



**United Nations Development Programme**

**Country: Republic of Serbia**

**Project Document**

**Project Title** SEIO – Communicating EU in Serbia  
**UNDAF Outcome(s):** Good Governance Strengthened  
**Expected CP Outcome(s):** Good Governance Strengthened  
 (Those linked to the project and extracted from the CPAP)  
**Expected Output(s):** Support for reform, professionalization and modernization of the public sector at all levels; The role of civil society in accountable and transparent governance enhanced  
 (Those that will result from the project and extracted from the CPAP)  
**Implementing Partner:** Serbian European Integration Office (SEIO)  
**Responsible Parties:** SEIO, UNDP

**Brief Description**

Closer integration into the international community and the accession to the European Union is a prime developmental and political objective of the Republic of Serbia. Despite consistent support shown in polls for EU integration, the same polls show the citizens' grasp of the European debate remains weakened by deep misunderstandings, false expectations and generally a poor level of knowledge of what exactly the EU membership means for the majority of ordinary people. Insufficient and fragmented knowledge and understanding of the European project among majority of Serbian citizens may well further deteriorate if a meaningful and sustained effort of explanation is not quickly carried out.

The Serbian European Integration Office (SEIO) is tasked with the coordination of all European-related activities of the Government and European Integration Units in all ministerial departments and in the national administration. SEIO's experience shows that public sector agents working in central administration, local government and the civil service at large do not have, overall, a good understanding of what their tasks and responsibilities entail, especially in light of signing and ratifying the Stabilisation and Association Agreement (SAA). The new EU communication strategy will be therefore required.

The project document lays out two phases of implementation: Initiation Phase, for which funds have been secured and implementation of which will initiate upon project appraisal, and, a rollout phase, which may be further developed during the Initiation Phase and for the implementation of which further resource mobilization is required.

The purpose of the Initiation Phase is to support the Serbian Government in designing a communications strategy for the Stabilization and Association Process, while the overall objective of the initiative is to improve the Serbian citizens' awareness and understanding of the EU integration process and changes and reforms it requires.

Programme Period:	2011-2015
Key Result Area (Strategic Plan):	Strengthening responsive governing institutions
Atlas Award/Project ID:	60699/76541
Start date:	Oct 2010
End Date	Sep 2011
PAC Meeting Date	15 October 2010
Management Arrangements	NIM

2010-2011 AWP budget:	97,946 USD
Total resources required:	2,072,738 USD
• Total allocated resources:	97,946 USD
• Regular	18,957 USD
(USD equivalent of 12,000 GBP as per Oct 10 UNORE)	
• Government:	50,000 GBP
(GBP equivalent of 78,989 USD as per Oct 10 UNORE)	
Unfunded budget:	1.974.792 USD

Agreed by SEIO (Milica Delevic, Director):

Agreed by UNDP (William S. Infante, Resident Representative):

## I. ANNUAL WORK PLAN

### Initiation Phase

EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET	
		Q 1	Q 2	Q 3	Q 4		Funding Source	Amount in USD
<p>Outcome: Awareness of the Serbian citizens regarding reforms required in the EU integration process and its overall better understanding improved</p> <p>Output 1: Organizational structure for the preparation of EU communication strategy established and operational</p> <p>Baseline: Public polls results indicate citizens lack of information on the EU integration process and a growing need for proper information about the real nature of the EU integration process</p> <p>Indicators: Opinion polls and surveys conducted</p> <p>Targets: <i>Improved understanding of Serbian citizens regarding EU issues</i></p> <p>Related CP outcome: Good governance strengthened</p>	<p>1.1 Setting up inter – ministerial Project Group (PG) and preparation and organization of the first meeting Result: Agreement on the approach towards EU communication strategy preparation reached</p> <p>1.2. Preparation of the analysis of the current system of communication and cooperation between SEIO and relevant stakeholders such as public institutions – Ministries, Cabinet of the Deputy Prime Minister in charge of EU Integration and Governmental Office for Cooperation with media, civil society, academic and business community interested in Serbian EU integration process as well as the representatives of EU members states in Serbia and Delegation of the EU to the Republic of Serbia (conducting poll on 4 relevant focus groups) Results: Pitfalls and gaps identified and captured</p> <p>1.3. Preparation of Legal and Institutional framework analysis Result: New cooperation approach defined</p> <p>1.4. Organization of workshop for wider professional public for the purpose of presenting the initial analysis (1.8) Result: Professional public familiarized with problems and with strategies for problems resolution</p>	X				SEIO	management	N/A
<p>Output 2: New Communication Strategy adopted by the Serbian Government</p> <p>Baseline: The present communication strategy –</p>	<p>2.1 Organising the study visit for the PG to Macedonia – collecting the experience in the process of creation and implementation of Macedonian Communication Strategy (1.6) Result: PG members are exposed to good practice for strategy preparation</p>	X				UNDP	Contractual services Companies	6,003
						UNDP	management	N/A
						UNDP	Travel	7,899



