United Nations Development Programme (UNDP)

ACCOUNTABLE GOVERNANCE

STRATEGY OF NATIONAL ASSEMBLY FOR BUILDING AND SUSTAINING PUBLIC ENGAGEMENT USING SOCIAL MEDIA

National Assembly of the Republic of Serbia

Strategy of National Assembly for Building and Sustaining Public Engagement using Social Media

Case study: Parliamentary Week in Serbia, 19-23 October 2015

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FOREWORD

The importance of modernizing parliaments is evident in the use of social media. Parliaments are essential to overseeing government and passing laws. In today's changing world, however, not even the most essential institutions may be left without capacity to meet the popular demand for instant news and more direct communication with citizens, such as that presented by a variety of social media channels.

The United Nations Development Programme (UNDP) in Serbia supports the parliamentary development since 2004 having implemented demand-driven programmes to strengthen the oversight role of the National Assembly of the Republic of Serbia through the introduction of public hearings, mobile committee sessions and enhanced cooperation with civil society. However, public outreach remained one of the most demanding aspects of parliamentary practice requiring further improvements.

Having supported nation-wide debates, published newspaper inserts, and developed innovative web tools for use as oversight tools, UNDP also supported parliamentary outreach through mobile committee sessions. The Project also embarked on supporting the Parliament in devising its social media strategy, initially piloted during the first Parliamentary Week in November 2015.

We are pleased to present herewith the first social media strategy of the National Assembly of Serbia, which we hope will set the tone for further strategic processes in the parliamentary outreach.

We would like to thank all those whose hard work has made this publication possible. We are grateful for the guidance and support of the Secretariat of the National Assembly, the Info Service and the Educational Group. We are also grateful to NGO CRTA for their joint work on the organization of the Parliamentary Week.

TABLE OF CONTENTS

1 Introduction

This report sets out to identify a strategy for the use of social media by the National Assembly of the Republic of Serbia. In order to do this, the report will first explore the background of social media usage generally and specifically within parliamentary (or other democratic) settings and explore which tools have been used effectively.

The report then explores the current state of political engagement and, importantly, trust within Serbia and then goes on to describe the digital landscape and current adoption and usage of social media in the country. It does this in the context of the first Parliamentary Week held by the National Assembly between October 19 and 23, 2015.[1] The second part of the report sets out specific information regarding the potential audience and touch points, identifying opportunities for the use of social media to strengthen parliamentary engagement.

The final section of the report sets out specific tools for developing, managing and monitoring a social media usage by the National Assembly and recommendations that can be implemented to support future Parliamentary Weeks and other engagement, consultation and events.

1.1 Audience for this Strategy

This report was commissioned by UNDP Serbia as part of the "Strengthening the Oversight Function and Transparency of the Parliament" project to support staff within the National Assembly. It is also relevant to Members of the National Assembly and to external partners (such as media and civil society organisations).

1.2 Background

Digital media makes parliaments more transparent and accessible, bringing democracy closer to the public.[2] The public's relationship to their parliament has changed: where traditionally the work of parliament might have been reported through the media, today elected members are tweeting and posting comments to social networks from the campaign trail, the chamber and committee rooms. The public are now able to directly find and follow multiple views and different political perspectives. More and more, they are able to contribute to that debate online, whether it is through an informal exchange or formal consultation or submission processes. As digital technology permeates further into everyday life, the public increasingly expects these more instant forms of communication to extend to their democratic institutions and the people who represent them.

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[1] UNDP Serbia (2015), "The Parliamentary Week on social media – report". Belgrade.
[2] See the Declaration on Parliamentary Openness: openingparliament.org/declaration

Democratic institutions can now connect directly with citizens as a way to improve democratic outreach, education and engagement but doing so increases the complexity of parliamentary communication. Digital and social tools allow parliaments to publish and converse, to provide access to open data (so that others can re-use and analyse it) and to encourage wider debate and a boarder and more diverse set of submissions relating to legislation. Digital is a powerful tool for making information more accessible and for strengthening the capacity, and increasing the opportunity, for citizens to take part in the parliamentary process.

Well over one third of all parliaments now use social media and many others are developing plans to do so.[3] But adopting social media requires institutions to do more than simply adapt their traditional communication strategies and parliamentary protocol can often appear restrictive when trying to fully exploit media that need a fast, open and conversational approach.

2 Social Media

Social media means networked internet-based tools that allow individuals to access, engage and interact with others through the creation and sharing of content that is accessed through any internet-enabled device (which increasingly includes smartphones and mobile devices). These networks are ideal places to connect and engage with people who would not traditionally think about talking to their parliament or making submissions. They offer a chance to engage in a more conversational way, rather than just as another broadcast channel (even if they are still used as a one-directional channel by many parliaments).

The public engages with interaction, conversation, stories, entertainment and, above all, the personal. How you interact with others affects the way they will perceive you, your popularity and how you are trusted.

2.1 Benefits for Parliamentary Engagement

Social media has many benefits for parliaments but there are challenges too. Using social media requires institutions to strike a balance between new communication and social practices and the tradition (and traditional methods) of parliament. It is important to understand that social media:

- are a new and effective way for parliaments and Members to connect with the public;
- do not exist in a vacuum and their use is subject to existing codes of practice for communication and the appropriate use of digital media; and
- There is no 'right answer'; how you use social media will be influenced by a wide variety of on- and off-line variables.

[3] Global Centre for ICT in Parliament (2012). World e-Parliament Report 2012. Rome: United Nations.

Benefits	Challenges and risks
• Creates space for dialogue. • Pushes you closer to the public. • Can build credibility and trust. • Supports greater transparency. • Opportunities for third-party syndication and support. • Viral distribution. • Cost-effective. • Better understanding of public opinion. • Real time monitoring. • Time to get information out is greatly reduced. • Can become a core part of your communications strategy and central hub for engagement and dissemination.	• Etiquette and protocols are different to other media. • Reputational risks if not authentic, honest and transparent. • Needs to be perceived as relevant to audience, not self. • Requires carefully tailored content. • Potential to move rapidly and beyond your control. • Recruitment is hard to predict and there is no guarantee productive dialogue will occur. • Social media are not short cuts to efficacy and principles of good communication still apply.

Social media can be used for:

Information	The provision of resources, background information, media partnerships and general information for the public. This includes sharing and promoting information about parliamentary activities, such as bills and motions being debated in the legislature, committee meetings, special events, visiting delegations and the tabling of reports.
Education	Activities, training materials and other resources for students and teachers. This includes providing easy, timely access to research and other parliamentary publications.
Outreach	Links to and partnerships with civil society, business communities and other groups, facilitating public access to parliament.
Engagement	Active channels to inform and connect with citizens, to solicit submissions and build interest in legislative business. This includes direct consultation with the public on legislation and policy and strategies to directly engage citizens in the work of the legislature.

Social media incorporates a wide range of genres, applications and tools, including (but not limited to):

Type of social media	Description	Examples
Social networking sites	Individuals and organisations can create profiles, share information (such as statuses), images and video. Others can 'like' posts, share content, make comments and engage in discussions.	Facebook, Google+, LinkedIn
Micro-blogging	Short public messages, can be focused using hashtags.[4]	Twitter
Video and photo sharing websites	Upload and share photographs and video	Flickr, Vimeo, YouTube
Blogs (including personal and corporate blogs and podcasts)	Blogs are like an online diary, they tend to be written in an informal style and updated frequently. Blogs can be individual or collective.[5]	Tumblr, WordPress
Blogs hosted by media outlets	Less formal than a traditional newspaper article but more structured and formal than a blog	CommentIsFree (The Guardian)
Wikis and online collaborative spaces	Online user-generated encyclopedia	Wikipedia
Forums, discussion boards and groups	Topical web or email based lists for discussions, can be public or private.	Google Groups, Yahoo Groups
Instant messaging	Short text messaging on mobile devices	Whatsapp, Snapchat, SMS (text messaging)
Geo-spatial tagging	Post your location (plus comments and pictures) to an online social network	Facebook, Foursquare

[4] A 'hashtag' is a key word or phrase (without spaces) prefixed by a '#' and used to highlight a conversation, topic or thread on sites like Twitter, for example, '#socmed' for discussions about social media

[5] See www.lordsoftheblog.net for an example of a collective blog written by parliamentarians and used for outreach and engagement.

2.2 Using Social Media to Engage Citizens with Parliament

Social media usage within parliament needs to be considered in the context of:

- Communication and engagement strategies;
- Education and outreach strategies;
- Security policy;
- ICT usage policies; and
- Parliamentary protocol.

