

# COMMUNICATION STRATEGY

for the State Cadaster  
Agency of Albania  
(SCA)



Co-funded  
by the European Union



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# COMMUNICATION STRATEGY

## for the State Cadaster Agency of Albania (SCA)

Prepared by:

**Maklen Misha**

Council of Europe

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# Executive Summary

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The State Cadaster Agency (SCA) is undergoing a major transformation that aims to modernize property rights management in Albania. To support this effort, this Communication Strategy has been developed in the framework of the project 'Improving the protection of the right to property and facilitating the execution of ECtHR judgments in Albania', co-funded by the European Union and the Council of Europe and implemented by the Council of Europe under the 'Horizontal Facility for the Western Balkans and Türkiye III' program. The strategy is designed to help the SCA effectively communicate the upcoming changes, improve transparency, and build stronger relationships of trust with key stakeholders, including property owners, government institutions, and other partners. Developed with a clear understanding of the agency's legal, institutional, financial, and resource constraints, the strategy offers practical and achievable steps to enhance engagement and confidence in the reform process and the institution.

Central to this strategy is its alignment with the European Union and Council of Europe's objective to empower citizens. By prioritizing clarity, accessibility, accountability, and transparency, the SCA seeks to rebuild public trust and assist a system where property rights are managed efficiently and equitably in Albania. The strategy emphasizes empowering citizens through better access to information, simplified procedures, and strong support systems.

Understanding the diverse needs of stakeholders, the strategy is presented in a user-friendly, practical guidelines format. This structure ensures that SCA staff and regional offices can apply it effectively, promoting consistent and coherent communication across the entire organization. By offering clear, actionable steps and practical tools, the strategy accounts for varying levels of digital literacy and access, particularly in rural and underserved areas. This approach mitigates the risks of the digital transition and ensures inclusive, broad-based engagement.

## THE KEY COMPONENTS OF THE STRATEGY INCLUDE:

1. **Core principles:** Emphasizing a people-centered approach that prioritizes openness, inclusivity, and continuous improvement in all communication efforts.
2. **Target audiences:** Identifying and addressing the specific needs of different groups, including the general public, professional stakeholders, vulnerable populations, media, local governments, and international partners.
3. **Communication tools & channels:** Utilizing both traditional and modern communication channels, including a redesigned, user-friendly website, toll-free helplines, social media platforms, printed materials, and community engagement initiatives.
4. **Strategic goals & approaches:** Developing actionable strategies to simplify messaging, provide regular updates, leverage multiple communication platforms, and promote transparency.
5. **Monitoring & evaluation:** Establishing detailed metrics and feedback mechanisms to measure the strategy's effectiveness and ensure continuous improvement.
6. **Internal communication structure:** Creating an ad hoc framework with designated communication focal points and centralized coordination to maintain unified messaging and effective implementation.

7. **Risk mitigation:** Identifying potential communication-related risks such as inconsistent messaging, low audience engagement, technical issues, misinformation, data privacy concerns, resource constraints, staff resistance to change, and inclusivity challenges. Developing comprehensive strategies to proactively address and manage these risks.
8. **Implementation timeline:** Outlining a phased approach spanning 24 months to provide a clear roadmap for executing the communication strategy, allowing for iterative improvements and responsive adjustments based on real-time feedback and performance data.

The implementation timeline begins with preparations and internal setup, moves through public rollout and monitoring, and concludes with evaluation and consolidation. Each phase builds on the previous one, enabling accumulative improvements and adjustments based on real-time feedback and performance data.

By addressing both institutional challenges and citizen needs, the Communication Strategy assists the SCA restore public trust, improve service delivery, and bring Albania's property registration system in line with European Union standards.

In summary, this Communication Strategy provides a roadmap that balances the SCA's current limitations with the ambitious goal of empowering citizens. Its guideline-driven structure, conceived in close collaboration with SCA communication staff, is meant to facilitate its implementation.

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# Introduction

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The State Cadaster Agency (SCA) is responsible for managing property rights in Albania. It plays a crucial role in promoting economic development and social stability. Established through the merger of the Land Registry Office, Legalization Agency, and Inventory Agency of Public Immovable Properties (as outlined in Article 67 of the law “On Cadaster”), the SCA was tasked with simplifying processes, reducing bureaucracy, and resolving long-standing issues in property registration. Its core mission is to register property rights, maintain accurate records, and ensure legal clarity—objectives that are essential for building trust and supporting Albania’s development and European integration goals.

Since 2020, the SCA has made significant strides toward digital transformation by offering all cadaster services online through the e-Albania government platform. The shift aims to modernize property management, making services more efficient and accessible for citizens. In addition, the SCA is enhancing integration with the Civil Registry System and the notaries’ system, allowing for the acceptance of digital notarial acts. These integrations streamline administrative procedures and improve interoperability across government agencies, creating a more cohesive property rights framework.

A cornerstone of this digital transformation is the Digital Cadastral Center, established to digitize and enhance the quality of cadastral data. Its mission is to provide fast and reliable access to cadastral information for citizens, institutions, and stakeholders. The center handles a wide range of activities, including the scanning of technical and legal documentation, digitization of immovable property records (*cartellas*), first-time registrations, and ongoing updates to the cadastral register. This initiative improves service efficiency and data reliability across the country.

Albania comprises 3,058 cadastral zones. To date, the first registration process has been successfully completed for 2,784 zones (91%), while 274 zones (9%) remain in progress. As part of the strategy to complete this process, the government plans to finalize the registration for 15 zones (0.5%) by June 2025 and for 108 zones (3.5%) by June 2026, with financial support from the state budget. By that time, 95% of the cadastral zones are expected to be completed, leaving fewer than 5% (151 zones) unfinished.

The country’s cadastral system includes 4,076,000 immovable property ownership cards (*cartellas*), of which 1,733,500 (43%) have already been digitized. To meet digitization goals, it is planned to digitize an additional 1,586,500 cards (39%) by December 2025, followed by 756,000 cards (18.5%) by June 2026. To maintain service quality, daily transactions continue to be digitized in real-time by local directorates. As the number of ownership cards increases with ongoing registrations, the Digital Cadastral Center remains dedicated to both large-scale digitization and preserving historical property records. Full digitization of cadastral data nationwide is projected to be completed by June 2026, ensuring comprehensive digital access to Albania’s land registry.