<p>Output 4: Improved quality of media reports on reforms required by the EU integration process</p> <p><i>Baseline:</i> The media focus is concerned with the political issues and requirements of the EU integration process. Media lacks proper insight in the EU reforms.</p> <p><i>Indicators:</i> Increased in number of analytical and evidence based coverage about EU related issues</p> <p><i>Targets:</i> Journalists report more substantively on EU integration plans and processes</p> <p><i>Related CP outcome:</i> Good governance strengthened</p>	<p>3.6 Presentation of the Final Draft of the Strategy to the wider professional public (2.1)</p> <p>Result: Strategy advocated in order to ensure multi-stakeholders' implementation</p>	X				SEIO	SEIO		
	<p>3.7. Organizing press conference on the new Communication Strategy for the wider public (after its formal adoption by the Serbian Government) (2.2)</p> <p>Result: Serbian citizens familiarized with strategy objectives</p>	X				SEIO	SEIO		
	<p>4.1 Preparation and work on the new structure for the new website and website design ; (4.1 , 4.2 and 4.3)</p> <p>Result: Website outline developed</p>	X	X			UNDP	UNDP	Contractual services companies	4,739
	<p>4.2. Creation of logo/symbol and slogan (5.1)</p> <p>Result: New logo developed</p>	X	X			UNDP	UNDP	Contractual services Companies	1,580
	<p>4.3 Launching of the new website and public presentation of the new logo and slogan (4.4 and 5.3)</p> <p>Result: New website operational</p>			X		UNDP	UNDP	Contractual services companies	790
	<p>4.4. Conduct briefings/workshops for the journalists (x5) (6.1)</p> <p>Result: Journalists are informed about the strategy objectives</p>	X	X	X		SEIO/UNDP	UNDP	Contractual services companies	6,319
	<p>Project Coordination support (including web site administration , support to the organization of meetings , round tables and events , drafting reports)</p>	X	X			UNDP	SEIO	Contractual services individuals	18,957
				X	X	UNDP	UNDP	Contractual services individuals	3,160
				X	X	UNDP	SEIO	Miscellaneous	780
				X	X	UNDP	UNDP	Miscellaneous	790

	General management services 3%							
	X	X		UNDP	SEIO	GMS 3%	2,300	
TOTAL SEIO FUNDED							78,989	
TOTAL UNDP FUNDED							18,958	
TOTAL BUDGET							97,946	

**Project rollout phase**

- To be further developed during the Initiation Phase
- Implementation is subject to the availability of additional funds

EXPECTED OUTPUTS and indicators including annual targets	PLANNED ACTIVITIES <i>List all activities including M&amp;E to be undertaken during the year towards stated CP outputs</i>	TIMEFRAME								RESPON. PARTY	PLANNED BUDGET	
		Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8		Source of Funds	Budget Description
(1) Implementation of the Strategy Communications effectively monitored.	Steering group founded	x								SEIO	International Consultants	48,000
	Communication Specialists team for reviewing	x									National Consultants	24,000
	Communication Strategy formed										Translation	2,000
	Communication Strategy reviewed	x									Printing and Publications	15,000
	Comprehensive monitoring framework prepared to provide Steering Group with regular and effective feedback from target groups											Travel international cons.
(2) Strengthened capacity of public sector agents – which agents to inform the public in general (on EU integration process) and particular	Needs analysis (focus groups, surveys) conducted	x								SEIO	International Consultants	75,000
	Learning sessions for	x	x	x	x	x	x	x	x		National Consultants	45,000



