

ECO-FUND COMMUNICATION STRATEGY



EKO FOND

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1. INTRODUCTION

1.2. About the Environmental Protection Fund (Eco-Fund)

The Environmental Protection Fund (hereinafter Eco-fund) was established by the Decision of the Government of Montenegro at the session of November 22, 2018. The Eco-Fund was established on the basis of the Environmental Law in order to collect and distribute financial resources for the protection, preservation, sustainable use and improvement of the environment on the territory of Montenegro. The Company became operational by registering in the Central Register of Business Entities, reg. number: 5-0923251/005 from 03.03.2020. Its establishment was provided by the Environmental Law as one of the obligations under Chapter 27 - Environment and Climate Change.

The establishment of the Eco-Fund contributed to the implementation of the strategic vision of the development of Montenegro as an ecological state, which will enable citizens to exercise their fundamental right to a clean and healthy environment. The main activity of the Eco-Fund is the financing of the preparation, implementation and development of programs, projects and similar activities in the field of conservation, sustainable use, protection and improvement of the environment, energy efficiency and the use of renewable sources of energy at the state and local level, namely:

- implementation of national strategic planning documents in the field of environmental protection, sustainable development and energy efficiency;
- mediation in connection with the financing of environmental protection, energy efficiency and renewable energy sources from funds provided from loans, donations and aid, instruments, programs and funds of the European Union, the United Nations and international organizations, foreign investments intended for environmental protection, from foreign countries, financial institutions and domestic and foreign legal and natural persons;
- maintaining a database on programs, projects and similar activities in the field of environmental protection and energy efficiency, the necessary and available financial resources for their implementation;
- establishing and achieving cooperation with international and domestic financial institutions and other legal and natural persons, for the purpose of financing environmental protection and energy efficiency, in accordance with national strategic planning documents in the field of environmental protection, energy efficiency and renewable energy sources;
- other jobs related to the financing of environmental protection and energy efficiency

The company is managed by the board of directors and the executive director, and the organization, competences and manner of operating are regulated by the articles of association and other general and internal acts of the company, in accordance with the law. The Eco-Fund performs its activities in cooperation with the Ministry of Ecology, Spatial Planning and Urbanism, the Ministry of Finance and Social Welfare, the Ministry of Economic Development, the Ministry of Capital Investments, other state administration bodies, local self-government units, professional, scientific and financial institutions, as well as in cooperation with international organizations and financial institutions.

1.2. Mission and vision of the Eco-Fund

The mission of the Eco-Fund is the collection and investment of financial resources in building a sustainable society in Montenegro, which will be based on the efficient use of all natural resources and low-carbon development.

Vision of the Eco-fund is to position itself as a leading professional-financial institution in the field of environmental protection and sustainable development in Montenegro.

With the aim of fulfilling its mission and vision, the Eco-Fund defines the following priorities by determining program areas, measures and activities:

- Providing the income of the Eco-Fund
- Co-financing of projects, programs and other activities
- Implementation of the Decree on activities that emit greenhouse gases for which a permit for the emission of greenhouse gases is issued
- Institutional strengthening and visibility of the institution

2. COMMUNICATION STRATEGY

2.1. About the communication strategy

The communication strategy is a strategic document that defines the goals, types, methods of communication and activities between the Eco-Fund and all groups of the public, which is a prerequisite for timely information about the work of the Eco-Fund and its approach to the professional and general public, with the aim of gaining understanding and support for the activities it implements.

The communication strategy for the period from 2022 to 2024 aims to support the Eco-Fund in achieving its own vision, mission and goals and to create a communication model by which the Eco-Fund would be perceived by the public as a leading institution in the field of environmental protection and sustainable development. Also, it should help the Eco-Fund, as a young institution, to strengthen its image and make it visible. This communication strategy provides guidelines for the establishment of two-way communication models that will bring the Eco-Fund closer to the public.

The communication strategy defines the key roles in the communication process, clearly indicates internal and external communication models, as well as monitoring and evaluation mechanisms. Public communication is professional and based on clear processes consisting of analysis, planning, application, monitoring and evaluation. The strategic guidelines that were used during the development of the strategy were the strengthening of the Eco-Fund brand in the entire Montenegrin public and the improvement of the internal and external communication process.