The Digital Cadastral Center significantly enhances the SCA’s capacity to manage property records while ensuring equitable access to digital services across all regions. By utilizing advanced technologies and forming strategic partnerships—such as collaboration with the Association of Surveyors to legitimize digital surveys conducted by licensed geodetic engineers—the center ensures the continued accuracy and reliability of cadastral data. Additionally, the SCA is seeking approval for EU-supported projects that aim to achieve 100% digitization of cadastral maps and improve data management for 20% of cadastral zones. These projects are critical to strengthening Albania’s digital infrastructure and ensuring comprehensive data coverage across the country.



Currently, cadastral services in urban areas are fast and fully digital. However, in rural and underserved areas, services are sometimes delayed as digitization is completed on a case-by-case basis. To address these discrepancies and ensure consistent service quality nationwide, the Digital Cadastral Center is accelerating the digitization process in these regions. This initiative is intended to reduce delays and ensure that all citizens benefit equally from the SCA's digital services.

The SCA inherited a complex and often inefficient system of property rights management. Under communist rule, land ownership was collectivized, leaving behind little to no individual documentation. Post-communist reforms, including privatization, restitution, and compensation programs and the controversial Law 7501, attempted to resolve historical injustices but often made the situation worse, by producing overlapping claims and conflicting records. These systemic challenges, coupled with outdated tools and inconsistent policies, deeply eroded public trust in the property rights system.

To overcome these challenges, the SCA has implemented critical reforms centered on the digitization of property records and the adoption of advanced technologies such as satellite-based mapping to improve data accuracy and efficiency. By prioritizing online access to records, the SCA seeks to minimize direct interactions with officials, reduce opportunities for corruption, and rebuild public confidence. Through platforms like e-Albania and integration with other key systems, the agency is enhancing operational capabilities and ensuring that property registration processes are both transparent and user-friendly.

Recognizing the importance of clear communication in this ambitious transformation process, the SCA has partnered with the European Union and the Council of Europe co-funded project 'Improving the protection of the right to property and facilitating the execution of ECtHR judgments in Albania', implemented by the Council of Europe under the 'Horizontal Facility for the Western Balkans and Türkiye III' program, to develop a comprehensive communication strategy. The strategy focuses on consistent, transparent engagement with the public, reflecting the agency's commitment to addressing inherited challenges through straightforward and effective measures. By fostering open communication and leveraging digital tools, the SCA aims to rebuild public trust, improve service delivery, and align Albania's property registration standards with those of the European Union.

# Rationale Behind the Communication Strategy

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The State Cadaster Agency (SCA) is undergoing a major transformation as it fully embraces digitalization to modernize property rights management in Albania. The shift is not just a technological upgrade, but a fundamental change aimed at enhancing service efficiency, transparency, and accessibility. At the core of this effort is the Digital Cadastral Center, which focuses on digitizing technical-legal documentation and immovable property records (*cartellas*) while integrating with systems such as the Civil Registry and notaries' system. These advancements aim to create a more cohesive and reliable framework for managing property rights.

Given these reforms, a robust communication strategy is essential to inform and engage citizens, businesses, and other stakeholders effectively. Historical inefficiencies, poor service delivery, and lack of transparency have eroded public trust, making it critical for the SCA to restore its reputation through consistent and clear communication. Additionally, the ambitious EU-supported project to achieve 100% digitization of cadastral maps and enhance data for 20% of cadastral zones underscores the scale of the ongoing reforms. Effective communication will ensure stakeholders understand and can confidently navigate these new digital systems.

The establishment of the Digital Cadastral Center, which addresses regional disparities in service delivery, further highlights the need for targeted communication. Rural and underserved areas, which face delays due to case-by-case digitization, require special attention to guarantee reliable access to digital services. The communication strategy must address this digital divide by providing tailored information and support to these communities, maximizing the benefits of digital transformation.

In summary, the communication strategy is a critical component of the SCA's digitalization initiative, ensuring that stakeholders are informed, engaged, and equipped to use the new systems effectively. It tackles historical challenges, builds trust, and creates a foundation of transparency and accountability to support the SCA's mission and objectives.

# Core Principles of the Communication Strategy

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The State Cadaster Agency (SCA) understands that effective communication is key to the success of its digital transformation and broader mission to modernize property rights management in Albania. The communication strategy is guided by several core principles that address the specific challenges facing the agency and support its long-term goals.

## 1. RESTORING PUBLIC TRUST

Restoring trust is essential due to the historical inefficiencies and lack of transparency that have undermined public confidence in SCA. The strategy focuses on clear, consistent communication to demonstrate the SCA's commitment to transparency and accountability. By regularly updating the public on the progress of digital reforms and highlighting how these changes improve service efficiency, the SCA aims to rebuild its reputation as a reliable and fair institution.

## 2. SUPPORTING THE DIGITAL TRANSITION

The move to digital services requires comprehensive public awareness and education. The communication strategy supports this transition by offering detailed guidance on how to use new digital tools, ensuring that all users—regardless of their technical proficiency—can engage effectively with the SCA's services. This includes providing instructional materials, frequently asked questions (FAQs), and real-time updates to promote a smooth and inclusive adoption process.

## 3. PROMOTING INCLUSIVITY AND ACCESSIBILITY

The strategy prioritizes inclusivity and accessibility to address the diverse needs of Albania's population. Special efforts are made to ensure that digital services reach rural areas and vulnerable groups who may face technological barriers. This includes deploying teams to expedite digitization in underserved regions and providing alternative support options such as in-person assistance and printed materials. These measures ensure that all citizens can benefit from the digital transformation.

## 4. IMPROVING SERVICE DELIVERY

Effective communication systems are essential for reducing confusion and minimizing service delays. By providing clear instructions and guidance, the strategy improves the efficiency of both SCA staff, and the services offered to the public. This principle is closely tied to the digitization efforts of the Digital Cadastral Center, which streamlines property registration processes to ensure services are conducted accurately and in a timely manner.

## **5. ALIGNING WITH BROADER NATIONAL AND EUROPEAN GOALS**

The communication strategy aligns with Albania's national development objectives and the Council of Europe's goals of empowering citizens. By ensuring that property registration standards meet European governance benchmarks, the SCA facilitates Albania's integration with European frameworks. This alignment promotes good governance practices and is critical for achieving long-term transparency, efficiency, and accountability in property rights management.

## **6. LEVERAGING STRATEGIC PARTNERSHIPS**

The SCA's partnerships are integral to the communication strategy. These partnerships improve the reliability and accuracy of cadastral data by ensuring that digital surveys are conducted by licensed professionals. Communicating the role and benefits of these collaborations reinforces the SCA's commitment to quality and builds further public trust, helping stakeholders understand the value of ongoing reforms.