Mainstream social media can be used in novel ways to solicit direct contributions to parliamentary committees or inquiries. It is also becoming increasingly common to integrate mainstream social networks with proprietary websites and content. Websites like that of the Huffington Post[6] allow users to login with Facebook and then have access to a number of tools for sharing and commenting on content. Going further, The Guardian newspaper[7] has an application that makes all of its content available directly inside Facebook. The Finnish Parliament's (Eduskunta) 'Committee for the Future' used Facebook[8] as a platform to 'crowdsource' public input on the future of parliament, including the role of technology:

As part of the National Assembly of Korea's e-Parliament strategy, designed to
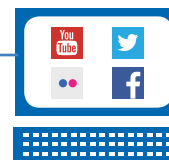

Figure 1:
The Finnish Parliament's crowdsourcing Facebook page

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[6] See www.huffingtonpost.com

[7] See www.guardian.co.uk/info/2010/oct/26/find-guardian-on-facebook

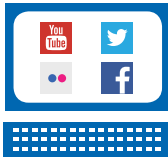[8] See: www.facebook.com/kestavakasvu

Figure 2:
Offwicial
Facebook page
of the National
Assembly of
Korea

create an open and accessible parliament, new social media services have been introduced, managed by the media team of the Secretariat. The team is responsible for the day-to-day review of postings and replies from citizens but does not directly intervene in debates or delete postings unless they are seriously abusive or spam. Another aspect of the service is for the Secretariat to support MPs to better use social media for themselves through technical and practical advice. This aspect of the service directly addresses the risk of a public perception of a lack of accountability for parliament and parliamentarians when individual social media accounts lapse or are updated infrequently.

The Secretariat found that citizens mostly use Twitter and Facebook and so accounts have been set up on both networks. Whilst the stated original aim of using social media was to increase citizen interaction, in reality it has also become a channel for the distribution of parliamentary information with most of the users being government or public organizations interested in parliamentary proceedings. The majority of users are under 30, suggesting that these social channels are more effective for engaging young people.

As part of the oral evidence session with the Secretary of State for Education, Michael Gove, the UK Parliament's Education Select Committee used Twitter to reflect the publics' main concerns about education in the UK. They asked one question, 'What one edu-

cation policy question do you think the Committee should ask Michael Gove?' and respondents were asked to use the hashtag '#AskGove' in their response.

The Committee received over 5,000 responses in five days, the majority of which were substantive questions on education policy. Some educational organisations encouraged their supporters to retweet the same question or to send in questions on a particular issue, but these were outnumbered by individual submissions. Committee staff processed the questions and grouped them topically. During the first part of the session, MPs asked the Secretary of State questions informed by the tweets. In the second part the minister was asked rapid-fire questions, including many direct from the public, with Members selecting the tweets from the subject groups or from the full list of questions received. The committee session was posted on YouTube with a series of direct links to specific questions.[9]

In this example, the UK Parliament exploited the capability of Twitter hashtags to broaden input to and engagement with the Committee process. Be aware though that this option is prone to risks such as hijacking by interest groups or being flooded with negative comments. It is important to resource such an exercise well and to
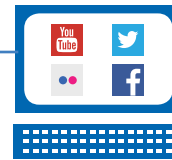
Figure 3:
Using Twitter to solicit questions and YouTube to share answers

Commons Select Committee

Michael Gove answers #AskGove twitter questions during Education Committee evidence session

31 January 2012

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[9] See, for example: www.youtube.com/watch?v=gKsApHH0yY8#t=1h55m10s

consider the methods you will use for collecting and collating responses. It is also important that you follow up the exercise by publishing a summary of the submissions received and showing what action was taken as a result, as happened in the example here.

Social media usage, relevance and popularity is made up of many variables, looking at the following for parliaments on Twitter, it is difficult to establish rigorous patterns:
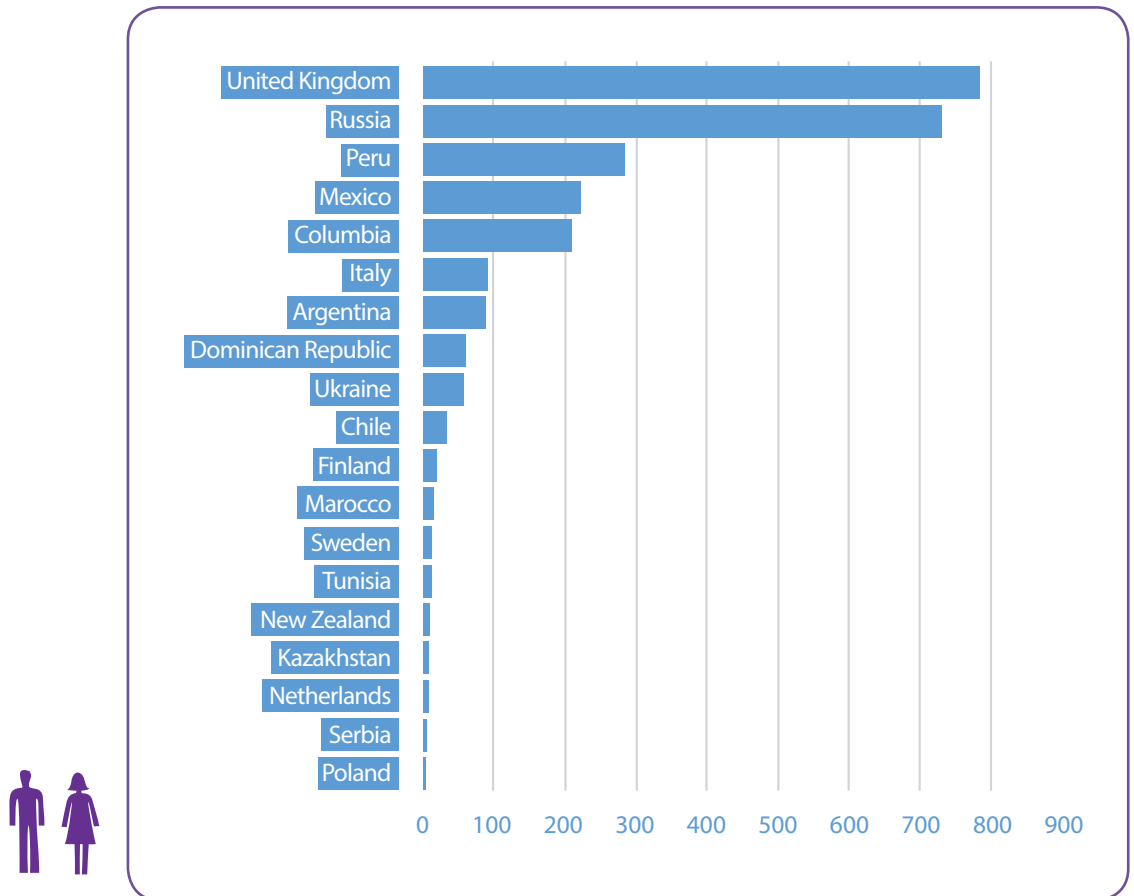
Figure 4: Parliaments and their Twitter followings (thousands; Oct-2015).

And the same applies to Facebook pages used by Parliaments:
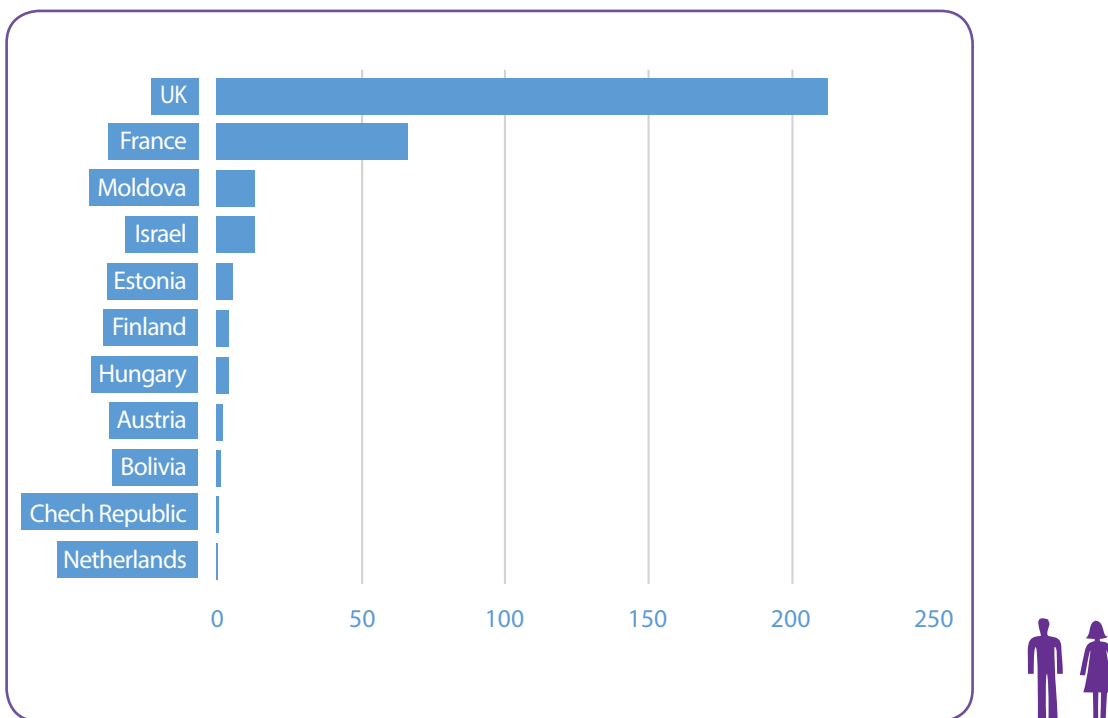
Figure 5: Parliaments and their Facebook page 'likes' (thousands; Oct-2015).).