(3) Strengthened Mechanisms and tools for informing the public on EU integration process of Serbia; informed and continuous support from the population ensured	Public opinion polls conducted	x	x	x	x	x	x	SEIO	Company contracts - polls	60,000	
	A series of regular publications (EU Newsletter, EU generic and specific publications, fiches, launching fiches, etc.), as well as ad-hoc publications produced, for the general public and/or targeted to specific sectors of the populations	x	x	x	x	x	x		Company contracts - Communication Services	100,000	
	Training of journalist on EU affairs	x		x					Company contracts - Media buying	250,000	
	An "everything you want to know about Europe" segment of the SEIO website created	x							Printing and Publications	100,000	
	EU info points established providing an even geographical coverage across the country		x						IT Technical Support	80,000	
	Series of advertisements, articles, radio and TV shows produced and advertised	x	x	x	x	x	x		Training (journalists)	5,000	
	Training of diplomats on EU affairs ("euro-correspondents" seconded to Serbian Embassies in EU Member States)	x							Travel	50,000	
	Training of experts from line ministries on diplomacy and diplomatic skills (experts)	x							Training coordinators	13,600	
									Training lecturers	20,000	
									Travel	95,000	
									Audio & Visual equipment	14,000	
	(4) Mechanisms for ensuring support and positive attitude of EU institutions and Member States improved; information exchanges with the EU Member States public facilitated; understanding and support to Serbian European vocation ensured								SEIO		



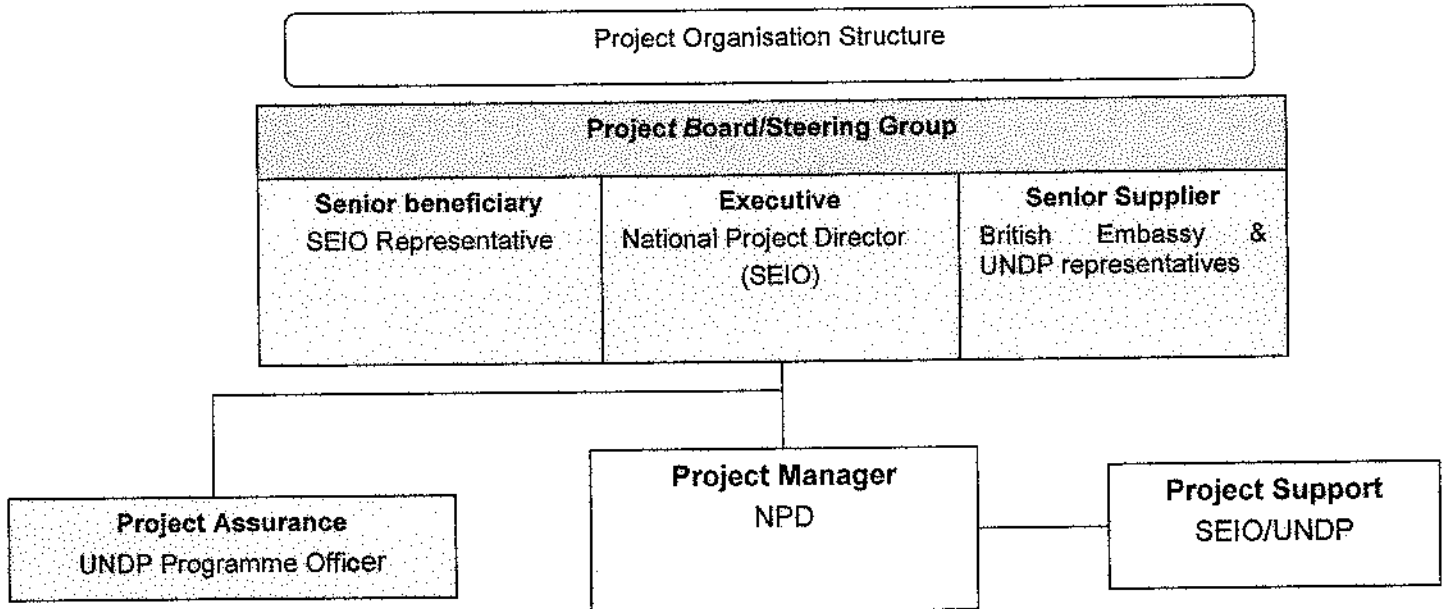




Sum	1,845,600
GMS 7%	129,192
TOTAL	1,974,792

## II. MANAGEMENT ARRANGEMENTS

Initiation Phase:



The project will be implemented in NIM modality by the Serbian European Integration Office, with UNDP support services. SEIO will appoint a **National Project Director (NPD)** to take overall responsibility of project execution. The NPD will assume the role of a Project Manager, while for events and activities that require further facilitation and organization, an event/activity organizer will be engaged. The Project Manager will report on the progress of the project to the Project Board.