Within the scope of this defined goal, public relation represents a significant activity of establishing trust between institutions and citizens. Therefore, the goal of this document is to set a framework for continuous work on continuous improvement and strengthening of internal and external communication. The strategy provides guidelines on how to make communication proactive in the publication of relevant information, objective and professional information to the public, as well as how to reach the end users of the services provided by the Eco-Fund.

The communication strategy provides two levels of communication activities:

- mandatory communication in accordance with the law (Law on Free Access to Information, Law on Public Procurement, Law on Environmental Protection - Public Hearings, etc.)
- voluntary/proactive - promotion of activities performed by the Eco-Fund

Basic communication principles for both levels include:

- proactivity
- information
- transparency
- education
- responsibility
- mutual understanding and independence
- dialogue
- simplicity.

The main goal of the communication strategy is to bring the Eco-Fund closer to the public as an institution that receives financial resources from the state budget, from eco-fees, from loans, donations and aid, instruments, programs and funds of international organizations and other sources in accordance with the law, distributed for the protection, preservation, sustainable use and improvement of the environment.

In communication with the public, there must be a basic message (red thread) that runs through the entire communication, namely that the Eco-Fund conducts all activities in order to ensure the fundamental right of citizens to a clean and healthy environment.

This Strategy represents the basis for a planned, continuous and adequate presentation of the Eco-Fund, thus encouraging interest and a positive attitude towards key business decisions and activities.



2.2. Time frame

The Communication strategy will be implemented in the period from 2022 to 2024, and all project activities will be detailed in periodic or individual plans prepared by the Public Relations Department. The Communication strategy will be regularly evaluated and revised according to the needs.

3. ANALYSIS OF THE SITUATION

3.1. Analysis of the current situation, needs and priorities

The basis of creating any strategy is the analysis of the situation. Given that it is a very young institution that started its work in the midst of the pandemic caused by Covid-19, the work of the Eco-Fund was very challenging from the very beginning. At the beginning of its operation, the Eco-Fund was based on laying solid foundations and creating future business, primarily because its establishment and functioning is one of the obligations when it comes to closing the negotiation Chapter 27- environment and climate change.

In order for the Eco-Fund to become operational and sustainable, one of the first tasks was to secure income through close cooperation with competent state administrations and bodies involved in determining the amount and collection of eco-fees, which are primarily recognized by the legal framework as income of the Eco-Fund; co-financing of projects, programs and other activities from the Eco Fund's scope of work; implementation of the Decree on activities that emit greenhouse gases, for which a permit is issued for the emission of greenhouse gases, and institutional strengthening and visibility of the institution.

Public relations jobs belong to the Department for Legal and General Affairs of the Eco-Fund. As part of this Department, the position of public relations adviser was occupied in October 2021, and until then the entire team dedicatedly performed public relations, while marketing agencies were hired for marketing services during the implementation of projects. The establishment of the Public Relations Department, which is directly conditioned by the inflow of funds and the number of projects, would establish a valid basis for the implementation of the Communication strategy and activities specified in it.

From its establishment until the end of 2021, the Eco-Fund has successfully implemented two Public calls in the field of energy efficiency. In 2021, a Public call for the allocation of subsidies for the purchase of electric and hybrid vehicles was opened. Through this project, with a total value of 100,000 euros, grant agreements were signed with 20 beneficiaries for the purchase of hybrid vehicles and with 10 beneficiaries for the purchase of electric vehicles. The call was intended for citizens and companies from the public and private sectors.

In 2021, the first Public call for subsidies for the purchase and installation of photovoltaic systems, with a total value of 100 thousand euros, was successfully implemented. A total of 5 beneficiaries were legally entitled to the subsidy, and the call was intended for businessmen and farmers. Listening to the market and the needs of beneficiaries, Eko-fond announced in December of the same year a second Public call for subsidies for the purchase and installation of On-grid and Off-grid photovoltaic panels, with a total value of 190 thousand euros. Currently, the "Solari 3000+ and Solari 500+" project, which is implemented by the Electric Power Company of Montenegro (EPCG) in partnership with the Eco-Fund, is also urgent.

A significant increase in citizens' interest in the subsidies offered by the Eco-Fund has been noticed. Therefore, in the period to come, Eco-Fund plans to increase the value of the projects themselves, as well as the amount of subsidies it offers through similar projects. In proportion to the increase in interest, it is necessary to actively maintain communication with the entire public, in order to reach the end users more easily, and therefore to successfully implement project activities. In addition, through the presence of the Eco-Fund in public and the initiation of topics from the field it deals with, it will constantly strive to raise public awareness of the importance of green energy and environmental protection.

