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**Communication Strategy Action Plan of the Supreme Council of the Autonomous Republic of Ajara**

 **2021-2024**

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| Strategic Goal N1: Provide a continuous cycle of information within the Council and create an internal organizational culture |
| **Activity** | **Description** | **Implementation period** | **Responsible person** | **Indicator** | **Verification** | **Risks and mitigation** |
| **Objective 1.1:** Establishment of a system for the rapid exchange of information between board members and staff |
| 1.1.1 | Establish an information processing procedure in the Public Relations DepartmentDefine internal information processing and sharing procedures and responsible persons. | Develop instructions for categorizing internal information, create instructions for processing the information received accordingly and delivering it to different links, and introduce it to employees | 3rd quarter of 2022 | Head of Public Relations and Protocol Department,Head of Legal and Human Resources ManagementDepartment**Person in charge of monitoring the process:** Chief of staff of Committees | A written procedure for processing internal information | Order of a Head of Apparatus Workshop verification options | **Risks:** Low rate of application of the procedure in practice**Mitigation:** Mandatory implementation of the document |
| 1.1.2 | Designation of persons responsible for communication in the apparatuses of the Committee | Identify the persons responsible for the information flow with the structural units of the Council | December of 2021  | **A person responsible for implementation:** Chief of staff of Committees**Person in charge of monitoring the process:** Chief of staff | Pre-defined individuals | List of individuals, job descriptions | **Risks:** Low engagement rate**Mitigation:** Communication with employees and monitoring |
| 1.1.3 | Determining specific functions of the structural units responsible for communication | Clearly define the functions of the Cabinet of the Chairperson, Public Relations and Protocol Department, and regular communication with departments to avoid duplication of processes. | 2nd quarter of 2022 | **The person responsible for implementation:** Chief of staff and Head of Public Relations and Protocol Department**The person responsible for implementation:** Chief of staff | Defined functions, rights, and responsibilities | Updated job descriptions and regulations | **Risks:** Conflict between structural units**Mitigation:** High involvement of the Chief of Staff and Chairman and proper communication |
| 1.1.4 | Develop and implement the format of the plan of activities of the deputies, committees, and councils | Develop a format for pre-one-month plans for the activities of deputies, committees, and councils, with pre-arranged deadlines, delivery forms, and responsible persons. Introduction of the existing template for each council member and staff involved; Also an agreement to work with the existing mechanism. | 1st quarter of 2022  | Head of Public Relations and Protocol Department | Activity plan template,Introductory meeting | Activity plan template | **Risks:** Lack of involvement of the parties during the template development process**Mitigation:** Regular communication with stakeholders and emphasizing the importance of their involvement in the process |
| 1.1.5 | Deputies, committees, and councils share a monthly plan | Preparation of a plan of the deputies, committees, and councils activities for the next month in a format developed by the Public Relations and Protocol Department within a pre-agreed period. | Monthly from the 1st quarter of 2022  | 1. Deputies
2. Chief of staff of Committees
3. Chairperson of the Open Governance Council
4. Chairperson of the Gender Equality Council
 | 1. Activity plan of 21 deputies
2. Activity plan of 6 committees
3. Activity plan for 2 councils
 | document for every monthly plan  | **Risks:** Lack of prior information**Mitigation:** Implementation of a special approach for the spontaneous event |
| 1.1.6 | Develop a joint communication / media calendar | Writing out the activities according to the plans of each deputy, committee, and permanent plans of the councils by the Public Relations Department and include them in their own plan. Update in accordance with the communication plan in case of changes in the plans of the involved individuals. | Monthly from the 1st quarter of 2022  | Head of Public Relations and Protocol Department | Communication / media plan for activities | A document of communication / media plan activities | The activity does not have any significant risks |
| **Activity** | **Description** | **Implementation period** | **Responsible person** | **Indicator** | **Verification** | **Risks and mitigation** |
| **Objective 1.2:** Improvement of internal communication platforms and communication mechanisms in the Supreme Council of Adjara |