The **Project Board** is the group responsible for making by consensus management decisions for a project when guidance is required by the Project Manager, including recommendation for UNDP/implementing Partner approval of project plans and revisions. In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance to standards<sup>1</sup> that shall ensure best value to money, fairness, integrity transparency and effective international competition.. This group is consulted by the Project Manager/Coordinator for decisions when PC tolerances (normally in terms of time, budget and quality) have been exceeded. The Project Board will ensure that there is appropriate synergy, co-ordination and co-operation with other projects and programmes falling in the same field of intervention as those of the project and prevent possible duplication of activities.

<sup>1</sup> UNDP Financial Rules and Regulations: Chapter E, Regulation 16.05: a) The administration by executing entities or, under the harmonized operational modalities, implementing partners, of resources obtained from or through UNDP shall be carried out under their respective financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. b) Where the financial governance of an executing entity or, under the harmonized operational modalities, implementing partner, does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition that of UNDP shall apply.

**Project Assurance** is the responsibility of each Project Board member in ensuring appropriate project management milestones are managed and completed. Project Assurance role supports the Project Board by carrying out objectives and independent project oversight and monitoring functions. The UNDP Programme Officer will act as Project Assurance and oversee the work of the Project Management Unit and coordinate on all matters pertaining to the project with the Project Manager. The provided assurance services will be charged in accordance with the UNDP Serbia Price List.

**The Project Support** role provides project administration, management and technical support to the Project Manager as required by the needs of the project or Project Manager. The support services provided by UNDP will be charged in accordance with the UNDP Serbia Price List.

The Steering Group/Project Board will ensure that there is appropriate synergy, co-ordination and co-operation with other projects and programmes falling in the same field of intervention as those of the project and prevent possible duplication of activities.

Proper donor visibility will be ensured throughout project duration. All deliverables produced during the project term will bear the UNDP logo and standard UNDP disclaimer where appropriate.

Management Arrangements for the Rollout Phase will be developed during the implementation of the Initiation Phase.

---

### III. MONITORING FRAMEWORK AND EVALUATION

In accordance with the programming policies and procedures outlined in the UNDP Programme and Operations Policies and Procedures, the project will be monitored through the following:

#### Within the annual cycle

- On a quarterly basis, a Project Manager shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas or in Word document (if Atlas is not available) and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas or in Word document (if Atlas is not available) by Project Manager and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in or outside Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance quarterly, using the standard report format (to be provided to Project Manager by UNDP)..
- a project Lesson-learned log shall be activated and regularly updated by Project Manager to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- a Monitoring Schedule Plan shall be activated in or outside Atlas and updated by Project Manager to track key management actions/events

#### Annually

- **Annual Report.** An Annual Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. The Annual Report shall cover the whole year with updated information for each above element of the quarterly PPRs as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

### Quality Management for Project Activity Results

Replicate the table for each activity result of the AWP to provide information on monitoring actions based on quality criteria. To be completed during the process "Defining a Project" if the information is available. This table shall be further refined during the process "Initiating a Project".

<b>OUTPUT 1: Awareness of the Serbian citizens regarding reforms required in the EU integration process and its overall better understanding improved</b>		
<b>(Atlas Activity ID)</b>	Awareness raising	Start Date: End Date:
<b>Purpose</b>	<i>Strengthen the capacities of public sector agents in order to inform the public in general on EU integration process and specific groups – beneficiaries, regarding specific issues (SAA, IPA). Particular focus will be put on specifics of outreach towards men and women respectively and gender desegregated data will be collected during focus groups exercises.</i>	
<b>Description</b>	<p>1.1. Setting up inter – ministerial Project Group (PG) and preparation and organization of the first meeting</p> <p>1.2. Preparation of the analysis of the current system of communication and cooperation between SEIO and relevant stakeholders such as public institutions – Ministries, Cabinet of the Deputy Prime Minister in charge of EU Integration and Governmental Office for Cooperation with media, media, civil society, academic and business community interested in Serbian EU integration process as well as the representatives of EU members states in Serbia and Delegation of the EU to the Republic of Serbia (conducting poll on 4 relevant focus groups)</p> <p>1.3. Preparation of Legal and Institutional framework analysis</p> <p>1.4. Organising the study visit for the PG to Macedonia – collecting the experience in the process of creation and implementation of Macedonian Communication Strategy</p>	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
<i>To be developed during the Inception phase</i>	<i>To be developed during the Inception phase</i>	<i>To be developed during the Inception phase</i>