The analysis of the current situation identified several areas in which communication processes need to be improved. First of all, communication should be planned and proactive. It aims to contribute to raising the awareness of the entire public about the importance of environmental protection and energy efficiency. Also, it is

extremely important to present the Eco-Fund as a leading institution in the country when it comes to financing projects in these areas.

At the same time, it is necessary to get the public interested in the projects we are implementing. In addition, external communication aimed at potential users of grants offered by the Eco-fund must be prepared in advance, with defined target groups, clear and convincing, in order to reach the end users of the funds more easily, and thus ensure the successful implementation of projects.

It is necessary to work additionally on deepening and strengthening relations with all defined target groups and business partners, but also to promote new partnerships with institutions and the economy. One of the priority tasks of the strategy is to establish the perception of the Eco-Fund as an instrument of the state, which was established for the benefit of the entire society, and above all to redirect the money collected from "polluters" of the environment to citizens.

The goal of the strategy is to understand that the main activity of the Eco-Fund is financing the preparation, implementation and development of programs, projects and similar activities at the state and local level, all with the aim of preserving, sustainable use and protection of all segments of the environment, achieving energy efficiency and rational use of renewable energy sources, as basic conditions for the sustainable development of Montenegro.

In order to achieve communication goals, it is necessary to maintain the process of external communication continuously, using modern communication channels and tools, improving the visibility and position of the Eco-Fund in the country and abroad.

It is necessary to exchange proactive communication with potential beneficiaries of the subsidies we offer through communication channels that are close to them. Monitoring and analysis of the external environment is an important prerequisite for successful communication, especially bearing in mind that it also includes monitoring trends in society and the community, analyzing the competition. That is why the Eco-Fund needs to identify relevant issues, be visible and active by being continuously present in the public, in order to successfully promote projects it implements and interest potential users to participate in them to the greatest extent possible.

It is necessary for the management and expert staff of the Eco-Fund to be active and visible in fields related to environmental protection, as generators of ecological values affirming the transition to renewable energy sources and solving environmental problems.

3.2. SWOT (Strengths, Weaknesses, Opportunities and Threats)

Strengths(internal):

- Adequate budget for public relations activities
- Good relations with state institutions and the non-governmental sector
- Good relations with the media
- All structures of employees participate in public performance
- Well-placed and used channels of internal communication
- The website is regularly updated and is easy to use
- Presence on social networks Facebook and Instagram
- Understanding the importance of communication within the institution

Weaknesses(internal):

- A newly founded institution

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- Public relations department recently established
- A small number of followers on social networks

Opportunities (external):

- The importance of Eco-Fund projects for citizens and society in general
- Environment
- Renewable resources
- Energy
- Energy efficiency
- Award of subsidies as one of the basic activities

Threats (external):

- Socio-economic situation
- Low purchasing power of potential beneficiaries
- Insufficiently developed public awareness of the importance of environmental protection
- Public stereotypes about environmentally friendly technologies
- Define clear powers and responsibilities
- Uncertainty regarding the COVID 19 pandemic

4. OBJECTIVES OF THE STRATEGY

4.1. General communication goal

The main goal is to strengthen the Eco-Fund brand as a visible, recognized and successful professional-financial institution, as a generator of projects in the field of environmental protection and sustainable development in Montenegro, while establishing long-term guidelines for building new and improving existing communication processes with internal and external public.

4.2. Specific goals

1. Internal communication

- Prepare a regular monthly report
- Additionally, develop market-oriented initiatives
- Improved branding and amended standards
- Promotion of internal capacities
- Define guidelines for crisis communication

2. Internationalization

- Accession to EU funds
- Potential international cooperation
- Improve the reputation and visibility of the Eco-Fund in the international framework;
- Provide regular information to the foreign public about the activities of the Eco-Fund in order to strengthen cooperation
- Organize visits to similar institutions in the region and abroad
- Participate in international events

3. Media

- Inform the general public about key topics related to the Eco-Fund
- Make the Eco-Fund brand visible
- Actively work on building the image of the Eco-Fund
- Timely, accurate and accessible information about the work of the Eco-Fund
- To interest the media in reporting on projects and activities implemented by the Eco-Fund
- Educate various public about all important aspects related to environmental protection, energy efficiency, renewable energy sources, etc.