## **7. ENSURING CONTINUOUS IMPROVEMENT**

The communication strategy is designed to be dynamic and adaptable, focusing on continuous improvement. By implementing solid monitoring and evaluation mechanisms, the SCA can regularly assess the effectiveness of its communication efforts and make necessary adjustments. This approach ensures that the strategy remains responsive to changing needs and challenges throughout the digital transformation process.

# Objectives of the Communication Strategy

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The Communication Strategy of the State Cadaster Agency (SCA) aims to improve the way in which the agency interacts with citizens and stakeholders. By focusing on clarity, accessibility, accountability, and transparency, the strategy addresses longstanding challenges, builds trust, simplifies processes, and ensures the public understands and benefits from the ongoing reforms. This section outlines the key objectives and the necessary steps to achieve them.

## IMPROVING CLARITY

**Why does it matter:** Historically, the SCA and its predecessor agencies have relied on very formal and technical language, making property registration procedures difficult to understand. This has led to confusion, errors, delays, and opportunities for abuse and corruption. Poor communication about required documents, criteria, and steps has frustrated citizens and businesses alike.

**How does it help:** Simplifying language and presenting information clearly allows citizens to better navigate property registration processes. Clear communication saves time, reduces errors, and improves public confidence in the SCA's operations.

### Key actions under this objective:

- **Produce plain language materials:** Revise all forms, guides, and notices to use straightforward and easy-to-understand language.
- **Develop standardized templates:** Create consistent formats for official letters, emails, and other communications.
- **Train staff:** Equip employees with the skills to explain procedures clearly and effectively.

## INCREASING ACCESSIBILITY

**Why does it matter:** Not all Albanians have equal access to technology or the ability to navigate digital platforms. Rural areas may have limited internet connectivity, and some citizens—such as the elderly and marginalized groups—may require alternative ways to engage with the SCA.

**How does it help:** A multi-channel approach ensures that no one is left behind. By offering services through various means—including helplines, online platforms, printed resources, and in-person support—the SCA can make its services accessible to everyone, regardless of location or background.

### Key actions under this objective:

- **Expand multi-channel outreach:** Improve digital tools like the SCA website, while also providing phone helplines, printed materials, and essential in-person services.
- **Intensify local engagement:** Deploy staff to rural areas via local offices or mobile units to reach underserved communities.

- **Adopt inclusive design:** Offer resources for individuals with disabilities or language barriers, such as large-print texts and sign-language videos.

## STRENGTHENING ACCOUNTABILITY

**Why does it matter:** Citizens often encounter delays, unclear timelines, and confusion about whom to contact regarding their applications. These issues erode trust and reduce the SCA's credibility.

**How does it help:** Assigning clear responsibilities for each stage of the application process and setting realistic timelines helps citizens understand the status of their applications and whom to contact for assistance. This fosters greater trust in the agency.

### Key actions under this objective:

- **Implement process mapping:** Clearly define each step in the application process and assign accountability to specific divisions.
- **Establish a complaint system:** Create a simple and user-friendly system for submitting and tracking complaints, with clear guidelines for resolution.

## BOOSTING TRANSPARENCY

**Why does it matter:** Transparency is essential for building trust and combating perceptions of inefficiency or corruption. Citizens are more likely to trust the agency when they see data on performance and application progress.

**How does it help:** Publishing key information, such as processing times and backlogs, demonstrates the SCA's commitment to openness. This builds accountability and encourages constructive engagement from citizens and stakeholders.

### Key actions under this objective:

- **Publicize performance metrics:** Share data on application processing, average completion times, and other key metrics via the website and reports.
- **Host public forums:** Organize regular Q&A sessions and roundtables to engage with the public and civil society, allowing for questions and feedback.

## LEVERAGING STRATEGIC PARTNERSHIPS

**Why does it matter:** Collaborations with organizations like the Association of Surveyors and other strategic partners are essential for improving data accuracy, service efficiency, and the overall reliability of cadastral information.

**How does it help:** Communicating about these partnerships emphasizes the SCA's commitment to quality and builds trust. By showcasing collaborative efforts, the agency can ensure stakeholders understand the benefits and support ongoing reforms.

### Key actions under this objective:

- **Promote partnership achievements:** Share success stories and outcomes of strategic collaborations across various communication channels.
- **Develop joint initiatives:** Collaborate with partners to create consistent communication materials and leverage their expertise.
- **Engage partners in public events:** Involve partners in informational sessions and public forums to highlight joint efforts.

## ENSURING CONTINUOUS IMPROVEMENT

**Why does it matter:** The digital transformation process is dynamic, with evolving citizen needs and emerging challenges. A static communication strategy risks becoming outdated and ineffective.

**How does it help:** Establishing mechanisms for continuous feedback and regular assessment allows the SCA to adapt its communication efforts in response to new developments. This ensures that the strategy remains effective over time.

### Key actions under this objective:

- **Implement feedback loops:** Collect input from citizens through surveys, analytics, and public forums to refine communication materials and approaches.
- **Conduct regular reviews:** Periodically assess the effectiveness of the communication strategy and update it based on performance data and stakeholder feedback.
- **Encourage innovation:** Foster a culture of continuous improvement by promoting the adoption of new tools, techniques, and communication methods.

## SUPPORTING INTEGRATION WITH OTHER SYSTEMS

**Why does it matter:** The integration of the SCA's services with the Civil Registry and notaries' systems is vital to streamlining property transactions and improving the overall efficiency of property rights management.

**How does it help:** Effective communication about these integrations helps stakeholders understand the new processes and benefits, facilitating smoother transitions and better utilization of integrated services.

### Key actions under this objective:

- **Educate stakeholders:** Provide comprehensive guides and tutorials on how system integrations work and their benefits.
- **Promote streamlined processes:** Highlight improved efficiency and simplified procedures resulting from these integrations in all communications.
- **Communicate progress updates:** Regularly share information on the progress and impact of system integrations to maintain transparency and trust.

# Guiding Principles of the Communication Strategy

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The guiding principles define the core values that shape the Communication Strategy of the State Cadaster Agency (SCA). These principles—people-first, openness, inclusivity, and continuous improvement—are essential for ensuring that the SCA’s mission remains citizen-centered and effective.

## PEOPLE-FIRST APPROACH

The SCA prioritizes the needs of citizens in its processes, tools, and communication channels. Recognizing that users have diverse technical skills, backgrounds, and time constraints, the agency designs its services to accommodate these differences. This includes leveraging digital tools, to provide easy service access while ensuring that initiatives under the Digital Cadastral Center are accessible to all, including those in rural areas.

### Key actions to advance this principle:

- **Simplify processes:** Reduce complexity by streamlining application and registration procedures.
- **Adopt empathetic communication:** Train staff to approach property matters with understanding, acknowledging the emotional importance of homes and land to individuals and families.