| 1.2.1 | Identify needs for internal communication platforms | Research internal communication platforms and selection of platforms suited to the needs of the council | 1st quarter of 2022  | **The person responsible for implementation:** Chief of Organizational and Case Management Department, Person in charge of information technology issues**The person responsible for implementation:** Head of Public Relations and Protocol Department | Selected platform | Platform research document | **Risks:** lack of resources **Mitigation:** Assistance from external resources |
| 1.2.2 | Creation of a unified, secure communication platform | Based on the existing research, the acquisition of an optimal platform for internal communication and information exchange of the council, which on the one hand ensures safe and fast exchange of the information between board members and staff, and on the other hand allows internal documents and various communication tools to be safely placed online | 4th quarter of 2022 | Head of Logistics and Transportation Department | New communication platform | The platform  | **Risks:** lack of financial resources **Mitigation:** Assistance of external resource or/and implementation of free platform  |
| 1.2.3 | Write out the process of using the platform (s) | Platform usage process and instructions, risks and mitigations | 1st quarter of 2023  | **The person responsible for implementation:** Chief of Organizational and Case Management Department, Head of Legal and Human Resources Management, Person in charge of information technology issues**The person responsible for implementation:** Chief of staff | Formed platform usage process | Detailed instruction | **Risks:** Lack of human resource **Mitigation:** Assistance from external resources  |
| 1.2.4 | Training on the internal communication platform | Presentation of the platform to the Council members and staff and explanation of the specifics of its use | 1st quarter of 2023  | **The person responsible for implementation: Chief of Organizational and Case Management Department**, Head of Legal and Human Resources Management, Person in charge of information technology issues**The person responsible for implementation:** Chief of staff | Trained XX employees | Agenda, list of participants | **Risks:** Insufficient human resources**Mitigation:** External resource assistance |
| 1.2.5 | Activate the internal mailing system and train employees | Regular use of the council mailing system for business purposes.Instructions for using emails and raising awareness | 3rd quarter of 2022 | Chief of Organizational and Case Management Department; Person in charge of information technology issues,Head of Legal and Human Resources Management | Activated email account,At least one training conducted,Developed instruction | Agenda, list of participants | **Risks:** Use of other communication platforms**Mitigation:** Active communication and mandatory introduction of the platform |

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| **Activity** | **Description** | **Implementation period** | **Responsible person** | **Indicator** | **Verification** | **Risks and mitigation** |
| **Objective 1.3:** Develop internal organizational communication approaches that increase employee loyalty and strengthen the board's image as a desirable and prestigious employer among employees |
| 1.3.1 | Introduce institutional goals, vision and values ​​to Council members and staff | Sharing existing strategic documents, highlighting their role and importance | 1st quarter of 2022  | Chief of staff | Informed XX employees | Agenda, list of participants | **Risks:** Less involvement.**Mitigation:** Regular communication and clearly defined responsibilities of structural unit managers |
| 1.3.2 | Marking the achievement of the strategic goals of the Council and the important milestones | Mark important milestones in the implementation of the strategic plan and share overall success | 4th quarter of 2022 | Head of Public Relations and Protocol Department | Informed XX employees | Sent correspondence  | **Risks:** Weak communication**Mitigation:** Identifying responsible persons and monitoring performance |
| 1.3.3 | Introduce the practice of recognizing the achievements of the Council staff | Establish practices for encouraging and recognizing staff in the Council and share information about their achievements through internal communication channels | 4th quarter of 2022 | Head of Legal and Human Resources Management and Head of Public Relations and Protocol Department  | No less than XX communications per year | Sent communication form | **Risks:** Weak communication**Mitigation:** Identifying responsible persons and monitoring performance |
| **Activity** | **Description** | **Implementation period** | **Responsible person** | **Indicator** | **Verification** | **Risks and mitigation** |