4. Beneficiaries

- To make the Eco-Fund a desirable and reliable partner
- Media promotion of each individual project in order to increase public interest
- Distribute information about current project activities through existing communication channels
- Include existing beneficiaries in the promotion so that the results of the work are visible

5. Environmental protection promotion

- Contribute to the affirmation of the topic of environmental protection in the public
- Establish greater presence and visibility of environmental protection projects in the public;
- Additional deepening and strengthening of relations with all state institutions dealing with the issue of environmental protection
- Additionally, improve cooperation with the economic sector in order to promote environmental protection
- Mobilize your own professional staff to solve local environmental problems

6. Energy efficiency promotion

- Contribute to the affirmation of the topic of energy efficiency
- Promotion of individual projects
- Promotion of all project activities
- Promotion of project results

7. Cooperation with local governments

- Improve immediate cooperation for the implementation of joint projects
- Promotion of projects in cooperation with local governments

8. Economy and business sector cooperation

- Improve interaction with the economy in order to implement specific projects
- Improve direct cooperation with the business sector

9. Social networking

- Increase the number of followers on Facebook and Instagram
- Create an account on Twitter

5. TARGET GROUPS

5.1. Enabling connections (existence and operation of the Eco-Fund depends on it)

- Management structure (executive director and board of directors)
- Government of Montenegro
- Ministry of Ecology, Spatial Planning and Urbanism
- Ministry of Capital Investments
- Ministry of Finance and Social Welfare
- Ministry of Economic Development
- Investors/partners in projects
- International organizations

5.2. Functional links

- Internal (employees)
- External (beneficiaries of grants)
- Pollutants

5.3. Diffuse connections

- Media
- NGO
- Ecological movements

5.4. Normative links

- Local self-rights
- Chamber of Commerce
- University of Montenegro
- Business sector

Communication should be organized with each of the target groups, in accordance with the specifics that each of them has, that is, according to topics that are significant and interesting for them.

6. MESSAGES

6.1. Basic messages:

- The Eco-Fund contributes to the strategic vision of the development of Montenegro as an ecological country
- Eco-fund is a generator of projects in the field of environmental protection and energy efficiency in Montenegro
- The Eco-Fund is the initiator of electro-mobility projects in Montenegro
- The Eco-Fund aspires to become the leading institution in the country when it comes to financing projects in the field of environmental protection and energy efficiency
- Eco-fund implements national strategic planning documents in the field of environmental protection, sustainable development and energy efficiency;
- Eco-fund works in the interest of citizens and business
- The Eco Fund performs its activities in order to preserve, sustainably use and protect all segments of the environment, achieve energy efficiency and rational use of renewable energy sources as basic conditions for the sustainable development of Montenegro.
- The Eco-fund secures its income by charging eco-fees
- The Eco-fund financially encourages the use of renewable energy sources
- Eco-Fund is a reliable partner and takes care of the interests of the beneficiaries
- The Eco-Fund is developing relations of understanding and cooperation with the NGO sector

6.2. Tone of communication

The tone and language of communication must be adequate, in relation to the target group, in order to facilitate easier and faster acceptance of the desired information. The contents that are communicated must be clear and easy to understand for the widest population. The tone that prevails in communication should be serious, moderate and correct, and considering that it is a young institution, the message sent should bring the Eco-Fund's activities and its basic role in society closer to the public. It is also necessary that the message contains positive energy and builds trust.

6.3. Logo and slogan

The Eco-Fund logo is defined by the graphic book of standards. Individual campaigns and project activities carry a unique slogan that can help profile the tone of communication. Given that projects in the field of energy efficiency are being upgraded and continued, similar projects are promoted with a common slogan, with the aim that the idea that it promotes is easily remembered and recognized through frequent repetition.

So far, the slogan "Solar energy - for a brighter tomorrow" has been used in two Public calls for the allocation of subsidies for the installation of solar panels, and Eco-Fond, as a partner of the Electric Power Company of Montenegro, participates in the project "Solari 3000+ and Solari 500+" which is being promoted under the slogan "Solar energy - good energy".