<b>OUTPUT 2: New Communications Strategy adopted by the Serbian Government</b>		
<b>(Atlas Activity ID)</b>	Communications strategy	Start Date: End Date:
<b>Purpose</b>	<i>Acquiring a reviewed and innovated Communications Strategy endorsed by the Serbian Government.</i>	
<b>Description</b>	<p>2.1 Organising the study visit for the PG to Macedonia – collecting the experience in the process of creation and implementation of Macedonian Communication Strategy</p> <p>2.2. Preparation of the first draft of the Strategy</p> <p>2.3. Preparation of the Final Draft of the Strategy and preparation of the Action Plan and</p>	

	Financial Plan for implementation of the Strategy 2.4. Advisory support for the initial implementation of the Strategy at Government level ; Action plan delivered 2.5. Compilation of Brochure <i>Communicating the EU</i> , published, 500 copies	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
<i>To be developed during the Inception phase</i>	<i>To be developed during the Inception phase</i>	<i>To be developed during the Inception phase</i>

**OUTPUT 3: Improved cooperation and joint activities with CSOs in the process of communication of the messages about EU integration**

<b>(Atlas Activity ID)</b>	Informing on EU issues	Start Date: End Date:
<b>Purpose</b>	<i>Population support to the European integration process of Serbia ensured through creating the mechanisms and tools for timely and accurate informing of the general public</i>	
<b>Description</b>	<p>3.1. Organisation of the <b>first round of consultation</b> with relevant stakeholders/Chamber of Commerce, Trade unions, employers associations, media and CSO</p> <p>3.2. Organisation of the <b>second round of consultation</b> - with PG for the purpose of initial analyses presentation</p> <p>3.3. Organisation of the <b>third round of consultation</b> –with our partners - Chamber of Commerce, employers association, trade unions, media and CSO</p> <p>3.4. Organisation of the <b>fourth round of consultation</b> - with the interministerial PG for the purpose of presenting the first draft of the Strategy</p> <p>3.5. Organization of the workshop for the wider professional public/partners (Chamber of Commerce, media, trade unions, CSOs, and, employers' associations) for the purpose of presenting the first draft of the Strategy.</p> <p>3.6 Presentation of the Final Draft of the Strategy to the wider professional public</p> <p>3.7. Organizing press conference on the new Communication Strategy for the wider public (after its formal adoption by the Serbian Government)</p>	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
<i>To be developed during the Inception phase</i>	<i>To be developed during the Inception phase</i>	<i>To be developed during the Inception phase</i>

**OUTPUT 4: Improved quality of media reports on reforms required by the EU integration process and its overall better understanding**

<b>(Atlas Activity ID)</b>	Media reports	Start Date:
----------------------------	---------------	-------------



		End Date:
<b>Purpose</b>	<i>Support to Serbian European Office to produce media report of the highest quality and thus creating mechanisms for constant information exchange</i>	
<b>Description</b>	4.1 Preparation and work on the new structure for the new website and website design ; 4.2 Launching of the new website and public presentation of the new logo and slogan 4.3. Creation of logo/symbol and slogan 4.4. Conduct briefings/workshops for the journalists (x5)	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
<i>To be developed during the Inception phase</i>	<i>To be developed during the Inception phase</i>	<i>To be developed during the Inception phase</i>

**The quality management methodology for the Rollout Phase will be developed during the implementation of the Initiation Phase.**

---

#### IV. LEGAL CONTEXT

If the country has signed the Standard Basic Assistance Agreement (SBAA), the following standard text must be quoted:

This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together a Project Document as referred to in the SBAA [or other appropriate governing agreement] and all CPAP provisions apply to this document.

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

The implementing partner shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document".