| **Objective 1.4:** Establishing a strong team in the field of strategic communication and continuous development |
| 1.4.1 | Research on the professional development needs of the staff of the Public Relations and Protocol Department | Survey of the needs of the staff of the Public Relations and Protocol Department in terms of their competencies and skills | 1st quarter of 2023  | Head of Public Relations and Protocol Department, Head of Legal and Human Resources Management | Needs Assessment | Needs Assessment Document | **Risks:** Insufficient financial and human resources**Mitigation:** External resource assistance |
| 1.4.2 | Develop a training plan | Create a written plan during the training and select staff | 1st quarter of 2023  | Head of Public Relations and Protocol Department | Develop a plan | Training plan document | **Risks:** Insufficient financial and human resources**Mitigation:** External resource assistance |
| 1.4.3 | Training / retraining of speakers | Training of Communication Skills for Council Members and Staff - Training as Speakers | 2nd quarter of 2023 | Head of Public Relations and Protocol Department | Trained XX Speakers | Agenda, list of participants | **Risks:** Insufficient financial and human resources**Mitigation:** External resource assistance |
| 1.4.4 | Mentoring program | Introduce exchange programs with the Parliament of Georgia and international partners, including on international relations | 4th quarter of 2023 | Head of Legal and Human Resources Management | An employee involved in at least XX programs per year | Employee feedback | **Risks:** Not enough time in the Parliament of Georgia**Mitigation:** Prioritize according to strategy |

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| Strategic Goal N2: Establishment of an inclusive external communication system |
| **Activity** | **Description** | **Implementation period** | **Responsible person** | **Indicator** | **Verification** | **Risks and mitigation** |
| **Objective 2.1:** Develop and implement citizen interactive mechanisms as well as a feedback system for citizen engagement |
| 2.1.1 | Communicating reforms under open government | Submit a report on the implementation of the existing openness plan.Provide a simplified version of the report to the media and the public. | March, 2022  | Head of the Open Government Board | Executed plan | Action Plan Execution Report | **Risks**: Insufficient competencies to prepare a performance report**Mitigation**: External resources attraction to create an account template and retrain employees  |
| 2.1.2 | Activate and popularize the online comment function on legislative initiatives | Add an online comment feature to legislative initiatives to allow any interested party to ask a question, or make a comment that will be discussed during the draft law hearing. Actively inform the public about this function. | December, 2021  | Head of Public Relations and Protocol Department | Disseminate information on at least 3 draft laws through social networks and online media | Materials posted on the website and social media | **Risks:** Low interaction from civil society.**Mitigation:** Strengthening communication in civil society |
| 2.1.3 | Public hearings on issues or problems of high importance at village / municipality level and activation of feedback mechanism | Gathering information on local priorities / needs through an anonymity mechanism “Problem Box” to improve the legislative and oversight process, besides what was heard at the meeting. | Twice a year from 2022  | Chief of Committee Staff | 2 public meeting | Information published on the website / social media about the meetings held, which will include the issues discussed at the meeting and future steps for their implementation. | **Risks:** Less involvement and interest from the public**Mitigation:** Regular communication with the target audience. |
| 2.1.4 | Preparation of feedback report after public hearings / meetings | Based on the feedback received, prepare a report on the changes made to the relevant documents (eg budget, legislative acts) or the supervisory activities carried out as a result, and disseminate information. | Twice a year from 2022  | Chief of Committee Staff, Organizational Department | 2 Feedback report | Information published on the website / social media about the problems reflected in the budget. | **Risks:** Insufficient competencies to prepare a feedback report**Mitigation:** External resources attraction to create an account template and train employees |
| 2.1.5 | Meetings of Members of SCA with the population | Holding meetings in public places (fairs, stations, buses) to get information from the population | Twice a year from 2022  | Assistants | At least two meetings | Information spread in the media | **Risks:** Less involvement and interest from the public**Mitigation:** Regular communication with the target audience |