**Why does this matter:** By addressing common frustrations such as unclear instructions and complex forms, the SCA shows its commitment to serving the public. When citizens feel supported and understood, skepticism decreases, and trust in the agency grows.

## OPENNESS

Openness is critical for fostering trust and ensuring accountability. It involves transparent communication about the SCA’s operations, legal requirements, and decisions. The agency proactively updates citizens on changes affecting them, including progress on digitization initiatives, system integrations with the Civil Registry and notaries, and other reforms.

### Key actions to advance this principle:

- **Guarantee public access to information:** Publish clear details about regulations, procedures, and fee structures (except where confidentiality applies).
- **Share timely updates:** Notify the public of policy or procedural changes that may impact their applications or services.

**Why does this matter:** Openness helps create a culture of trust and accountability. When citizens have access to reliable information, misunderstandings are reduced, and confidence in the agency’s integrity improves.



## INCLUSIVITY

Inclusivity ensures that all individuals—regardless of literacy, language, location, or physical ability—can access and benefit from SCA services. Through the Digital Cadastral Center, the SCA extends its services to underserved areas while designing digital tools that accommodate different population segments, including those with disabilities or limited access to technology.

### Key actions to advance this principle:

- **Guarantee accessible materials:** Use visual guides, short videos, and step-by-step illustrations to support citizens with limited literacy.
- **Provide language options:** Translate key documents into minority languages as needed.
- **Invest in local engagement:** Establish special help desks, deploy mobile units, or conduct in-person outreach to reach hard-to-reach communities.

**Why does this matter:** Certain groups, particularly those in remote or marginalized areas, have historically faced significant obstacles to accessing property services. Inclusivity bridges these gaps by tailoring communication and support to their needs.

## CONTINUOUS IMPROVEMENT

The SCA recognizes that communication strategies must evolve to remain effective. The agency continually adapts its communication methods in response to new challenges, laws, and citizen expectations. This includes enhancing digital platforms, gathering feedback, and forming strategic partnerships to keep communication practices relevant and efficient.

### Key actions to advance this principle:

- **Use feedback loops:** Collect input through surveys, analytics, and forums to refine communication materials, platforms, and service protocols.
- **Invest in employee empowerment:** Encourage staff to suggest improvements and identify emerging issues to enhance service delivery.

**Why does this matter:** Effective communication is a dynamic process. By routinely updating tools and practices, the SCA ensures that its communication efforts remain responsive, relevant, and citizen-focused.

# Target Audiences of the Communication Strategy

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The SCA's communication efforts must be tailored to meet the needs of various audience groups. Each group requires different messaging, tone, and channels to ensure effective engagement.

## GENERAL PUBLIC (PROPERTY OWNERS)

This group includes individuals who interact with the SCA for land registration, legalization, and other property-related matters.

**Key considerations:** With the SCA's digital transformation clear communication is needed to help property owners navigate online services. Simplifying complex processes and providing guidance for first-time homebuyers, families seeking legal titles, and those updating property records are essential actions.

**Why does this matter:** By addressing the public's needs with user-friendly information and supporting digital access, the SCA can reduce errors, improve trust, and encourage broader use of its services. This ensures that both urban and rural property owners benefit equally from streamlined property management processes.

## PROFESSIONAL STAKEHOLDERS

This audience includes lawyers, notaries, architects, surveyors, civil society organizations, bar associations, banks, business associations, and real estate agents who frequently engage with the SCA.

**Key considerations:** Professional stakeholders require up-to-date information on regulations and policy changes, particularly with the integration of the Civil Registry and notaries' systems. The SCA must share updates through bulletins and provide dedicated portals or tools for efficient transactions.

**Why does this matter:** Effective communication with professionals supports smooth collaboration, enabling stakeholders to serve their clients efficiently while advancing the SCA's operational goals. By partnering with organizations like the Association of Surveyors, the SCA enhances service reliability and accuracy.

## VULNERABLE POPULATIONS

This group includes individuals with low literacy, disabilities, or limited internet access, as well as minority communities and economically disadvantaged groups.

**Key considerations:** The SCA uses inclusive communication materials such as large-print documents, sign-language videos, and resources in minority languages. Collaborations with NGOs and community organizations help reach remote and marginalized areas.

**Why does this matter:** Addressing the needs of vulnerable populations ensures equitable access to property services. The Digital Cadastral Center plays a key role in bridging the digital divide, offering essential support and resources to underserved communities.

## MEDIA

This audience includes traditional media (print, TV, radio) and digital platforms (news websites, social media influencers) that influence public perceptions of the SCA.

**Key considerations:** The SCA must issue timely press releases and host media briefings to ensure accurate reporting on its reforms and digital transformation. Social media is also essential for countering misinformation and providing real-time updates.

**Why does this matter:** Engaging with media outlets ensures consistent messaging about the SCA's reforms, helping to manage public expectations and build credibility. Transparent communication about digital initiatives reinforces the agency's commitment to modernization and accountability.

## LOCAL GOVERNMENT

Municipal offices collaborate with the SCA on zoning, tax records, and land use planning, often serving as the first point of contact for citizens.

**Key considerations:** Providing municipal staff with clear and consistent information helps them address citizen inquiries effectively. Regular updates on data and policies support local planning and administration.

**Why does this matter:** Strong coordination with local governments ensures that citizens receive accurate and reliable information, reinforcing trust in the broader property rights system. The digitization efforts of the Digital Cadastral Center enhance local administrations by providing timely and accurate data.

## INTERNATIONAL PARTNERS & DONORS

This group includes the Council of Europe, bilateral and multilateral donors, and NGOs that support Albania's property reforms.

**Key considerations:** The SCA must provide transparent updates and progress reports on its reforms to maintain the support of international partners. Highlighting measurable improvements and sharing the agency's vision encourages continued financial and technical assistance.

**Why does this matter:** Maintaining strong relationships with international partners secures resources and expertise critical for advancing the SCA's modernization efforts. Transparent communication ensures alignment with European standards and ongoing support for property rights reforms.

# Communication Tools & Channels

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To support the State Cadaster Agency's (SCA) goals of clarity, accessibility, accountability, and transparency, a combination of traditional and modern communication tools is essential. While channels like the 0800 toll-free number and email remain core, expanding outreach through social media and media partnerships will enhance engagement with various audiences. This balanced approach ensures effective communication with both tech-savvy users and those reliant on traditional methods.

## SCA WEBSITE

The website serves as the cornerstone of SCA's digital communication efforts.