2.3   Partnering with Third Parties

For parliaments with limited technical or financial resources, partnerships with Parliamentary Monitoring Organisations or other Non-Governmental Organisations to develop and deploy open-source engagement tools can be a good option. Examples of this model include the Botswana Parliament's 'Botswana Speaks' pilot project, which has been developed to give citizens and local civic organisations a place for direct dialogue with their elected representatives.[10] It is noted that the National Assembly already has a partnership with Otvoreni Parlament to publish the parliamentary record of proceedings. Another way to reach audiences

10   See: www.botswanaspeaks.org

Figure 6: The Botswanan Parliament's 'Botswana Speaks' pilot project invites citizens to engage with their representatives

beyond the usual ones who are comfortable writing parliamentary submissions is to seek out reputable third party organisations who have already built a significant membership-based following on their own social web spaces.

Working with others builds on their networks and extends parliament's reach. It draws in a new audience, allowing parliaments to hear a wider range of different voices.

The UK Parliament has on a number of occasions reached out to civil society organisations, including parenting network MumsNet, personal finance website MoneySavingExpert.com and 'The Student Room'. In the latter case, to ask young people about what they do outside of school. Using social media to promote events that are being held outside of parliament and with third-party organisations is an effective tool but the addition of a graphic not only increases the likelihood that it will be seen but also makes it more likely that it will be re-post-

ed by others. The National Assembly for Wales has developed an outreach strategy that takes its Members (and Committees) outside of the Senedd (assembly) building in Cardiff to meet in more places that are more accessible for a wider public. As part of this they run a pro-active social media campaign to promote their events, which creates easily shareable content (using images increase the reach of posts too).

Figure 7: The National Assembly for Wales promoting its outreach activities, where Members meet outside of the formal Senedd (Assembly) chamber.

The UK House of Common's Digital Democracy Commission[11] is a timely example of how to blend on and offline communications. Set up to "explore how Parliament could make better use of digital technology to enhance and improve its work" it used a range of mainstream social media channels (Facebook, Twitter and LinkedIn) to promote the work of the Commission, to solicit contributions and submissions and to share the material that was being submitted to it with a wider audience. Whilst the Commission held hearings within Parliament these were more informal and open than traditional Committees (including encouraging attendees to use social media during the hearings). It also made a concerted effort to take the Commission's hearings beyond Parliament and organised these with civil society organisations around the UK (including one that was

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[11] See: parliament.uk/business/commons/the-speaker/speakers-commission-on-digital-democracy

held in a 'fish and chip' shop). They also ensured that members of the Commission and Commission staff attended numerous democracy-related events, using these to both share the work of the Commission and to listen to a wider range of perspectives.

2.4   Normative Behaviour

The networks that form within social media are not neutral, they reflect the wider opinions, moods and sensibilities of their members. They reflect power and counter-power within the society as a whole and are more likely to be disruptive and uncoordinated. It is important to recognise that, unlike traditional websites, you are not in charge. There are already rules (formal and informal), norms or mores that control how the network operates and how members behave and there are already formed communities, even though these might appear to be loose and informal.

Social networks are less formal, less controlled, less rigid and more open. They are less respectful of position and tradition and conversations evolve much more quickly than in the traditional media. This can be challenging for formal institutions like parliaments.

All of this means that it can be difficult for formal state institutions to find their voice in this space: how formal do you need to be? Too much formality will not engage, but being too casual can appear insincere and implausible. Parliaments have a certain status and formality, so it can be challenging to carry this gravitas through to your communication via social media in a way that is also warm, friendly and engaging. There is often an inherent tension between being helpful and informative and maintaining political neutrality.

2.5   Modes of use

Whilst often defined through their capabilities to publish, share and connect, it is important to recognise that social media are also valuable for listening and monitoring wider conversations, trends and sentiment. They work most effectively when they are treated as an active medium, where you connect and engage, responding to comments and answering questions in real-time.
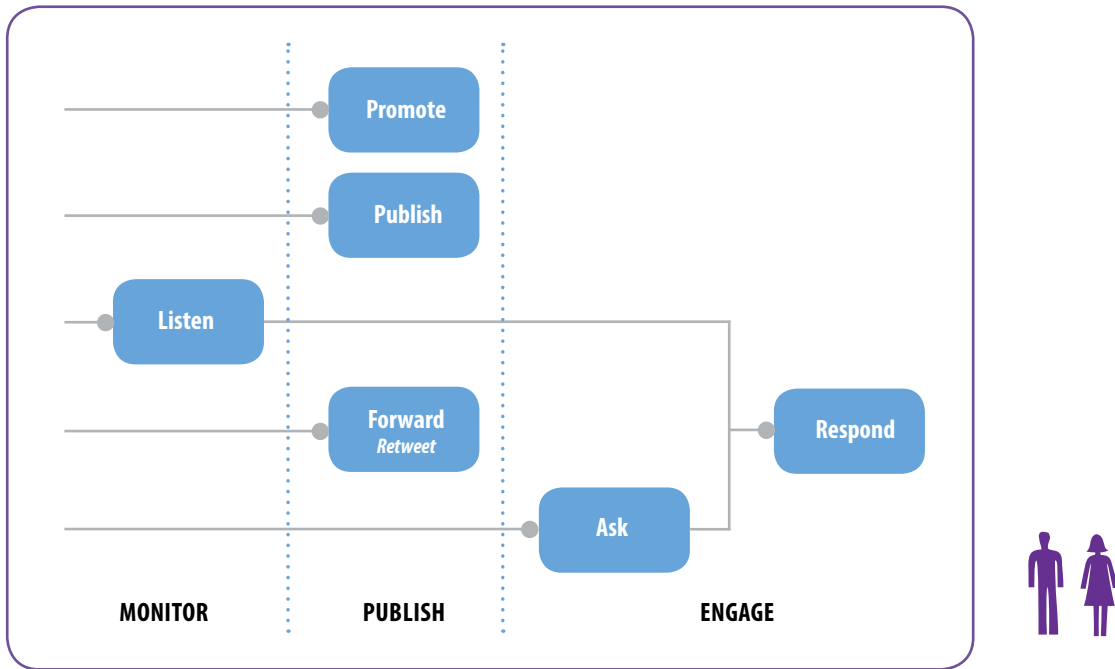
Figure 8: Modes of use within the engagement cycle.

Good social media practice means listening, responding, asking and sharing; it's about being an active participant in the network. It can be helpful to consider engagement as a set of sequential stages. These stages can cover the entire exercise or, for larger engagement projects, there might be numerous smaller iterations of them:[12]

- Conception and ideas;
- Preparing information and educational resources to support the engagement;
- Engaging in deliberation with public and generating recommendations;
- Deciding on a course of action (which can include extending the deliberation stage);
- Implementation and follow-up; and
- Evaluation and analysis.

[12] Nielsen, M., & Williamson, A. (2013). Strategies for building and sustaining successful user engagement. International Conference for E-Democracy and Open Government. Krems, Austria.

2.6 Public Access to Information

This strategy, whilst focussed on communication and engagement as a strategy for longer-term trust building is also cognisant that openness and the transparency of the democratic and parliamentary process is a significant factor in promoting trust and effective sustainable engagement. Information access or freedom of information legislation must be considered when using social media. In particular, it is advisable to consider how content that is removed after posting will be archived and how it could be made available if it is subject to a legitimate legal request. Consideration should be given to how social media can be used to support the principles in the Declaration of Parliamentary Openness since these principles enshrine core good practice for openness and transparency[13]:

DECLARATION OF PARLIAMENTARY OPENNESS
• Promoting a Culture of Openness
• Parliamentary information belongs to the public
• Making Parliamentary Information Transparent
• Easing Access to Parliamentary Information
• Enabling Electronic Communication of Parliamentary Information

3 Local Context

Political trust in Serbia overall is relatively low when compared to mature democracies such as Germany or the UK. There is a limited historical culture of civic engagement and, concomitantly, low levels of civic participation, and an historically-grounded scepticism towards the motives of political actors. Neither of these factors work to promote democratic engagement.[14] However, it is also the case that civil society organisations have developed significantly over the last twenty years and, although they can have a fractious and challenging relationship with government, such organisations have become an increasingly accepted part of the civic landscape in Serbia, including in the fields of civic engagement and democratic strengthening.[15]

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[13] See: openingparliament.org/declaration
[14] Dawson, D. J. (2014). Cultures of Democracy in Serbia and Bulgaria: How Ideas Shape Publics. Ashgate Publishing
[15] Stuppert, W. (2010). Strengthening Civil Society in Serbia. Belgrade: OSCE.

Though levels of institutional trust are relatively low, the National Assembly is trusted more than individual members and politicians. And trusted more than other parts of government. It also appears to be the case that the public have a relatively good understanding of the different roles of government and parliament, though they are more interested in parliament's legislative role than in the way it can hold government to account. Though it's positive to see that the profile of the Speaker has increased (to 51% of the public), it's concerning that few Serbians can identify individual Members or are aware of Members form their locality (fewer than 20%).