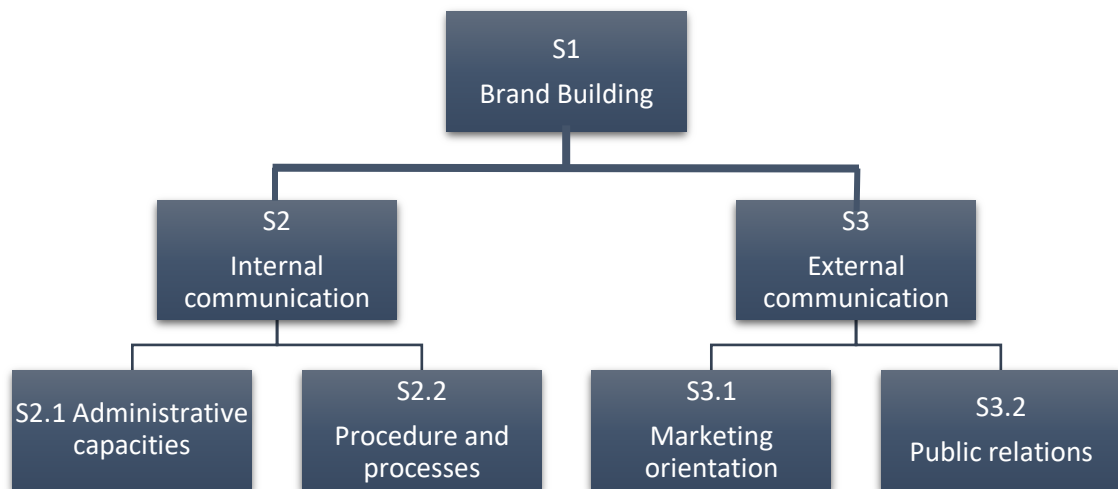
7. STRATEGIC DIRECTIONS

This strategy identified the basic strategic direction with two other directions of action:

S1. Brand Building

S2. Development of internal communication, strengthening of administrative capacities and establishment of clear internal processes and definition of procedures

S3. External communication is based on two segments: the first relates to marketing orientation, and the second to public relations



8. CHANNELS AND TOOLS OF COMMUNICATION

The strategy of the Eco-Fund implies that the institution should be proactive through its own communication channels: web portal, profiles on social networks, annual reports, various events, publications, direct e-mail communication. In order for the institution to be fully recognized by the public, but also to be well-promoted, it is necessary to achieve a coordinated presence in the media through integrated communication with the line ministry and the Government, that is, to be recognized as part of the national system, but at the same time as a system for itself.

Eco-fund owns a website, a Facebook page, an Instagram page, and a YouTube channel. In the period to come, it is planned to create a Twitter page, our own publications (brochures, annual reports, posters), notice boards, informational material and the like. The advantages of personal media are complete control over content, profitability, immediacy, adaptability and precisely targeted audience.

Paid media includes all communication channels where we pay for our appearance. The most common form of this way of promotion is advertising, but in an increasing number of cases also various forms of PR activities, which were primarily unpaid, in the sense that some media charge for press releases, guest appearances on shows, etc. The primary audience of the Eco-Fund are new beneficiaries or, in the case of an informative and educational campaign, the entire public.

In the classical, offline sense, they include all three traditional media: print, radio and television. There is paid advertising space on each of them, in the form of advertisements or broadcasts of radio or TV spots, as well as column or show sponsorships, but these are only the basic forms of paid exposure. It is also possible to pay for reports, interviews or guest appearances, and an increasingly common form in print media, especially magazines, are advertorials - specially written promotional texts that also contain some useful content for readers. This approach has led to the increasing popularity of content marketing and native advertising.

As for digital advertising, Eco-fund uses the services of Google advertising, posting on the Facebook page, renting banners on portals. Given that the online world of paid media is constantly developing, video ads, floating ads, in-text ads and contextual ads should not be neglected, both on media internet portals and on social media.

In raising public awareness of the importance of environmental protection and energy efficiency, paid influential internet individuals, so-called influencers, play a special role. The main advantages of paid media are engagement

as needed, full control of content, large reach, fast dissemination of posts and accurate selection of the target group.

8.1. Classic media tools

- Media Release
- Press conference
- Semi-formal meetings with journalists (working breakfast, lunch)
- Interviews in electronic, print and internet media
- Appearances on TV and radio stations, briefings, thematic shows and texts in print media, columns and comments, analyses, author's texts
- TV themed attachments ('camera-ready', attachments)

8.2. Events

- Meetings
- Debates
- Panel discussion
- Round tables
- Consultations
- Scientific and professional conferences
- Tribunes/Public hearings
- Seminars
- Socially responsible activities
- Open days
- Visits to schools and colleges

8.3. Marketing tools

- Different types of reports
- Informational newsletters
- Manuals
- Brochures and flyers
- Presentations