| 2.1.6 | Preparation of feedback report after the meeting of the Members of SCA with the population | Prepare a report for the public on changes made to relevant documents (e.g., budgets, legislative acts) in response to feedback or the use of appropriate supervisory levers. | Twice a year from 2022  | Assistants | 2 Feedback report | The information posted on the website / social media and feedback report posted | **Risks:** Insufficient competencies to prepare a feedback report**Mitigation:** External resources attraction to create an account template and train employees |
| **Activity** | **Description** | **Implementation period** | **Responsible person** | **Indicator** | **Verification** | **Risks and mitigation** |
| **Objective 2.2:** Strengthen communication with the media about the functions of the Council |
| 2.2.1 | Organizing regular meetings with the media | Organize periodic meetings with media representatives to learn about Council news and developments | Annually from the 3rd quarter of 2023  | Head of Public Relations and Protocol Department | At least two meetings | Agenda, list of participants,Information spread in the media | **Risks:** Insufficient financial and human resources**Mitigation:** External resource assistance |
| 2.2.2 | Prepare a newsletter for the media | Preparation of periodic information document for media representatives, which will reflect the functions of the Council, its role, approaches, results achieved, etc. | Twice a year from the 2nd quarter of 2023  | Head of Public Relations and Protocol Department | No less than two reports | Prepared report, sent e-mail  | **Risks:** Insufficient financial and human resources**Mitigation:** External resource assistance |
| 2.2.3 | Media Day | Organized on-site training by the Council for media representatives, where information about the council is shared (functions, composition, powers, practices), activities are presented, future plans and various reports. | 4th quarter of 2023 | Head of Public Relations and Protocol Department, Chief of staff | The conducted event | Agenda, list of participants,Information spread in the media | **Risks:** Insufficient financial and human resources**Mitigation:** External resource attraction  |
| **Activity** | **Description** | **Implementation period** | **Responsible person** | **Indicator** | **Verification** | **Risks and mitigation** |
| **Objective 2.3:** Close and consistent communication with local and international strategic partners |
| 2.3.1 | Identify potential strategic partners and create a database | Based on the strategic goals of the Council, research international partners and donors and create a database of potential partner organizations | December 2021  | Person / unit responsible for international relations and coordination with donors | List of potential partners identified | Database document | **Risks:** Insufficient financial and human resources**Mitigation:** External resource assistance, including mentoring with Parliament |
| 2.3.2 | Defining key directions for international relations and forming communication messages | Selection of appropriate communication forms and messages based on the interests of existing organizations and the strategy of the Council | 2nd quarter of 2023 | Person / unit responsible for international relations and coordination with donors | Formulated communication messages | Internal document | **Risks:** Insufficient financial and human resources**Mitigation:** External resource assistance |
| **Activity** | **Description** | **Implementation period** | **Responsible person** | **Indicator** | **Verification** | **Risks and mitigation** |
| **Objective 2.4:** Establish a process of systematic and coordinated information exchange with local and central executive authorities |
| 2.4.1 | Strengthening the communication process with the executive bodies of Ajara | Development of the process of communication with the press services of the executive bodies of the Autonomous Republic of Ajara for the two-way sharing of common news | 3rd quarter of 2022 | Head of Public Relations and Protocol Department | Developed process | Meeting, a post-meeting summary email | **Risks:** Passivity from the executive power of Ajara**Mitigation:** Proactive communication from the Council. |
| 2.4.2 | Strengthen the communication process with the central executive bodies | Develop a process of communication with the press services of the central executive bodies for two-way sharing of news | 3rd quarter of 2022 | Head of Public Relations and Protocol Department | Developed process | Meeting, a post-meeting summary email | **Risks:** Passivity from the executive power of Ajara**Mitigation:** Proactive communication from the Council. |
| 2.4.3 | Strengthen the process of communication with self-governments | Develop a communication process with the regional self-government bodies for two-way sharing of news | 3rd quarter of 2022 | Head of Public Relations and Protocol Department | Developed process | Meeting, a post-meeting summary email | **Risks:** Passivity from the self-governments**Mitigation**: Proactive communication from the Council |