3.1 The National Assembly

The Serbian National Assembly is a unicameral parliament. Its 250 Members are elected for four-year terms using a proportional list-based electoral system, with candidates selected by political parties. The proportional electoral system limits MPs direct accountability to citizens and is also seen as tying them more strongly to the party that selected them. The current system can be seen as a limiting factor for trust and establishing the credibility of the parliament as it not only lacks local representation but also risks being seen as under the control of the executive. Historically, the government has dominated parliamentary business decisions, with a lack of opportunity for opposition or individual Members to progress issues.

Public trust has further been eroded since historically the National Assembly has been perceived as failing to hold government properly to account and it is only in the very recent past that more rigorous control oversight mechanisms have been established. MPs can now question Government ministers regularly (usually monthly) and public hearings are also organised, however, mainly in response to external, usually international, pressure and without real form and influence. Parliamentary committees are ruled by the governing majority, and the government sets the agenda at the expense of constructive parliamentary debate. The National Assembly has worked hard to make itself more visible and accessible and the transparency of parliamentary work has significantly increased since 2012. This was recognised by participants in recent focus groups, who noted that increased efforts towards parliamentary scrutiny had been occurring.[16]

3.2 Public Engagement with the National Assembly

Just over half of Serbians feel they know how the National Assembly works but, like elsewhere, there is a gap between more educated, professionals and young or lower-skilled workers. Twenty-nine percent of the public feel positive about parliamentary democracy, a

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[16] Lončar, J. & Spasojević, D. (2014). Report of focus groups Within the Project "Strengthening the Oversight Function and Transparency of the National Assembly of the Republic of Serbia". Belgrade.

significant increase on the 13% who stated this in 2013.[17] Yet 40% of Serbians feel that they want more information about what the National Assembly does (with one fifth claiming that they know nothing about it). Overall it is the case that the National Assembly and its Members are viewed if not negatively at least with scepticism as to their skills and motives.[18] This can potentially be alleviated if they were to engage more openly and more often with members of the public. In other words, opening the work of parliament to more public participation and direct scrutiny should increase trust and democratic engagement (with the obvious caveat that the process must be fair and open, otherwise doubts will emerge and trust can easily be lost).

There remain significant issues with participation and public awareness, particularly in terms of how to get involved in the work of the National Assembly. The electoral system, which is based on centrally controlled candidate lists is often cited as a barrier to awareness of political representatives and also to parliamentarians building strong local connections. Only 4% of the public have spoken to a Member of Parliament and 45% state that they have "no desire to more actively participate in the activities of the National Assembly". Only five percent of the public were aware that the National Assembly holds public hearings, though this is an improvement on previous levels of awareness. This lack of awareness may well be as much to do with the limited use of public hearings as it is public ignorance of them. Certainly only one percent of the public taking part in hearings (and two percent have watched a hearing) suggest that a significant latent opportunity exists. More members of the public are aware that Committee meetings are held outside parliament but at 20% the overall awareness here remains low too.

The social media campaign for Parliamentary Week 2005 started only one week ahead of events themselves and so there was no time to build capacity for the unique social media accounts established for this. This meant that existing third-party social channels were used to promote Parliamentary Week but still resulted in an impressive 958 Facebook 'likes' and 129 Twitter followers. Before, during and after Parliamentary Week regular posts were made to both Facebook and Twitter (33 on Facebook and 108 tweets), with communication increased during the actual week of events.

Prior to Parliamentary Week starting, initial posts were created to announce the events and to make contact with key influencers (they also provided content for other partners to forward on through their networks). During the week itself, regular posts (on average, three per day) were made about events and a combination of photos, video and graphics were used to make these more visible and attractive to the audience. Paid promotion on Facebook was

17   UNDP (2015). Public Perceptions of the National Assembly of the Republic of Serbia. Belgrade: UNDP
18   UNDP. (2014). Qualitative survey of the perception of the brochure 'Our parliament'. Belgrade: UNDP

used to increase the reach of the posts and this resulted in seven videos receiving 632 views in a very short period of time. A key part of the strategy was to go beyond publishing and use social media to engage the public, this led to 35 comments on Facebook, 169 favourites on Twitter and 141 retweets.[19]

3.3   Media and Digital Usage

Those who are interested in the work of parliament are considerably more likely to follow this on television and then in newspapers. But Serbian mainstream media has faced a constant struggle with political interference and falling revenues. There are significant issues over ownership; much of the media has opaque ownership and funding structures, as well as ideological and political factionalism. Political reporting tends towards the sensationalist tabloid end of the spectrum and there is only a limited amount of what can be called independent journalism, making the media's role as an honest and effective societal watchdog somewhat limited. This situation is not helped by persistent political interference. Independent reporting projects such as Istinomer and NGO-run parliamentary openness projects, such as the Otvoreni Parlament (Open Parliament), which has been able to open up access to parliamentary information show that there is both the energy and the opportunity to create a new, more open, democratic culture.

This is a situation that lends itself to the emergence of alternative media outlets published online, but there have been only limited attempts to do this and so far they remain rather niche. There are also significantly low levels of awareness as to the availability of online resources from or relating to parliament. Seventy-three percent of the public were unaware that the National Assembly had a website, never mind what it did or what was available on it (80% were unaware of the parliamentary newsletter available from the website).

It is notable that the number of people actually using the internet to access information from or about the National Assembly remains static. Only 11% of Serbians report using the internet to obtain information about Parliamentary activities. As few as one percent report having obtained information about the National Assembly through direct contact or visits to Parliament. Yet, by the end of 2014 Serbia's internet usage stood at 66% of the population. And even though broadband penetration remains relatively focussed on the populated urban centres, mobile penetration now stands at 130% (meaning 1.3 mobile devices per person), making mobile a significant medium for internet connectivity.[20] Internet use, like elsewhere in Europe is predominantly informational and social. In terms

[19]   UNDP Serbia (2015), "The Parliamentary Week on social media – report". Belgrade.
[20]   See: budde.com.au/Research/Serbia-Telecoms-Mobile-and-Broadband-Market-Insights-Statistics-and-Analysis.html

of social networks, Facebook has accelerated very rapidly to become the predominant social tool, with 48% of all Serbian's now having a Facebook account and it making up almost 97% of all social media traffic in the country (Twitter ranks as the second most popular but accounts for only 2% of traffic).[21] The average Serbian internet user spends four hours a day online and 45% of these users say that they use the internet to help them to find information to inform buying decisions (which shows latent potential for democratic engagement). Male users are more likely to engage with political content but more likely to use social media or sports websites, Female users were more likely to engage in social activity but also to access fashion or health related content.[22]

3.4 Digital Engagement Landscape

This section will identify local social media audiences for the National Assembly. The National Assembly's Twitter account (@ParlamentSrbija) has existed for over four years and now has 4,085 followers (as at October 22, 2015) but only follows 37 other users. This suggests it is used primarily for publication and broadcast rather than to monitor or listen. Though the majority of followers are based in Serbia, there is a significant bias towards Belgrade (about 30% of all followers) and, within this area, towards the centre of the city.

Figure 9: Location of @parlamentsrbija followers
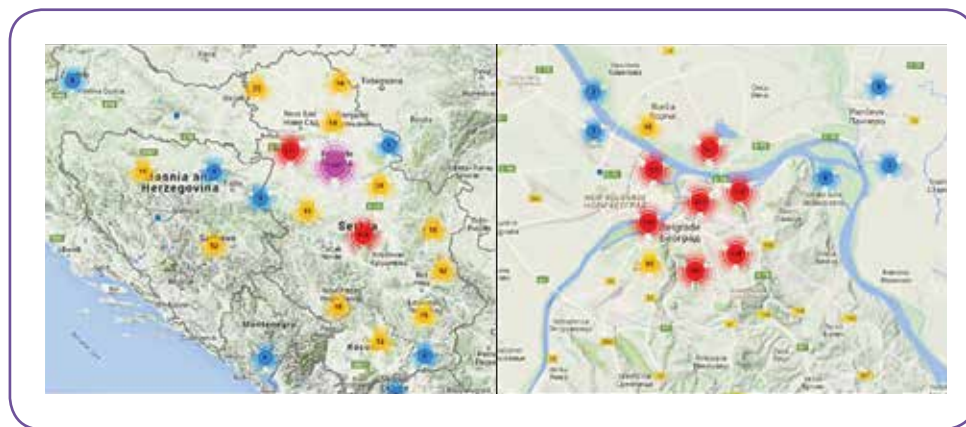
An analysis of this Twitter account shows that it is both low impact and low influence. There

21   See: statsmonkey.com/sunburst/21462-serbia-mobile-social-media-usage-statistics-2015.php
22   Alčaković, S., Čavić, B., & Bošković, V. (2014). Primena interneta kod muškaraca i žena u Srbiji. Proceedings of the 1st International Scientific Conference Sinteza, 295–297.

is a significant following, many of whom have a significant network and 25% of people following the National Assembly are tweeting on at least a weekly basis (and about 15% on at least a daily basis). This suggests that there is greater potential to use Twitter as an outreach and engagement tool if it is possible to engage this network more proactively.