### Proposed actions:

- **Redesign for usability:** Ensure intuitive navigation with easily accessible "How-To" guides, application forms, and FAQs. Focus on mobile-friendly design for multi-device access.
- **Use plain language:** Present step-by-step instructions, deadlines, and key information in an easy-to-understand format.

**Why does this matter:** A well-structured website is essential for reducing confusion and enhancing service efficiency, particularly as the SCA moves toward full digitalization.

## 0800 TOLL-FREE HELPLINE & EMAIL COMMUNICATION

The toll-free helpline and email remain key direct communication channels for citizens.

### Proposed actions:

- **Empower staff:** Train call center operators to provide accurate, updated information on SCA services and timelines.
- **Utilize performance metrics:** Track wait times, resolution rates, and customer satisfaction using follow-up surveys.
- **Enhance email support:** Automate confirmation responses and ensure timely, professional replies.

**Why does this matter:** Accessible, no-cost communication channels build trust by providing direct support, ensuring citizens feel heard and supported.

## SOCIAL MEDIA PLATFORMS (FACEBOOK, INSTAGRAM, YOUTUBE, ETC.)

Social media provides a dynamic and interactive platform for engagement and information-sharing.

### Proposed actions:

- **Invest in content creation:** Share short tutorial videos, success stories, infographics, and monthly performance updates.
- **Promote interactive engagement:** Dedicate staff to respond promptly to messages, address complaints, and moderate comments to maintain professionalism.
- **Leverage analytics:** Use platform insights to identify popular content and refine future posts. Expand video content if tutorials perform well.

**Why does this matter:** Social media establishes a direct line of communication with citizens, fostering trust, transparency, and greater awareness of SCA reforms and services.

## PRINTED MATERIALS (BROCHURES, FLYERS, INFOGRAPHICS)

While digitalization reduces reliance on printed materials, they remain critical for citizens less familiar with digital tools.

### Proposed actions:

- **Simplify designs:** Use minimal text, visuals, and step-by-step instructions.
- **Ensure strategic distribution:** Place materials in SCA offices, municipal buildings, libraries, post offices, and NGO centers.
- **Adopt innovative formats:** Incorporate infographics and visually engaging pamphlets alongside traditional brochures.

**Why does this matter:** Printed materials bridge communication gaps for populations with limited digital literacy, supporting inclusive access to SCA services.

## MEDIA ENGAGEMENT (TRADITIONAL & DIGITAL)

Media channels play a key role in shaping public perceptions and disseminating information widely.

### Proposed actions:

- **Provide regular updates:** Share press releases, host media briefings, and offer accurate information on policy changes or service updates.
- **Highlight success stories:** Collaborate with journalists to feature citizen testimonials and showcase positive outcomes from SCA reforms.
- **Strengthen local collaborations:** Partner with regional radio and TV stations to reach audiences in underserved areas.

**Why does this matter:** Engaging with media outlets promotes transparency, builds awareness of modernization efforts, and strengthens public trust in the SCA.

## COMMUNITY ENGAGEMENT (WORKSHOPS, MOBILE UNITS, FOCUS GROUPS)

In-person outreach ensures that even remote or underserved communities have access to SCA services and information.

### Proposed actions:

- **Deploy mobile units:** Provide on-site property registration guidance and address questions in rural areas.
- **Collect feedback:** Use surveys and interviews during workshops to understand citizen concerns and expectations.
- **Collaborate with partners:** Work with NGOs, municipal offices, and community leaders to organize and promote events.

**Why does this matter:** Community engagement fosters trust, provides personalized assistance, and ensures that no citizen is excluded from accessing property rights services.

# Strategic Goals & Approaches

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The SCA aims to achieve its core objectives—clarity, accessibility, accountability, and transparency—through actionable strategies. These approaches translate high-level goals into practical steps that enhance communication and improve engagement with citizens and stakeholders.

## USING SIMPLE LANGUAGE

Simplifying language removes barriers for citizens unfamiliar with bureaucratic or legal terminology. User-friendly design, including clear headings, bullet points, and step-by-step guides, enhances understanding and reduces mistakes.

### Key actions:

1. **Audit documents:** Review existing forms, notices, and online content to identify unclear or complex language.
2. **Develop a style guide:** Create guidelines for plain-language usage, emphasizing short sentences, clear vocabulary, and user-friendly formatting.
3. **Train staff:** Provide training on plain-language writing, customer-friendly communication, and effective document design.
4. **Test and gather feedback:** Pilot revised materials with a representative audience to ensure clarity before full implementation.

## PROVIDING REGULAR UPDATES

Regular updates reduce uncertainty and prevent repeated inquiries. Automated notifications and timely FAQs provide reassurance, while publicly sharing performance data promotes transparency.

### Key actions:

1. **Invest in online resources:** Keep FAQs and service timelines updated on the SCA website and e-Albania portal.
2. **Automate notifications:** Send SMS or email updates confirming application receipt and progress.
3. **Share performance data:** Publish aggregated statistics, such as monthly application processing rates, on public dashboards.
4. **Issue media releases:** Inform the media regularly about milestones, reforms, and policy changes.

## LEVERAGING MULTIPLE COMMUNICATION CHANNELS

A multi-channel approach maximizes outreach. The toll-free helpline and printed materials serve populations with limited internet access, while social media and online content target younger and urban audiences. Community engagement sessions offer direct, personalized communication.

### Key actions:

1. **Maintain the 0800 helpline:** Ensure trained operators provide accurate, updated information about services, fees, and timelines.
2. **Expand social media engagement:** Use platforms like Facebook to share updates, tutorials, and success stories. Respond promptly to citizen concerns.
3. **Distribute printed materials:** Place brochures, infographics, and posters with simplified instructions in municipal offices and community centers.
4. **Host community sessions:** Organize workshops and outreach events in underserved regions to provide direct information and gather feedback.

## PROMOTING TRANSPARENCY

Transparency builds confidence by demonstrating accountability and fairness. Sharing milestones, timelines, and service performance data reassures citizens and encourages open dialogue.

### Key actions:

1. **Publish timelines:** Display estimated processing times for applications on the SCA website and printed materials.
2. **Share metrics:** Provide periodic updates on service performance, including application processing rates and service improvements.
3. **Host public forums:** Organize Q&A sessions, livestreams, and roundtables for citizens to interact directly with SCA representatives.



# Monitoring & Evaluation

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Monitoring and evaluation (M&E) are essential to measure the success of the State Cadaster Agency's (SCA) communication strategy. By systematically tracking metrics and gathering feedback, the SCA ensures that its core goals—clarity, accessibility, accountability, and transparency—are consistently achieved. Regular reviews help identify challenges, support evidence-based improvements, and ensure that communication efforts remain aligned with the SCA's mission and the evolving needs of its stakeholders.