8.3.1. Promotional materials

- Advertisements
- Billboards
- City lights
- Totems
- Videos
- Movies
- Jingles
- Promotional materials (printed and audio-visual)
- Promotional materials
- Advertorials
- Content marketing

8.4. Web and social media tools, paid and unpaid

- Website, posts and comments (Facebook, Instagram, YouTube)
- Blogs, photos, infographics,
- Quizzes, prize games
- hash tags,
- Facebook advertising (sponsorship, promotion)
- Google Ads
- Video messages
- Polls

9. INTERNAL COMMUNICATION

Internal communication is the foundation of any serious communication strategy. The goal of internal communication is to create and maintain internal communication systems between managers and employees. Communication must be two-way, so that employees can freely participate in the exchange of information. In light of the fact that a well-informed and respected employee with a strong sense of belonging to the organization represents its best "ambassador" and one of the most influential channels of communication towards external publics, it is important to develop internal PR, as a foundation for establishing and nurturing relations with interested publics.

Internal communication in the Eco-Fund is regulated by the Internal Rule on the manner of information flow among the employees of the Eco-Fund. It regulates the flow of information among employees of the Fund. It is stated that the employees are obliged to take care that the Executive Director of the Eco Fund must be aware of the final version of the document when issuing letters/accompanying documents/written notices/reports under the jurisdiction of the Eco Fund. Also, it stipulates that the employee who prepares the letter/accompanying document/notification is obliged to write his name as the document processor in the left corner of the document and to sign it, and if the employee has a superior, the superior's signature on the document with the mark agreed is also obligatory. It states that employees are obliged to maintain good internal communication and exchange basic activities within their competences and that they are obliged to put the Executive Director on CC mail when they have electronic communication with clients and business associates. It is prescribed that employees are obliged to comply with the provisions of this Internal Rule, and failure to comply with them will be considered a violation of work duties and obligations and subject to disciplinary liability in accordance with current legal regulations.

First of all, it is necessary to pay attention to who prepares the messages, who sends them, through which channel, what is expected of the recipient, how the change in his behavior is measured and, of course, what is communicated to the internal public. Communication with the internal public must be proactive and two-way. Proactive, first of all, on the part of the one who sends the message, and two-way because it enables performance monitoring and requests for additional information.

Each employee should be introduced to the mission, vision and values that are important to their organization. Only in this way will it be possible to achieve a certain relationship with them. Each source of messages in that communication should be recognizable, known and credible, because that's the only way employees will react to the message. In fact, one of the most important tasks in that process is the establishment of a credible source of information that starts at the very management positions and descends in a pyramid to every employee.

Internal communication does not only refer to the communication of subordinates and superiors, but also to the mutual communication of employees. Employees do not only communicate with each other in the organization, but also talk about it with their family members, their friends and acquaintances. In this way, consciously or unconsciously, they become its spokespersons or bearers of its identity. If employees have enough information and sufficient motivation, then they will more easily and effectively clarify the organization's positions during daily contacts. If they are satisfied with their own organization, then they will convey that satisfaction and thus contribute to strengthening its image.

To feel belonging to an organization means to have confidence in the organization itself and what it represents, to believe in its vision and mission and the value system it represents. This is further reflected on the external public, which is of inestimable importance for building or preserving the company's high reputation.

Communication with internal publics can take four forms:

- Informative communication, which refers to accurate transmission of information to employees;
- Directive communication refers to the transmission of direct instructions to employees;
- Interactive communication, indispensable when securing public support for a specific idea;
- Indirect communication, which is used by management in an effort to intensify the change process in the company.

Internal communication can be:

- Formal, in which communication is conducted through official communication channels;
- Informal, which is mostly found in smaller companies and is done informally, among colleagues;
- Diagonal, which does not follow the organizational hierarchy;
- Vertical, which serves to transmit orders from the top to the lower employee structures;
- Horizontal, which is performed between employees at the same level of hierarchy;

When we talk about means or tools of internal communication, it primarily refers to bulletin boards, e-mail...

It is necessary that the messages intended for the internal and external public are connected and coordinated. In addition to holding regular working meetings at all levels, it is necessary to introduce the transfer of conclusions

At the Eco-Fund level, the following communication channels are recognized:

- meetings and collegiums
- e-mail communication
- Notice boards
- Internal event
- Team building

10. IMPLEMENTATION OF COMMUNICATION STRATEGY - carriers and structures

The Department for legal and general affairs implements a communication strategy in the area of internal communication, relations with the media, relations with the social community and part of relations with users - marketing, paid communication, website and social networks. It also coordinates activities in the domain of mandatory, legal communication in accordance with the Law on Free Access to Information.