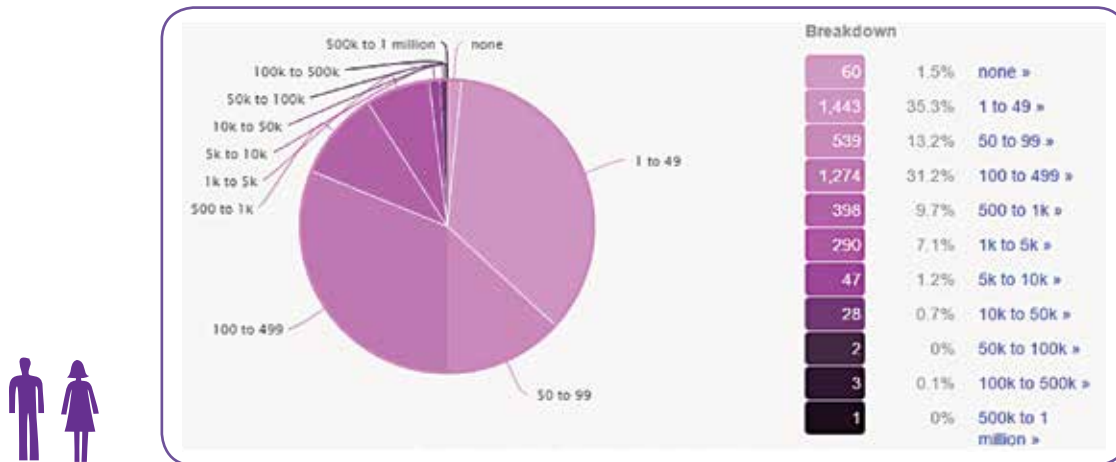

Figure 10: Size of networks of @parlamentsrbija followers

Of the other users referred to by this Twitter account (either in mentions or through retweets), the top users are:
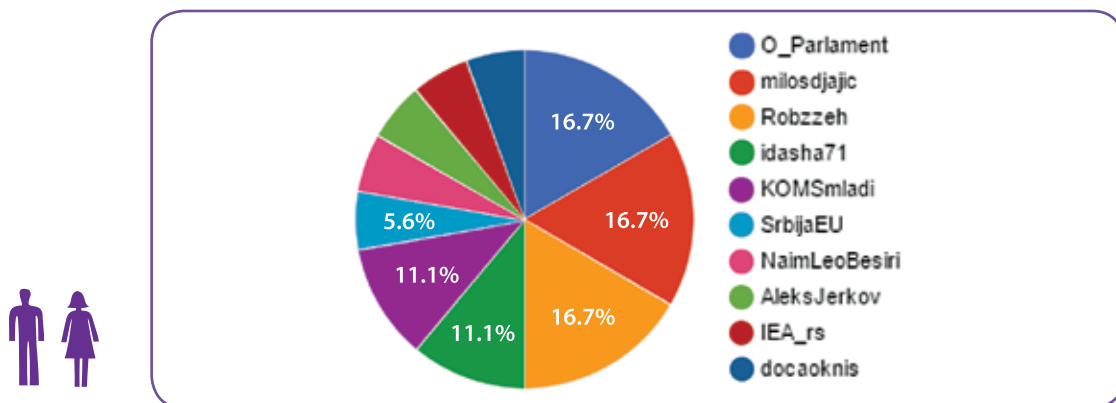

Figure 11: Top mentions in @parlamentsrbija Twitter account

The @O_Parlament account belongs to Otvoreni Parlament, which is a published transcript of the National Assembly and, though a civil society-run site, is a critically important part of the democratic infrastructure. This account has approximately 5,400 followers. The Twitter accounts with the largest followings that are mentioned by the Parliament tend to be politicians or political parties. The power of existing networks such as this was visible during the build-up and delivery of the first 'Parliamentary Week' in October 2015. The short lead-time for this series of events meant that it was impossible to build a sufficiently large or effective network directly for Parliamentary Week, rather the existing Otvoreni Parlament network was harnessed to increase the reach and momentum.

The following social network analysis shows that the National Assembly currently has a limited Twitter reach in terms of its interactions with others in the social media space but that there are also significant inter-relationships even within this small network:
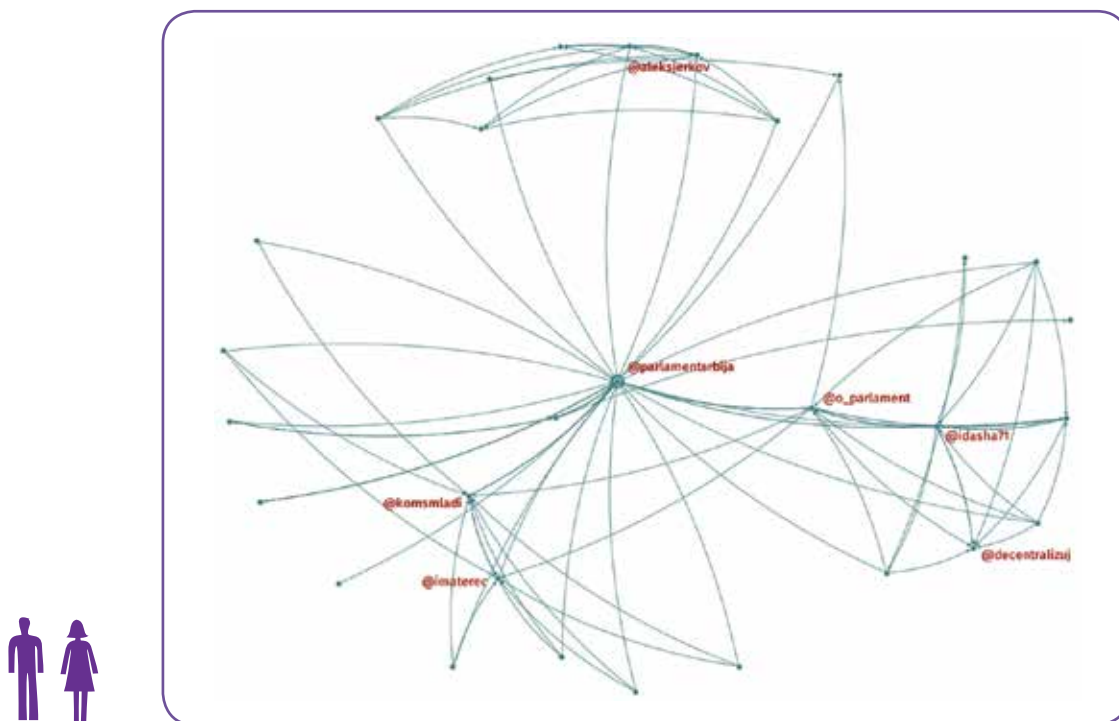
Figure 12: References to @parlamentsrbija Twitter account (7 days to 21/10/15)

By comparison, an analysis of the Otvoreni Parlament Twitter account shows far wider and deeper set of relationships, highlighting the critical point that the value of social media lies in the depth and reach of the network rather than the direct connections themselves:
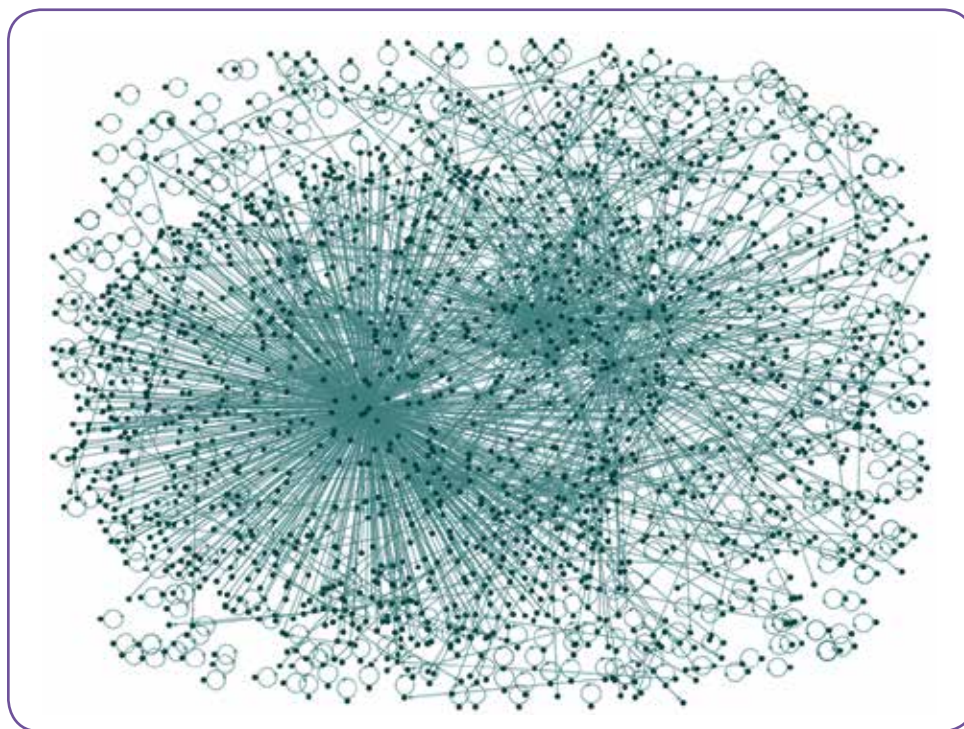
Figure 13: Network based on references to Otvoreni Parlament Twitter account
(7 days to 21/10/15)