## OPERATIONAL METRICS

Operational metrics focus on the performance of services and the efficiency of communication processes.

### Key metrics:

- **Processing speed:** Measure the average time required to complete property registrations or legalizations. Improved processing times indicate that communication efforts are helping citizens navigate processes more effectively.
- **Complaint resolution rate:** Track the percentage of complaints resolved within standard timelines. High resolution rates reflect the SCA's accountability and responsiveness.

**Why does this matter:** Monitoring operational metrics allows the SCA to identify bottlenecks and inefficiencies, enabling timely interventions that improve service delivery.

## ENGAGEMENT METRICS

Engagement metrics assess how effectively the communication channels are reaching and interacting with target audiences.

### Key metrics:

- **Website traffic:** Track visitor numbers and time spent on key pages. Higher engagement suggests that citizens are finding essential information easily.
- **Helpline & email usage:** Monitor call and email volumes, response times, and satisfaction rates through brief surveys.
- **Social media interactions:** Analyze likes, shares, and comments to gauge public interest and engagement.

**Why does this matter:** Engagement metrics provide insights into the performance of communication channels and indicate how well the SCA is reaching different audience segments.

## TRANSPARENCY METRICS

These metrics assess the SCA's efforts to promote trust and openness through communication.

### Key metrics:

- **Public trust:** Conduct periodic opinion polls to measure public confidence in the SCA.
- **Media sentiment:** Track the ratio of positive to negative media coverage. Favorable sentiment suggests that public messaging is positively influencing perceptions.

**Why does this matter:** Transparency metrics reinforce the SCA's commitment to open communication. Positive results enhance the agency's credibility and public trust.

# Feedback Mechanisms

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Citizen feedback is essential for improving services and building trust. The SCA employs inclusive and responsive feedback mechanisms to capture a wide range of perspectives, enabling continuous refinement of communication strategies and alignment with public needs.

## SURVEYS

Surveys collect user feedback to assess satisfaction, identify issues, and gather suggestions.

### Types:

- **Digital surveys:** Embedded on the SCA website and social media platforms for easy user input.
- **Paper-based surveys:** Distributed at SCA offices and community events to reach citizens without internet access.

**Why does this matter:** Surveys provide both quantitative and qualitative data that help the SCA understand user experiences and measure communication effectiveness.

## PUBLIC FORUMS & FOCUS GROUPS

These platforms promote direct engagement with citizens and stakeholders.

### Types:

- **Forums:** Host virtual or in-person town halls to address concerns, clarify policies, and gather real-time feedback.
- **Focus groups:** Engage property owners, NGOs, and professionals in structured discussions for deeper insights into specific issues.

**Why does this matter:** Public forums and focus groups foster open dialogue and strengthen community involvement in the SCA's reforms.

# Rating Systems

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Online rating systems allow users to provide immediate feedback on their experiences.

**Key action:**

- **Enable service ratings:** Implement a simple rating system (e.g., 1–5 stars) for users to evaluate services after completing applications.

**Why does this matter:** Rating systems provide quick, accessible feedback that helps the SCA identify areas for improvement.

## STAFF DEBRIEFINGS

Internal meetings facilitate information-sharing among SCA staff.

**Key action:**

- **Conduct regular debriefings:** Discuss recurring issues reported by callers or observed during service delivery to develop effective solutions.

**Why does this matter:** Staff debriefings promote a culture of continuous improvement by ensuring that frontline employees contribute to the strategy's refinement.

## INTEGRATION WITH STRATEGIC GOALS

Feedback mechanisms are directly linked to the SCA's strategic goals of clarity, accessibility, accountability, and transparency. Feedback helps refine communication tools to better meet stakeholder needs.

**Why does this matter:** By aligning feedback mechanisms with strategic goals, the SCA ensures that communication remains focused, effective, and citizen-centered.

## LEVERAGING STRATEGIC PARTNERSHIPS FOR FEEDBACK

Strategic partners, including the Association of Surveyors and community organizations, help broaden the scope of feedback collection.

**Key actions:**

- **Partner outreach:** Collaborate with partners to gather feedback from a diverse population.
- **Expert analysis:** Leverage partner expertise to analyze feedback data and identify actionable insights.

**Why does this matter:** Strategic partnerships extend the reach of feedback mechanisms, ensuring comprehensive and representative input to guide communication and service improvements.

# Ad hoc Communication Structure & Internal Communication Scheme

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Effective implementation of the SCA's Communication Strategy requires coordinated internal and external communication. The SCA currently relies on a centralized Communication Department but lacks a formal structure to connect this department with regional offices. An ad hoc communication structure and an internal communication scheme are proposed to ensure consistent messaging and staff engagement across the agency.

## AD HOC COMMUNICATION STRUCTURE

A network of communication focal points is proposed to enhance coordination.

### Key components:

- **Designate communication focal points:** Assign one focal point per department and regional office to liaise with the Central Communication Department.
- **Roles and responsibilities:**
  - Distribute materials, maintain notice boards, and respond to local inquiries.
  - Provide updates to the Central Communication Department on policy changes and regional developments.
  - Ensure consistent messaging in line with the strategy's principles.
- **Central coordination:**
  - The Communication Department provides templates, guidelines, and campaign schedules.
  - Outputs from focal points (e.g., local brochures, event announcements) are monitored for consistency.

**Resource considerations:** The ad hoc structure is cost-effective but may require additional resources, including staff training and coordination tools.

## INTERNAL COMMUNICATION SCHEME

Internal communication mechanisms strengthen staff engagement and ensure consistency in public messaging.

### Key components:

- **Staff briefings:**
  - Regular updates from senior management summarize important decisions and initiatives.
  - Internal memos reduce misinformation by providing timely and accurate information.
- **Internal newsletter:**
  - Distributed monthly with key metrics, success stories, policy updates, and staff recognition.
- **Training & capacity building:**
  - Orientation for new staff introduces the Communication Strategy and customer service best practices.
  - Ongoing workshops provide upskilling in digital tools, plain-language communication, and complaint handling.
- **Coordination meetings:**
  - Periodic meetings between focal points and the Central Communication Department promote alignment on campaigns and challenges.

**Why does this matter:** These mechanisms build a well-informed workforce capable of delivering consistent and accurate messaging, improving both internal coordination and public trust.

## RISK MITIGATION

Implementing the Communication Strategy for the State Cadaster Agency (SCA) requires addressing potential challenges that could undermine its success. This section highlights critical communication-related risks and outlines strategies to mitigate them, ensuring the strategy remains effective and aligned with the SCA's mission to modernize property rights management in Albania.