## V. ANNEX 1 RISK LOG MATRIX

#	Description	Category	Impact & Probability	Countermeasures / Mngt response	Owner	Author	Date Identified	Last Update	Status
1	A standstill in the EU integration process caused by political circumstances/fulfillment of international obligations	Political	Medium impact (3) Medium probability (3)	Align project activities as to enable communications related activities and postpone trainings for a later stage (when training beneficiaries are in place).			September 2010	September 2010	No change
2	New elections resulting in drawing away from the Government's orientation towards EU integrations.	Political	High impact (5) Low probability (2)	Review project objectives and realign the activities accordingly			September 2010	September 2010	No change
3	Lack of support within the Government institutions and lack of understanding of the importance for communicating the EU message to the Serbian public among the envisaged stakeholders	Political/Strategic	High impact (4) Medium probability (3)	Regular communication with partners. Providing valuable information on the process of EU integration and its importance to the country			September 2010	September 2010	No change
4	Lack of administrative capacities	Organizational	Low impact (1) Medium probability (3)	Training programs for information officers and other persons involved in the communication with the public within different Serbian Ministries			September 2010	September 2010	No change
5	Lack of media interest due to non-profitable nature of the communications strategy	Strategic	High impact (5) Low probability (2)	Attract journalists by organizing different briefings, trainings and workshops, study tours, media competitions					
6	Lack of interest among opinion leaders due to the slow pace of the process	Political	Medium impact (3) Medium probability (3)	Implementation of the Communication Strategy with other interested partners					

## Background information

Closer integration into the international community and the accession to the European Union is a prime developmental and political objective of the Republic of Serbia.

Despite consistent support shown in polls for EU integration, the same polls show the citizens' grasp of the European debate remains weakened by deep misunderstandings, false expectations and generally a poor level of knowledge of what exactly the EU membership means for the majority of ordinary people. Insufficient and fragmented knowledge and understanding of the European project among majority of Serbian citizens may well further deteriorate if a meaningful and sustained effort of explanation is not quickly carried out.

On the public sector front, the commitment of Serbia to the process of European integration has been translated through the creation of specific coordinating structures, such as the Serbian European Integration Office (SEIO), tasked with the coordination of all European-related activities of the Government and European Integration Units in all ministerial departments and in the national administration. However, SEIO's experience shows that public sector agents working in central administration, local government and the civil service at large do not have, overall, a good understanding of what their tasks and responsibilities entail, especially in light of signing and ratifying the Stabilisation and Association Agreement (SAA): once in force, it will trigger an era of accelerated reforms that will see a wide range of public policies, socio-economic, industrial and commercial structures as well as regulatory and legal frameworks undergoing profound changes in order to abide by the requirements of the *acquis communautaire* and the EU common policies objectives. This process will have a significant impact on the Serbian public authorities as the implementation of these various requirements and the management of the new systems will result in a huge amount of reorganisation, change, adaptation, initial uncertainty and, in many cases, additional work for Serbia's civil servants, politicians and their stakeholders.

Finally, as the SAA gets implemented, the prospects of obtaining candidate status and initiating accession negotiations will increase, adding pressure on the Republic's diplomatic missions and other institutions abroad to articulate a positive and coherent message to the outside world and, in particular, to EU institutions and fellow member states. Again, this would require a deep understanding among diplomats and consular staff of the EU process challenges and the ability to efficiently promote Serbia's commitment to reform and transition, as key steps on the path towards full membership.

The whole EU accession process, besides a clear political guidance, therefore demands:

- The widest public consensus;
- A well-informed, performing and diligent Public Administration together with
- Supportive and positively-oriented EU Institutions and Member States.

An effective communication strategy encompassing all three directions of communicating the EU Integration process of Serbia is, therefore, a necessity for an efficient and successful accomplishment of the goal of EU membership.

The first Communication Strategy of the Republic of Serbia regarding the Stabilisation and Association Process (SAP) was endorsed by the Serbian Government in December 2004. Its main purpose was to improve the capacity of the Serbian Government to inform the citizens, consult them through public opinion polls and direct contacts and involve them in the SAP as much as possible. Although the Strategy recognizes the need for continuous communication with the international target groups, such as officials of the EU institutions and representatives of Member States, it did not develop a comprehensive action plan for achieving this aim.

The Strategy distinguished between two main phases of the SAP; namely, the one that leads to the signing of the Stabilisation and Association Agreement (SAA) and the one that follows once the SAA is signed. The Communication Strategy should be reviewed and innovated accordingly.

*The key objectives will be:*

- To carve and spread a message on the concrete value of the membership of the EU for ordinary citizens and, thus, help in building consensus and ensure an informed and continuous support from the population on what should be the central political project for Serbia of the next decade. Special efforts would be made to secure an even geographical spread of support from across the country.
- To help ensure that the process of supporting the public sector during this transformation evolves as efficiently as possible and specifically in going beyond the understanding about what, why and when the different changes will take place and focus a considerable amount of attention on *how* to implement the EU accession process;
- To maintain and develop a continuous communication with the international target groups, such as officials of the EU institutions and representatives of Member States, to ensure their understanding and support to the Republic's European vocation.