There is also a Facebook page though this does not appear to be used in any official capacity, rather as a location marker and has only 187 'likes' (the Facebook page link from the Parliament's own webpage is a dead link). The Parliament's YouTube Channel is more active with a number of videos of events and committee though it only reports 240 subscribers.
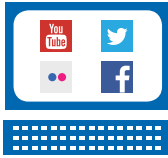
Figure 14:
National Assembly
YouTube Channel

Though primarily a broadcast and publishing tool, the website of the National Assembly contains a lot of information on current activities and also background and educational material for citizens who wish to engage:

The use of social media to support the first Parliamentary Week in October 2015 demonstrates the potential and also highlights that the public engage with personal stories; the most engagement during Parliamentary Week came from posts that showed ordinary people visiting Parliament and getting involved in activities there.
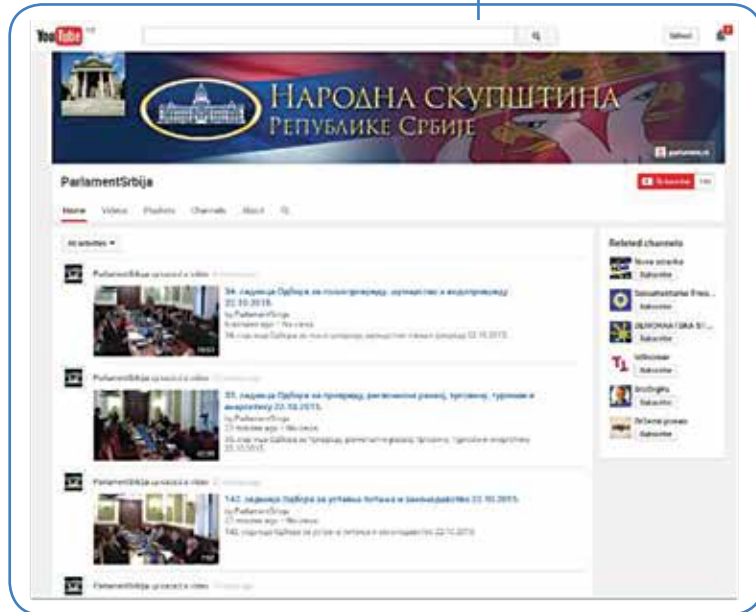
Posts about students and school children were particularly popular. The campaign around Parliamentary Week also shows that it is important to build momentum (this was difficult to do in this instance due to time constraints) and that it was also necessary to use paid promotion on social networks to achieve any significant reach amongst the target audience.[23]

23   UNDP Serbia (2015), "The Parliamentary Week on social media – report". Belgrade.
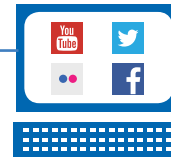
Figure 15: National Assembly website
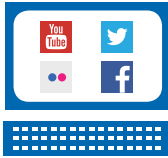
Figure 16:
Facebook
post during
Parliamentary
Week

4 Developing a Strategy for Engagement

Planning active strategies for engagement in order to maximise opportunities for public contribution to discussions supports better outcomes. This process works at two levels. In the short term, extended public discussion and consultation can improve the quality and relevance of engagement. In the long term, being open and responsive to the public helps build trust in the political process and in parliament itself.

As can be seen from the analysis of the first Parliamentary Week held be the National Assembly, social media offers significant potential for connecting people with Parliament, for drawing them into visiting and taking parts in events. This suggests that it can also offer potential for a longer term more and sustainable increase in public relations with Parliament. However, the review of Parliamentary Week also highlights very clearly that social media is a 'slow burn', it takes time to establish a presence, to build up a following and, therefore, influence. It shows that parliament's must consider the use of social media in a long term strategic way, rather than seeing it as an adjunct to events which can be turned on as needed – effective social media takes

consistent and ongoing commitment to the principles of good engagement.

Social media is a vital tool for engagement because its use has become normative, particularly for young people but increasingly for older demographics too. It matters too because people are likely to trust a recommendation they see on social media more.[24] Twitter is good for publicising publications, events and current opportunities for the public to get involved. Social networks such as Facebook take parliament closer to the public and can work well to guide people to engagement platforms, learn more about parliament and, ultimately, get involved. The European Parliament's Facebook applications keep the engagement close to where people are. Chile and Brazil, have built separate platforms for engagement. Both of these approaches are valid, but engaging directly within a mainstream social network might be better suited to short and more generic debates whereas bespoke tools can be more effective for more in-depth engagement, such as soliciting public comment on legislation.

Regardless of the tool you choose, to engage effectively you must:

- Define strategic objectives for your use of social media:
- Who do you want to engage with?
- Be clear about what it is you want people to do;
- How you intend to use contributions; and
- How you will respond;
- Understand the terms of use of each social media space before you start engaging in it;
- Choose to communicate where the target public audience is: even if you provide a unique hosted space for engagement and discussion, use social media to link to it, to promote public participation and to reflect back what has been said and how you are acting on it;
- Always remember that social media is one channel and that it is important to build and maintain relationships with citizens offline as well as online: see social media as a conduit or channel to wider public engagement with parliament;
- Produce material using plain language and in words that ordinary people will understand and engage with, in particular try to avoid overly formal or procedural descriptions that might normally be preferred within parliament but which are difficult for the public to understand.

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[24] See: v3b.com/2013/12/stats-social-media-active-users-marketers-take-note/#axzz2s1KzV57Y

- Do not start to use a social media channel if you aren't prepared for it and cannot resource it; and
- Ensure that all material is available in all official languages and that it does not exclude people.

Once you have started the conversation:

- Ensure that all submissions can be made electronically (including audio and video) without the need to print or mail copies and make it clear that electronic submissions are treated in the same way as hard-copy ones;
- Ensure that submissions can be made in any officially recognised language;
- Recognise that there might be a time when a conversation is best taken offline and facilitate this. For example, when it is about a personal or confidential issue but still relevant to the discussion; and
- Never engage with contributors who are aggressive or abusive; always enforce standards of conduct and moderation impartially and equally.

After the engagement has finished:

- Evaluate the effectiveness of the exercise against the criteria that were defined during the planning stage; and
- Always publish the outcome and a summary of contributions (consider sending feedback directly to participants as well).
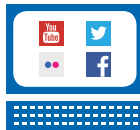
Providing clear, open feedback is critically important and an integral part of your engagement strategy; it lets the public see that their involvement has had real impact on the legislative process, builds trust and encourages others to engage.

Whilst building up a strong following is important, it's as much about quality as quantity. Proactively manage spam-generating followers and resist the temptation to build numbers for the sake of it. The value of your followers lies in their influence and network. They can magnify anything that you say by forwarding (sharing or re-tweeting) and promoting (both positively and negatively). It's often seen as a good measure of social media effectiveness that you follow a range of important accounts and commentators, although strategically you may wish to do this through other means such as monitoring keywords (including hashtags) and using feed aggregators and sentiment analysis tools, rather than simply by following back people

who follow you (care is needed when following other accounts to ensure that political neutrality is maintained).

It's about reach: the greater the diversity of your followers, the wider the reach of your social media presence.

Social media does not exist in a vacuum, what is said in one space can quickly be picked up and commented on in another. Users of one social network can be drawn to content on others and to content or engagement tools that are located on your own or third-party websites. However, there is also the risk that, if channels are not linked to other content, they can become stale and followers in one place do not venture any further. Consider how to take advantage of the network effect of social media by making it easy for people to cross-link, re-post and share your material.

Make it easy for people to connect: Look for opportunities to share your content so others can link, comment, share and even 'mash-up' (that is, combine with other text, video, images and sound). Provide easy links to your (and Members) other digital channels.

4.1   Governance, Good Practice and Learning

At present, although digital assets within the National Assembly are centralised, there is significant diffusion in terms of the teams using those assets. Consideration needs to be given to how to better manage the existing digital tools and how to plan for new tools and learn from experience. Consideration is needed in terms of managing communications and messaging so that it is consistent and co-ordinated.

To this end, it would be considered good practice to create a Steering Group for digital and social tools. This group would be constituted in an advisory role and made up of key internal staff with responsibilities for social media and communications but would also benefit from external representation, including from CSO's engaged in parliamentary strengthening and openness, such as CRTA, and from commercial expertise in the digital marketing sector.

Such a Steering Group should not be prescriptive or controlling (effective social media needs fewer levels of sign-off; less control, not more) but should be able to co-ordinate and share ideas, information and training. As the importance and impact of digital tools increases, this

Steering Group would promote good practice and support the effective use of social media throughout the National Assembly.

5 Campaign Planning

Social media use occurs in two ways: on-going (the everyday, business as usual use of social media) and campaign or events-based (one-off). It is important to consider that, whilst social media might be a more informal channel, planning is still critical to success.

