikces.me YouTube channel. These audio shows featuring interviews and other audio content related to the project will be distributed to radio stations, so that interested citizens or other stakeholders can listen to such shows while driving, or on other occasions when listening to the radio. It is good for radio stations to fill in their educational content with such prepared programs.

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| *Profile of target group -stakeholder* | Key stakeholders and general public | | |
| Activity | **Podcast as a Form of Advertising** | | |
| Objective | This channel would be used for audio broadcasters. Some podcasts will be pre-recorded especially with stakeholders, decision makers, project team, teachers and students and that prerecord audios would be delivered to different radio stations to play. Podcasts would be also shared via Facebook and Twitter. | | |
| Indicators | At least 6 podcast recorded. | | |
| Start | December 2020 | End of the activity | End of project |
| Improvements and results | Visibility and awareness of the importance of achieving project objectives | | |
| Implementation | Public relation specialist will assure recordings and production of podcasts. | | |

# The Facebook page

The Facebook page of the project: @ ikces.me will be launched as part of a promotional campaign. On this page, all news and information will be shared, together with links to Ikces You Tube channel with produced TV shows, podcasts and other recorded of filmed materials that will be produced within the project. The Facebook page will be continuously updated and filled with all relevant documents news, photo and video materials.

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| *Profile of target group -stakeholder* | Key stakeholders and general public | | |
| Activity | **Facebook Advertising** | | |
| Objective | This channel would be used especially to promote videos made in classrooms. Use of Facebook paid services provides publication of information to the vast number of users, regardless of whether they have ever visited the site or “like” the project Facebook page. | | |
| Indicators | A small package of Facebook paid services to be used immediately after TV and Video promotion. This channel will be also used for promotion od events, such as press conferences, to share photos and other news on it. | | |
| Start | November 2020 | End of the activity | End of project |
| Improvements and results | Visibility and awareness of the importance of achieving project objectives | | |
| Implementation | Public relation specialist will assure maintenance service. | | |

This promotional channel will serve to keep all stakeholders informed about all activities as well as opportunities to learn more about the project through other forms of promotion. This is especially good platform to be linked with YouTube, TV and podcast. Important messages and content will be boosted through paid Facebook advertising.

# Other social networks

**Instagram** will also be used to promote project activities, due to the fact that it is the most popular network for young people, but links from You Tube will be distributed to Ikces Instagram Byo, in order for Instagram to support the sharing of more extensive project-related videos. The **Twitter channel** Ikces.me will also serve as a kind of platform for all other materials from promotional channels, primarily meaning videos from the YouTube and podcasts.

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| *Profile of target group -stakeholder* | Key stakeholders and general public | | |
| Activity | **Instagram and Twiter** | | |
| Objective | This channels would be used especially to share key messages of the project, to promote videos made in classrooms, photos and jingles. If happened to be important and useful | | |
| Indicators | A small package of Facebook paid services to be used immediately after TV and Video promotion. This channel will be also used for promotion od events, such as press conferences, to share photos and other news on it. | | |
| Start | November 2020 | End of the activity | End of project |
| Improvements and results | Visibility and awareness of the importance of achieving project objectives | | |
| Implementation | Public relation specialist will assure maintenance service. | | |

Social networks will be widely used to promote the news and the results of the project. Also, social networks will be used to connect all interested parties within this project.

# Newsletter

Regarding the fact that the Communication and Promotion Plan is going to be realized a bit latter than some project activities, in order to keep stakeholders informed, it is suggested periodical issue of the Newsletter (one page document that will contain all information connected to realization of the project. Such definition of Newsletter will improve internal communication and provide tight links between stakeholders.

Externally, distribution of the Newsletter should be through e-mail, on as many addresses as possible. Also, each of the project partners (schools, ministries, associations, and others) would be asked to post Newsletter on their web or Facebook pages, as it would be done with contracted BH news portals. News contained in Newsletter would be communicated at live radio shows that would be done as a broadcast packet with radio jingles on several Montenegrin radio stations.

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| *Profile of target group -stakeholder* | Key stakeholders and general public | | |
| Activity | **Newsletter** | | |
| Objective | Provide visibility of project activities and continuous communication with target groups and the general public. | | |
| Indicators | Developing and dissemination of periodical news release related to the joint program activities. Four Newsletters issued and disseminated on 10.000 e-mail addresses until the June od 2021. Press clipping to be kept. | | |
| Start of the activity | November 2020. | End of the activity | End of project |
| Implementation | Expert for public relations, together with project team will draft and issue Newsletter periodically. Representatives of main stakeholders and project staff will help in defining the content. All other partners within the project would be also disseminating newsletters through their web and Facebook pages, so one activity would be carried out by a large number of communication channels. | | |

Newsletter will serve as efficient and free of charge communication channel. This should be done for all education levels.

# On line marketing - Google Ads

Crucial messages and graphics would be distributed through this powerful tool. Google Ads give very powerful indicators to promotion campaign and supply public with correct and proper message.

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| *Profile of target group -stakeholder* | Key stakeholders and general public | | |
| Activity | On-line Marketing – Google Ads, Google AdSense and Google Analytics | | |
| Objective | Google Ads provide huge visibility, since the setting would be defined on a way that all citizens searching Google get prioritized message about the Project (either Newsletters, of official web site, etc.) and also classroom videos would be highly prioritized on Google AdSense platform, so many users will get the video and be able to watch it. Google Ads and AdSense rates are directly related to the frequency of appearance of the selected files, so it is easy to define coverage. | | |
| Indicators | 1.000.000. viewers | | |
| Start of the activity | Jan 2020 | End of the activity | July 2020. |
| Implementation | The project team will arrange agreement with the Google Ads and Google Sense professional users who would be arrange payment and advertising. | | |

# Conclusion

Key competences, as a concept to support relevance of education, formative knowledge, new methods of teaching and learning and the quality are important for countries that want to create a platform for better lives of their citizens. The result of the success of the whole initiative will depend to a large extent of agility, personal affinity and talent of professionals in ministries, educational agencies, educational providers and other institutions and individuals related to education. The whole Project, as well as a promotional campaign, is possible to be implemented on a variety of ways, but it is necessary to stimulate the public to understand the significance of these initiatives, to recognise and become aware, and to involved by all interested parties in the implementation.

Key Results of the Plan:

* The public of Montenegro is informed and in favor of the realization of project goals
* Established relationship and partnerships between stakeholders
* The public is sympathetic and correctly understands the importance of introducing functional, instead of interpretive knowledge.
* The professional public is in favor and supports the implementation of project activities
* The public and the professional public understand the need to introduce changes of this type of reform in traditional education systems.