| 2.4.4 | Strengthen the process of communication with the spokespersons of the Parliament of Georgia | Develop a communication process with the press service of the Georgian Parliament for bilateral news sharing, including institutional achievements, changes, and the introduction of new mechanisms. | 3rd quarter of 2022 | Head of Public Relations and Protocol Department | Developed process | Meeting, a post-meeting summary email | **Risks:** Passivity from the Parliament**Mitigation:** Proactive communication from the Council |
| Strategic Goal N3: Raise the reputation of the Council |
| **Activity** | **Description** | **Implementation period** | **Responsible person** | **Indicator** | **Verification** | **Risks and mitigation** |
| **Objective 3.1:** Increase awareness of the role and functions of the Supreme Council of Adjara |
| 3.1.1 | Forming a visual identity | Supreme Council:A) Selection of logos, colors, and fontsB) Creating a standard and online documentation template;C) Creating an e-mail signature template. | 3rd quarter of 2022 | Head of Public Relations and Protocol Department, Person in charge of information technology issues | Familiarity with the unified visualization document | Brand book and other materials of visual identity | **Risk:** Insufficient human and financial resources**Mitigation**: External resources attraction  |
| 3.1.2 | Promoting the use of visual identity | Writing instructions for using visual identity and conducting training for employees and members to share instructions | 3rd quarter of 2022 | Head of Public Relations and Protocol Department | Familiarity with the unified visualization document | Training materials, attendance sheet, pre-and post-training questionnaires | **Risk:** Low interest among employees and members**Mitigation:** Identifying responsible persons and monitoring performance |
| 3.1.3 | Popularization of Council functions | Creating infographic videos about the main functions of the Council and spreading them on TV and social media | 3rd quarter of 2023 | Head of Public Relations and Protocol Department | XX Communication video | Information spread in the media | **Risks:** Insufficient financial and human resources**Mitigation:** External resource assistance |
| 3.1.4 | Popularization of council members on the basis of gender | Disseminate information about the activities of women Members of SCA (e.g. quotes, draft laws or issues initiated by them, etc.) | 1st quarter of 2023  | Head of Public Relations and Protocol Department, Chairperson of the Gender Equality Council | Post information about all-female Members of SCA | Information spread in the media | **Risk:** Lack of similar type of information**Mitigation:** Using the information of female Members of SCA of the previous convocation |
| 3.1.5 | Provide information and recommendations to Members of SCA's pages | Sharing basic instructions and directions for Council of Deputies Facebook pages and providing relevant materials(Sharing a post about Council achievements, promoting activities, sharing someone else's success, etc.) | 2nd quarter of 2023 | Head of Public Relations and Protocol Department | The unified strategy of Member of SCA pages | Two times a year information about the general activities of the council on the Facebook page | **Risk:** Fragmentary consideration of recommendations and materials**Mitigation:** Strengthen communication from top management |
| 3.1.6 | Active functioning of the rubric "Inside the Council" | Raise awareness and reputation of Council members and staff by sharing articles and posts about them | Regularly from 2022  | Head of Public Relations and Protocol Department, Legal and Human Resources Management Department | Created rubric | Information spread in the media | **Risk:** Low interest among employees and members**Mitigation:** Strengthen communication and capture the interest of top management |
| 3.1.7 | Conducting press conferences for achievements, news, involve international partners | Talking about the Council's accomplishments, news, and international partners, sharing the partnership's results, highlighting joint achievements, and presenting future plans | Regularly from 2022  | Head of International Relations and Donor Coordination Structural Unit, Chief of staff | At least one press conference held per year |  Press release, list of participantsInformation spread in the media | **Risks:** Insufficient financial and human resources**Mitigation:** External resource attraction  |
| **Activity** | **Description** | **Implementation period** | **Responsible person** | **Indicator** | **Verification** | **Risks and mitigation** |
| **Objective 3.2:** Raise awareness of Council activities in target groups using different communication channels |