- Ensure that there is a communications plan to:
  - Understand the expected nature of the interactions;
  - Moderate and manage responses, particularly those that are critical, political, off-topic or abusive, and to ensure effective discussions can occur and all those who wish to be can be heard; and
  - Assess and manage risk;
- Ensure that the nature and purpose of the engagement exercise is clearly defined and communicated to all involved:
  - Define the goal(s) for using social media;
  - What is the message and how do you want to communicate (how formal)?
  - Who is the target audience?
  - What do you expect the audience to do with the information (call to action)?
- Define project ownership and ensure that project resources (people, technology and budget) are clearly defined and allocated;
- Consider the protocol and process for authorising content but try to ensure that this is kept as simple and informal as possible. Given the fast-paced nature of social media it is better to delegate the ability to produce and publish content to the people directly working on the campaign, rather than requiring more formal approvals.
- Define how social media will align with the project objectives and ensure that it is aligned with overall outcomes;
- Define measures of success before the project starts and ensure that evaluation metrics are included in the plan;
- Understand how social media will interact with and support other online and offline activities and ensure that its use will comply with communications and engagement guidelines;

- Consider the audience, including any issues of language/literacy, access, prior knowledge and how the target group uses the internet; and
- Decide on the project lifecycle and manage closure and evaluation as part of the project

Social media might appear fast, random and chaotic but to use them well takes planning: think about how, where, what, when and why.

5.1 Measuring Effectiveness

Measurement and evaluation are vital components of social media but it is in many ways problematic and can appear confusing. At the simplest level, it is common to monitor traditional quantitative variables such as number of followers (Twitter) or 'likes' (Facebook) but these only tell a limited part of the story. Evaluation can include both an internal assessment of whether the objectives were achieved and a sufficient quality of submissions or comments were received and an external evaluation of whether all the stakeholders in the process felt that it was worthwhile taking part and that they felt listened to.

When defining what to measure, consider the following:

Engagement	How diverse is the group that communicates with you?
	What is the ratio of publishing to online participation and engagement? Is the channel seen to be two-way rarely, sometimes or often?
Amplification	How likely are you to be re-tweeted or shared?
	Does this come from a lot of different people or is it always the same few followers/fans?
Reach	Is there a pattern between the type of content and increases in communication and new followers?
	How far does your content spread across the social network?
	Are you being added to lists and are those lists being followed?

Churn	How many new followers in the period?
	How many lost followers in the period?
Sentiment Analysis	Sentiment analysis is about identifying what is being said and the positivity or negativity in a debate: are people agreeing or disagreeing, supporting or opposing what you said?
User surveys, interviews and internal reviews	Consider using a brief survey to understand how well the exercise worked for the stakeholders, ask questions about the experience, the level of engagement and feedback and whether people felt that what they said was listened to and acted upon. You can also conduct internal reviews with key staff involved.

6   Framing the Campaign

In terms of the strategic aim of digital campaigning, it can be described in terms of a simple theory of change:

Situation		• Increase levels of public engagement with parliament
Priorities		• Internal knowledge • Public awareness • Building trust
Inputs		• Political • Draft laws • Committees • Consultations
Outputs	Activities	• Committees • Workshops • Research • Media • Social media
	Participation	• Members • Officials • Civil Society Organisations • Media • Public

Impact	Short term	• Awareness (internal and public) • Transparency • Knowledge • Engagement
	Medium term	• More awareness of what parliament does • More engagement in parliamentary process • Greater transparency around law making and scrutiny. • Repeat engagement • Better relationship between parliament and citizens • Members and staff see value in engagement.
	Long term	• Greater societal knowledge of parliament's work and role • Increased levels of institutional trust in parliament • Change in cultural base to see engagement as normative

It is clear from the background research on democratic involvement and trust in Serbia that it is not enough for the National Assembly to develop a communications strategy that is either single channel (whether this is traditional media or social media) or which attempts to engage on a purely one-to-one basis with citizens.

Parliament's abstraction from everyday life is not unique to Serbia, indeed the Hansard Society notes that this is the case for the United Kingdom Parliament also.[25] Their research shows that engaging more effectively with citizens will not be achieved through a single 'big bang' change, nor is it a short term project. They suggest that it requires a number of smaller cumulative step-changes and argue that whilst some of these can come from the parliament, other organisations within civil society and with closer links to (and therefore greater trust within) geographical and topical communities must also be involved. This is in fact where social networks offer considerable potential and can become a catalyst for engagement through the effectiveness of 'weak ties' – networks of more casual and informal association, within communities – as important factors for awareness building and knowledge transfer. This follows the logic of "we learn best from those we know and trust". This also assumes that engagement is a multi-stage, on-going and self-re-enforcing process (trust increases as engagement becomes normative) but that this is a double-edged sword; the fractures that arise in this are as much the cause of the democratic deficit as the well-connected process could be its saviour:

25 Williamson, A., & Korris, M., et.al. (2011). Connecting citizens to Parliament: How Parliament can engage more effectively with hard to reach groups. London: Hansard Society.
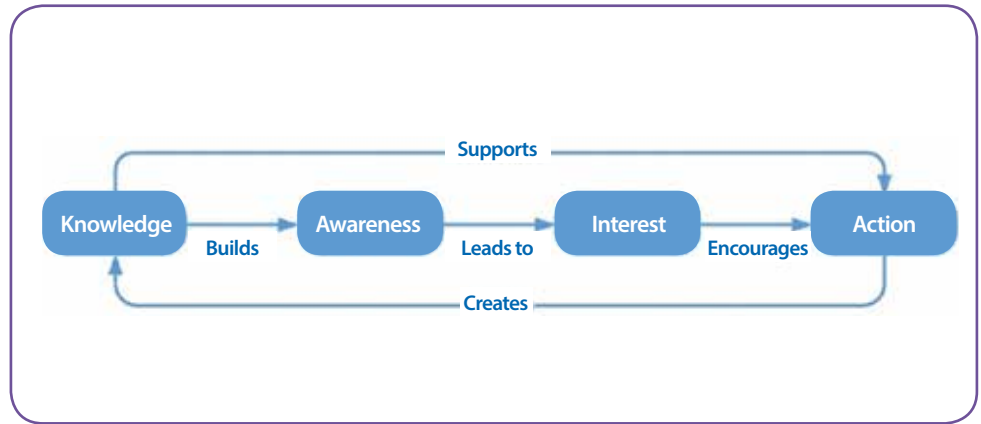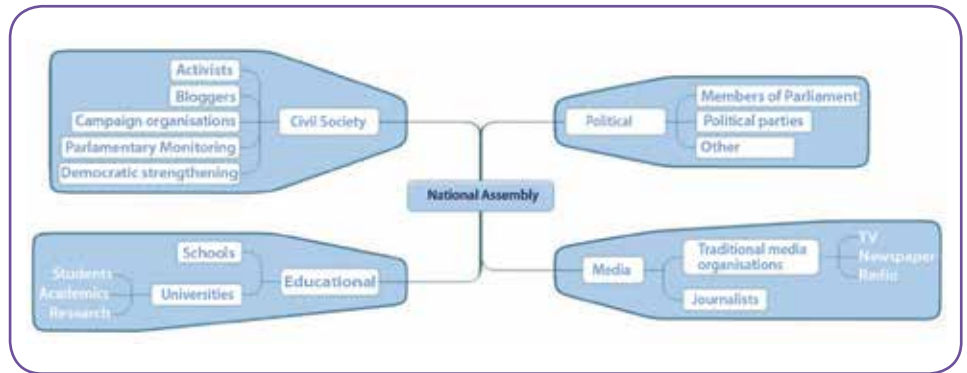
Figure 17: Multi-stage engagement lifecycle

6.1 Target Audiences

The broad audience segments relevant to parliament include:

The audience for the National Assembly can be divided into a number of levels, which reflect their level of connection and proximity to the centre:

Direct   People or groups who are known and directly interact with the project/campaign.

Indirect　　　　　People or groups who do not directly interact with the project but exercise strong influence over (or are strongly influenced/affected by) direct users.

Remote　　　　　People or groups who remain at a distance from the project but could be affected/influenced by the project (or vice versa, could indirectly affect/influence).

Societal　　　　　Wider societal influences. These societal influences can often be broad categories (such as 'youth' or 'community') that you know about and want to connect with better. They will almost certainly contain more nuanced sub-categories and some of these will probably appear in the inner circles of your audience map.

As part of the implementation of this strategy it will be important for the National Assembly to consider what these particular audiences look like, both broadly across the generic communication of the parliament and also specifically for campaigns and events.

6.2　Developing the Right Message

Having identified the audience, the next step is to identify those parts of that audience who can be most effectively targeted for engagement (given that both time and resources are often constrained). Whether it's creating a call to action, influencing their thinking and decision making or targeting some kind of behaviour change, this will allow you to develop campaign messages according to each stakeholder's level of interest and influence, which can be ranked as follows:

INFLUENCE			
High	Maintain interest	Keep close
Low	Monitor	Inform and connect
	Low	High

INTEREST

- **Keep close** to the key influencers with high levels of knowledge, expertise and influence (within their own networks). These are the critical influencers and must always be a focus of any communications strategy.

- **Inform and connect** with those in your audience who have a high interest in what you are doing, but exhibit relatively low levels of influence. This group matters because they can be supported to become more influential (by you and others, particularly through social media) but they can also become dis-engaged and dis-affected and therefore become negative influencers.

- **Maintain interest** from those who are key influencers but have lower levels of interest (examples include politicians and journalists). You need to ensure that this group is kept connected to your campaign.

- **Monitor** those with low interest and low levels of influence. Ideally your over time your communications and engagement strategy will move this group to another segment.
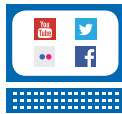
When developing your messaging strategy consider: Message; Momentum; and Mass.