### 1. Inconsistent messaging

**Description:** Inconsistent messages across various channels can confuse the public and weaken the SCA's brand.

**Why it matters:** Consistency builds trust and reinforces the SCA's commitment to clarity and transparency.

#### Mitigation strategies:

- **Unified messaging guidelines:** Develop clear guidelines to ensure consistency across all communications.
- **Regular staff training:** Train communication staff on messaging guidelines.
- **Centralized approval process:** Implement a review system for communication materials before publication.

### 2. Low audience engagement

**Description:** Limited interaction from target audiences can reduce the effectiveness of communication efforts.

**Why it matters:** Engagement is crucial to ensure that messages are received, understood, and acted upon, fostering trust and participation.

#### Mitigation strategies:

- **Audience research:** Tailor communication based on the needs and preferences of each target group.
- **Engaging content:** Create interactive materials such as polls, Q&A sessions, and success stories.
- **Personalized communication:** Customize messages to resonate with different audience segments.

### 3. Technical issues with communication channels

**Description:** Technical failures (e.g., website downtime, social media glitches) can disrupt information dissemination.

**Why it matters:** Reliable channels are essential for timely and accurate communication.

**Mitigation strategies:**

- **Dedicated IT support:** Assign a team to address technical issues quickly.
- **Regular maintenance:** Conduct routine checks and updates on all digital tools.
- **Backup channels:** Develop alternative methods (e.g., backup websites or additional social media accounts).

### 4. Negative public perception and misinformation

**Description:** Misinformation or negative rumors can harm the SCA's reputation and public trust.

**Why it matters:** A strong, positive reputation is crucial for successfully implementing the communication strategy.

**Mitigation strategies:**

- **Proactive media relations:** Build strong relationships with media outlets to ensure accurate coverage.
- **Rapid response plan:** Quickly address and correct misinformation through official channels.
- **Transparent communication:** Regularly share updates on both progress and challenges to build trust.

### 5. Data privacy and security concerns

**Description:** Handling sensitive data involves risks related to breaches and unauthorized access.

**Why it matters:** Protecting citizen data is critical for maintaining trust and complying with legal standards.

**Mitigation strategies:**

- **Strong security measures:** Implement advanced cybersecurity protocols.
- **Regular security audits:** Conduct frequent assessments to detect and fix vulnerabilities.
- **Staff training:** Educate employees on best practices for data protection.

### 6. Resource constraints

**Description:** Limited financial, human, or technical resources can hinder communication initiatives.

**Why it matters:** Adequate resources are necessary for implementing and sustaining effective communication efforts.

**Mitigation strategies:**

- **Prioritize initiatives:** Focus on high-impact activities.
- **Seek additional funding:** Explore grants and partnerships to support communication efforts.
- **Optimize resource use:** Leverage cost-effective tools and existing platforms.

### 7. Resistance to change among staff

**Description:** Reluctance to adopt new tools and processes can disrupt the implementation of the communication strategy.

**Why it matters:** Staff buy-in is essential for consistent and effective communication across the agency.

**Mitigation strategies:**

- **Change management programs:** Implement initiatives to support staff during transitions.
- **Staff involvement:** Engage staff in strategy development to foster a sense of ownership.
- **Ongoing support and training:** Provide continuous training and resources to ease the transition.

## 8. Inclusivity risks

**Description:** Failure to engage vulnerable populations could lead to unequal access to SCA services.

**Why it matters:** Inclusivity aligns with the strategy's goals of accessibility and equity, ensuring that all citizens benefit from SCA services.

**Mitigation strategies:**

- **Accessible communication materials:** Develop content in multiple formats (e.g., large-print documents, sign-language videos).
- **Partnerships with local organizations:** Collaborate with NGOs to reach marginalized groups.
- **Multi-channel outreach:** Use both digital and traditional methods to ensure broad accessibility.

## ROLES AND RESPONSIBILITIES

**Central communication department:**

- Oversee risk mitigation efforts.
- Monitor risk indicators and coordinate responses.
- Provide guidance and support to communication focal points and regional offices.

**Communication focal points:**

- Act as liaisons between regional offices and the Central Communication Department.
- Ensure the consistent application of risk mitigation strategies.
- Report local risks and mitigation efforts to the central team.



# Implementation Timeline for Communication Strategy

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The implementation timeline for the communication strategy is structured over a 24-month period, adopting a phased approach to ensure systematic progress and the ability to adapt based on ongoing feedback and performance evaluations.

- **Months 1–3: Preparation**
  - Form a core implementation team and confirm the Communication Strategy’s objectives.
  - Identify “Communication Focal Points” across departments and regional offices.
  - Develop foundational resources, such as a key messaging framework and plain-language guidelines.
- **Months 4–6: Internal setup and training**
  - Provide training on effective communication techniques, digital tools, and customer-service practices.
  - Pilot initial materials (brochures, FAQs, infographics) in select offices; gather staff and citizen feedback.
- **Months 7–12: Public rollout**
  - Distribute finalized communication materials widely; update the SCA website with user-friendly content.
  - Launch social media campaigns, coordinate with local media, and conduct outreach in underserved areas.
- **Months 13–18: Monitoring and refinement**
  - Collect data on inquiries, complaint-resolution rates, and online engagement to gauge effectiveness.
  - Adjust communication materials and channels based on feedback from focal points and user surveys.
  - Continue staff training and reinforce best practices for consistent messaging.
- **Months 19–24: Evaluation and consolidation**
  - Assess overall strategy success against predefined targets (e.g., improved clarity, faster service delivery, increased public trust).
  - Finalize any necessary improvements to communication protocols and platforms.
  - Present a comprehensive progress report, highlighting achievements, lessons learned, and recommendations for sustained impact.

# Annex 1

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## PROPOSAL: REDESIGNING THE SCA WEBSITE

Objective: To transform the State Cadaster Agency (SCA) website into a modern, user-friendly platform that serves as a reliable source of information and a channel for interaction with citizens, professionals, and stakeholders. The redesigned website will align with the communication strategy's goals of clarity, accessibility, accountability, and transparency.