| 3.2.1 | Selection of Council spokespersons and definition of messages | Selection of Council spokespersons, redistribution of thematic issues and development of key accents and messages | 3rd quarter of 2022 | Head of Public Relations and Protocol Department | Selected XX SpeakerDefined communication format and key messages | List of speakersMessaging document | **Risk:** No consensus in the process of selecting speakers**Mitigation:** Active involvement of the Chairman of the council in the negotiations |
| 3.2.2 | The annual event at the Council | Organizing an open door day of the Council, where an Annual Report will be presented, the activities of the sectoral committees will be presented, with the participation of civil society, international, partners and diplomatic services. | Annually from 2022  | Chief of staff | Conducted Event | Agenda, list of participants Information spread in the media | **Risk 1:** Less involvement and interest from the public;**Risk 2:** Negative and critical attitude towards the event**Mitigation:** Regular communication with the target audience |
| 3.2.3 | Communicate with pupils about council activities | Organize a meeting with the students and introduce them through the information brochure about the council's main activities, role, and influence. | Annually from the 1st quarter of 2023 | Head of Public Relations and Protocol Department, Chairman's Cabinet (in case of chairman's involvement) | 1 meeting per year with students and submission of brochures | Agenda, list of participants | **Risks:** Insufficient competencies to create a student brochure**Mitigation:** External resources attraction for brochure creation and staff training |
| 3.2.4 | Creating short information videos to raise awareness about the activities of the Council | Preparation of videos on the main activities of the Council with the involvement of Members of SCA or other individuals (eg oversight levers, legislative part, engagement mechanisms, etc.) | 1st quarter of 2022 | Head of Public Relations and Protocol Department | 2 communication videos | Information spread on social media | **Risks:** Insufficient financial and human resources**Mitigation:** External resource attraction  |
| **Activity** | **Description** | **Implementation period** | **Responsible person** | **Indicator** | **Verification** | **Risks and mitigation** |
| **Objective 3.3:** Promoting existing engagement mechanisms by target groups |
| 3.3.1 | Publication of the draft plan of bills and legislative initiatives with a timeline | Publish the status of all draft laws or legislative initiatives on the website. Share a timeline via infographic plan on the web and social media. | 4th quarter of 2022 | Head of Public Relations and Protocol Department, Organizational Department, | A timeline of legislative initiatives and draft laws | Information spread on social media | **Risks:** An unorganized process**Mitigation:** Regular communication and monitoring by the Council leadership |
| 3.3.2 | Preparation and distribution of printed materials | Creating and disseminating printed material on engagement mechanisms (at Citizens Involvement Center, Higher Education Institutions, etc.). The materials will explain the process of how each citizen can get involved in the activities of the council | December 2021 | Head of Public Relations and Protocol Department | Information materials (flyers, leaflets, posters, etc.) | Information spread in the media | **Risks:** Insufficient financial and human resources**Mitigation:** Assistance from external resources |
| 3.3.3 | Campaign on engagement mechanisms on social media | Create infographics or other material for a social media campaign that provides instructions on how a citizen can use engagement mechanisms | 4th quarter of 2022 | Head of Public Relations and Protocol Department | Created material | Information spread in the media | **Risks:** Insufficient financial and human resources**Mitigation:** Assistance from external resources |
| 3.3.4 | Promoting engagement mechanisms through videos | Create videos about existing engagement mechanisms and promote them through social media and television | 1st quarter of 2022 | Head of Public Relations and Protocol Department | 2 Communication video | Information spread in the media | **Risks:** Insufficient financial and human resources**Mitigation:** Assistance from external resources |
| 3.3.5 | Selection and rewarding of active citizens | Identify citizens participating in petitions, commenting on legislative initiatives and other mechanisms for involvement and holding an award ceremony for the most active citizen (public thanks, certificate) | 4th quarter of 2023 | Head of Public Relations and Protocol Department | 1 Award Ceremony per year | Agenda, list of participants Information spread in the media | **Risk 1:** Less involvement and interest from the public**Mitigation:** Regular communication with the target audience |