The message must be targeted at the right audience (and encourage them to re-word it more appropriately so it can be shared with their own networks and beyond). Institutions must understand how value lies not in the immediate (close) connections but in the weak ties and the size and reach of its network (network externalities). Make sure that messages:

- Explain the problem your campaign is trying to address;
- Make the story personal and compelling; and
- Are relevant and clear about what you want to happen (call to action).

When considering the audience groups above, consider:

- Where do they get their information from?
- Who are they closely aligned with?
- Who do they trust?
- What is the value exchange between you and your key stakeholders?

It is critically important that any communications strategy incorporates **reflection and listening**, particularly with the high influence groups, since they are able to reflect, forward and, ultimately, increase trust around your own message.

6.3 Recommended Tools

The National Assembly uses a limited set of social tools and this is appropriate given the maturity of social media use and the audience. At present, these tools are set up as top-level accounts for the whole of the National Assembly and it would be useful to consider increasing the number of accounts on specific social networks (particularly Facebook and Twitter) so that specific departments within the Assembly operate their own. For example, it is highly likely that education and outreach activities could achieve more reach and impact by using a separate and well targeted account.

In terms of tools and platforms, the following are recommended for use by the National Assembly:

Facebook   Where the majority of Serbian social media users are and therefore an important tool to consider. However, there is a challenge in the lead time to building engagement using this platform, since it's is very much self-selective.

In the early stages it is recommended that content is posted to Facebook and the link to this is circulated using other social tools. Any potential value in using Facebook has to be seen in terms of slowly-building awareness and, from that, engagement. There is, however, an issue with the reach of Facebook posts that unless they are paid (promoted) posts the reach is becoming increasingly limited. Additionally, the amount of content now being created clearly outstrips users' ability to consume it. Ultimately, the only solution to this is to make content more compelling and this presents a challenge for parliaments.

Twitter   The best way to connect with organisations also engaged in democratic strengthening, parliamentary scrutiny and civil society but this is very much a 'pass through' channel; Twitter will not work to communicate directly with the public and a wider civil society audience, it must be used as a conduit through third parties (to push citizens and those you cannot reach to other content on the parliamentary website, YouTube or Facebook channels). Because of this it's important that relationships are built with active Twitter users

who can then share and repost your content, enhancing and restyling it to suit their own audience.

Twitter also requires compelling content and usage statistics suggest that this means including and image and brief text (40 characters), if there's no image the next needs to be 120+ characters. Use Twitter to channel people through to more in-depth content from other sites such as the parliamentary website or YouTube channel.

YouTube   This becomes a useful repository of resources and particularly content that can be used for education and outreach as well as a tool for increasing transparency.

Other   There are many social media tools beyond these core products and it is important for the National Assembly to remain flexible and responsive to changing user needs and the preferences of niche audiences, such as young people. Tools such as Instagram and Flickr can be valuable for sharing images, for example, and more deliberative tools such as those produced by the Citizens' Foundation or Loomio can also be introduced to deepen the level of digital engagement.

Website   Whilst at this point the website is not used interactively, it is an important source of content and information and the social media strategy should be cognisant of publication schedules for web content, looking to maximise exposure and distribution of such. Consider also the role of third-party websites, such as 'otvoreniparlament.rs.'

Monitoring   It is important to listen to what others are saying about the National Assembly, particularly in response to campaigns but also to understand generic conversation and sentiment. There are a range of tools available to undertake this task, dependent on budget. It is likely, based on current use and functional requirements that a product such as Hootsuite Pro would suffice for this purpose but many other products are available.

6.4   Campaign Frame

Objectives	Short term	Increase awareness of events and activities
		Build social network size and reach
		Increase social media profile
	Longer term	Build network of people interested in democratic engagement
		Change perceptions about accessibility of parliament
		Increase trust in parliament
Target	Defined and concrete outcomes	
Measure	How will you measure progress? Success?	
	Shares/Retweets/Likes	
	Followers	
	Influence	
	Sentiment (positive)	
	Reach	
	Conversation growth	
	Brand recognition	
Focus	Audience: What do they want to see	
	Message: What do we want to say	
	Call to action: what do we want them do	
	Priorities: How do we activate the network efficiently	
Actions	Scope: Direct → Indirect	
	How to harness the crowd: Let people adapt the message and re-deploy	
	Power users vs Long tail	
	Fine tune	
	Agility, analysis and evolution	
Close	Reflect, share and report	

6.5 Social Media Calendar

It's important that the social media strategy becomes fully integrated into the activities of the parliament so that it is an automatic function to use social media to support campaigns, events and business as usual within the parliament (notwithstanding that social media is also an important tool to react to an emergent situation or crisis). To this end, it is vital that the social media team establish a calendar or schedule to manage social media activities. This is about both frequency and balance, ensuring that there is regular activity of relevant and appropriate material, either directly produced by or relating to parliament and wider democratic engagement from other social media sources. This aligns with earlier comments about social media use being both *ongoing* and *campaign-focussed* and suggests that forward planning of upcoming content and campaigns would make the process more efficient and effective.

It is also important that there is a regularly process of managing the social media landscape around parliament and this is also scheduled, for example:

Daily	Respond to messages received through social channels
	Monitor and respond to mentions as appropriate
	Create conversations with local democracy advocates and partners
	Monitor and engage with people who are talking about you – whether they are positive or negative
	Post new content (including reposting/retweeting relevant content.
Weekly	Review social media analytics
	Engage directly with project/event partners
	Engage with key thought leaders
	Review tactics internally
	Encourage sharing through internal advocacy
Monthly	Review your strategy and adjust goals as necessary
	Assess social media metrics against your KPIs
	Attend local events to ensure you're in touch
	Identify future collaboration opportunities (internal and external)

7   Appendices

7.1   Social Media Checklist

Derived from the Inter-Parliamentary Union's Social Media Guidelines for Parliaments:[26]

Before you start	Objectives	What do you hope to use social media for and what is its value to parliament?
	Integration	How will social media integrate with your other activities and communication?
	Value proposition	What can you offer in terms of resources and incentives to encourage the public to connect and participate?
	Calls to action	What do you want people to do when they connect with you through social media?
	Networks	What are the most relevant and popular platforms?
	Select the tools	Select online and offline tools that will best support your objectives, stakeholders and timeframe.
	Budget and resources	Ensure that you have allocated the necessary budget and resources (technical and people).
Become familiar	Who else is there	How are government departments, other public sector agencies, civil society organisations and even political parties using social media? How do they promote themselves? What do they do online?
	Identify influencers	Who are the popular users on social media in related fields? Can you connect with them so that they promote your new presence?
	Find out how things work	Pay attention to how different networks operate, the protocols and expectations (such as formality, interaction, participation).

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[26]   Williamson, A. (2013). Social media guidelines for parliaments. Geneva: IPU.

Start small and grow carefully	Set up accounts and pages	Make them look professional and have enough seed content to be able to create some sense of momentum.
	Look and feel	What branding, text and images do you want to use? Consider photographs of people, buildings, videos, logos and links to existing digital content.
	Accessibility	Does your content have to be bi- or multi-lingual and, if so, is it best to duplicate pages or integrate content? Have you checked that what you are doing is inclusive in terms of gender, religion, culture and nationality? Has accessibility for people with disabilities been tested?
	Share content	Make it easy for people to connect with you. Set up integration between social networks, such as between Facebook and Twitter, and look to connect social media to your other digital resources.
	Promote and recruit	Use your existing networks and communication channels to promote a new social media presence. Ask those in your network to promote the new presence too.
Be active	Content is perishable	Have a plan for keeping your content fresh, relevant and up to date. Strive to continuously improve and to innovate.
	Plan ahead	Look at opportunities in the parliamentary calendar that you can plan for in advance.
	Listen	Be receptive to feedback and listen to people in your network. Use feedback to help improve and select new features or content based on what your network would like to see.
	Networks are viral	So share other people's content (where appropriate and relevant) and they will share yours.
	Encourage participation	Encourage people to comment by actively managing your presence and responding and acknowledging contributions from those in your network.
	Keep talking	Use the tools within the social network to keep people who have connected with you up to date and informed about what you are doing.
	Follow up	Once the engagement or event is complete, provide a response to let those who took part or are interested know what happened. It's particularly important to show how their contribution helped to shape the outcome.

Constant improve-ment	Measure	Use analytical tools to measure activity on your social networks and to help you understand who your connections are and whether you are meeting your (and the publics') objectives.
	Refine	Social networks are fast paced and change quickly, keep looking around for new ideas and ways to improve. Don't be afraid to try new and innovative ideas if they align well with your objectives.

7.2 Campaign Planning Template

CAMPAIGN PLAN

Name	

From		To	
Aim			
Key messages			

Key events		
Milestone date	Description	Collateral

Audience		
	Name/Description	
Remote Sectors and broad interest groups or stakeholder communities.		

	Name	Connect via	Message
Indirect Specific groups/organisations identified but not connected to.			

	Name	Message
Direct People already working with or connected to and accessible.		

Targets		
	Description	Measure
Strategic		
Offline		
Online		

Calendar			
Date	Action	Method/Place	Target