The Department for Finance and Accounting implements a communication strategy in the part of direct communication with beneficiaries (call center, e-mail). She is also responsible for mandatory, legal communication in the form of submitting financial reports to competent institutions.

In the part of relations with competent institutions (Ministry of Ecology, Spatial Planning and Urbanism, Ministry of Capital Investments, Ministry of Finance and Social Welfare, Government, etc.), communication is conducted by the executive director, assistant director and service managers.

In order to provide uniform, timely and accurate information to the public about the processes and projects in the Eco-Fund, it is necessary to constantly improve the planning and coordination of communication activities in the work of competent authorities, and to clearly define the internal procedures for the flow of information.

Responsible for implementing the Communication Strategy: Executive Director, Public Relations Associate.

11. BUDGETING AND RESOURCE ALLOCATION

The communication strategy is elaborated through individual PR plans on an annual level, for individual activities and projects. In this sense, the budget is part of the Department of Finance and Accounting. As an integral part of the budget of the Eco-Fund, the budget for PR activities is adopted by the competent structures for the planned period.

12. EVALUATION AND MONITORING

Monitoring and evaluation of implementation and results represent an important aspect of the Communication Strategy in order to measure success, efficiency of implementation and achieved progress in relation to set goals, better budget management, and alignment of planned methods with measurement results.

12.1. Evaluation

Evaluation implies assessment of dynamics, quality, volume of activities, as well as compliance of activities with other action plans of the institution. The evaluation is conducted within the agreed deadlines stipulated in the action plans. In the evaluation process, it is necessary to use the Strategy, action plans to assess the dynamics, scope and quality of the activities implemented, as well as the compliance of those activities and eventual final products with the aforementioned documents.

12.2. Monitoring

The Eco-Fund has monitoring and quality control mechanisms, and the system is based on the internal and external evaluation procedures, which can be used to measure the performance and quality of informing the target public. Implementation monitoring is an important aspect of the Communication Strategy, in order to measure the success, effectiveness of implementation and achieved progress in relation to the set goals, better management of the budget, and harmonization of planned methods with the results of measurements from the field.

Monitoring of the implementation and quality control of the activities prescribed by the Communication Strategy is set hierarchically, that is, so that each activity has its own holder and controller. Given that it is a very young institution, there is still no clear picture of the public's perception of the Eco-Fund in the institution. Although the mechanisms that can be used to measure satisfaction with Eco-Fund services have not yet been developed, such research is planned in the future.

A special place in monitoring and analyzing the performance of the Communication Strategy should be media monitoring, announcements about the Eco-Fund in print, electronic and online media. The analysis should also include the effect on social networks, if it is taken into account that a large number of the population uses these channels mostly for information and exchange of opinions. Media content analysis should, to begin with, be done on a semi-annual basis, in order to monitor the effect of the Strategy and use the findings as a guideline for action and the development of short-term strategies. Later, the practice of monthly analysis of the entire media content should be established, in order to create a clear picture of the development of the Eco-Fund.

13. CONCLUSION

The Eco-Fund's communication strategy contains a framework for communicating the defined processes and projects of the Eco-Fund with the internal and external public about the activities of the Eco-Fund in improving the corporate culture, strengthening the brand and the perception of the Eco-Fund as an institution that is recognized through its work and work engagement, as a generator of projects in the field of environmental protection and energy efficiency. It is binding for all participants/holders of the process at the institution level.

Bearing in mind that the general goal of the strategy is to contribute to a better understanding of the public about the importance of the work of the Eco-Fund, it provides clear guidelines at all levels of communication to achieve this goal. Only the coordinated action and performance of all authorities in the Eco-Fund produces results and, in a word, this framework should enable everyone to recognize their role in this process. At the same time, this strategy provides guidelines for all partners in the process, with the aim of better, more comprehensive and coordinated communication towards the target public.

ENVIRONMENTAL PROTECTION FUND

The successful implementation of the Strategy will enable the public to more easily understand the role and importance of the Eco-Fund in society, and to raise the level of public awareness of the importance of environmental protection and energy efficiency, as well as the importance of the projects implemented by the Eco-Fund for society as a whole.

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