## KEY FEATURES OF NEW SCA WEBSITE

- **Simplified navigation**
- **Clear menu structure:** Organize content into intuitive categories, e.g.:
  - Property registration information
  - Legalization guidelines
  - FAQs
  - Updates & announcements
  - Etc.
- **Search functionality:** Incorporate a robust search bar that allows users to locate forms, documents, and articles quickly by keyword or topic.
- **Mobile-friendly design:** Optimize the website for mobile and tablet devices to ensure accessibility across all platforms.
- **User feedback mechanisms**
  - Add easy-to-use feedback tools:
    - A rating system (e.g., stars or emojis) for content and service experience.
    - Comment forms for users to suggest improvements or report issues.
    - Accessibility Features

## FUNCTIONAL IMPROVEMENTS

- **Interactive tools**
  - How-to guides: Provide detailed, step-by-step instructions for processes like property registration or legalization, using plain language and visual aids.
  - Document library: Maintain an organized repository of downloadable forms, templates, and legal references.

- **FAQ section**
  - Create a dynamic FAQ section, categorized by topics such as registration, legalization, and taxes. Regularly update it based on common inquiries from users and SCA staff.
- **Feedback collection**
  - Include forms where users can share satisfaction levels, report issues, or submit suggestions.
  - Develop a centralized dashboard within the SCA to compile and analyze user feedback for continuous improvement.
- **Latest news & announcements**
  - Highlight recent updates, policy changes, or announcements prominently on the homepage.
  - Allow users to subscribe to an email newsletter for regular updates.

## DESIGN PRINCIPLES

- **Citizen-centric approach**
  - Focus on user needs by testing the website with real users (e.g., citizens, professionals, municipal staff) to ensure functionality and ease of use.
- **Visual simplicity**
  - Use a clean layout with clear headings, ample white space, and a modern font style.
  - Include key information (e.g., updates, deadlines) prominently on the homepage.
- **Professional branding**
  - Use consistent branding that reflects SCA's commitment to transparency and modernization, including the agency's logo, colors, and mission statement.

## SOCIAL MEDIA INTEGRATION

- Link the website to SCA's social media platforms (e.g., Facebook, Instagram, YouTube) to promote updates and engagement.
- Embed live feeds of SCA's social media posts on the homepage.

## ANALYTICS AND MONITORING

- Integrate tools like Google Analytics to track user behavior, identify popular pages, and monitor bounce rates. Use insights to improve navigation and content.
- Regular content reviews
- Assign a team within the Communication Department to review and update content monthly to ensure accuracy and relevance.

## COMMUNICATION AND TRAINING

- **Launch campaign**
  - Announce the redesigned website through social media, press releases, and public events.
  - Publish tutorials and FAQs to help users navigate the new website.
- **Staff Training**
  - Train SCA staff, particularly regional communication focal points, to:

- Update the website's content.
- Respond to online feedback or inquiries.

## VISUAL AND MULTIMEDIA CONTENT

- **Infographics**
  - o Create visuals to explain complex procedures like property legalization and registration, highlighting key steps and requirements.
- **Videos**
  - o Produce short, engaging videos:
    - Tutorials on how to navigate the website.
    - Informative clips on property rights and SCA services.
    - Success stories from citizens who have benefited from SCA reforms.
- **Printed Materials**
  - o Develop brochures and posters for municipal offices with QR codes that link to specific pages on the website.

## BUDGETARY CONSIDERATIONS

To implement the website redesign effectively, allocate resources for:

- Professional developers and graphic designers.
- Content creation, including infographics and videos.
- Training for SCA staff to manage and maintain the website.
- Ongoing technical support and updates.

Expected outcomes. A redesigned SCA website will:

- Serve as a trusted source of information for citizens and professionals.
- Enhance public understanding of property-related processes.
- Build trust and transparency through open communication.
- Foster engagement and feedback to continuously improve SCA services.

# Annex 2

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## SOCIAL MEDIA OUTREACH CAMPAIGN FOR SCA

**Objective:** The goal of the social media outreach campaign is to effectively raise public awareness of the State Cadaster Agency's (SCA) services, reforms, achievements and general announcements. By using social media platforms strategically, SCA can engage citizens, inform them and thus encourage trust in the institution through consistent communication and responsiveness. Such campaigns can ensure that SCA's messages reach all demographics, including underserved communities, while promoting inclusivity and transparency.

### Key goals of social media campaigns:

1. Educate the public: Provide clear and accessible information on SCA's, e.g. its digital transformation and how citizens can benefit from it.
2. Foster trust: Demonstrate the agency's commitment to transparency by sharing updates, news and stories that highlight real improvements in service delivery.
3. Engage directly: Use social media as a platform for dialogue, where citizens can ask questions, report issues, and receive accurate, timely responses.
4. Ensure inclusivity: Tailor messages to reach a wide range of audiences, from urban professionals to rural communities, ensuring all citizens feel included and informed.

## CAMPAIGN COMPONENTS

### 1. Types of content

Effective social media campaigns rely on diverse and engaging content. The following types will be used to ensure the campaign captures attention, educates the audience, and encourages interaction:

#### Informational posts:

- Posts will highlight the benefits of digital services, such as reduced wait times and the ability to submit applications from home.
  - Example: "Skip the long lines—register your property with the e-Albania platform in just a few clicks!"
- Updates on deadlines and new reforms that keep citizens informed about changes in processes.
  - Example: "Reminder: Property legalization applications are now available online until [date]. Don't miss the deadline!"

#### Tutorial videos:

- Short (1–2 minutes) videos that guide citizens step-by-step on tasks like accessing SCA services via the e-Albania platform or understanding the property registration process.
- These videos may feature simple language, clear visuals, and captions to ensure accessibility for all viewers.

**Infographics:**

- Visual aids that break down complex processes, such as “How to register your property” or “Steps to legalize your land,” into easy-to-follow steps.
- Use icons, color-coded sections, and flowcharts to make information understandable at a glance.

**Success stories:**

- Share real-life testimonials from citizens who benefited from SCA’s digital services.
  - Example: “Meet [name], who completed her property registration online in under 30 minutes. See how digital tools are simplifying the process for thousands of citizens!”

**Live Q&A sessions:**

- Periodical sessions that allow SCA representatives to answer citizen questions in real-time, building trust and transparency.
- Citizens can ask about property issues, new digital tools, or ongoing reforms.

**2. Advertising Strategy**

To maximize the campaign’s reach, a paid advertising strategy may complement organic content.

**Targeted ads:**

- Leverage social media platforms’ audience targeting features to ensure messages reach specific demographics, such as:
  - Property owners: Ads explaining how to legalize or update property records online.
  - Rural communities: Content promoting SCA services available for underserved areas.
  - Professionals (lawyers, surveyors, notaries): Updates on tools or policy changes relevant to their work.
- Ad examples:
  - “Simplify Property Registration—Learn How to Do It Online!”
  - “Get Fast, Easy Access to Property Services with the e-Albania Platform.”

**Boosted posts:**

- Identify high-performing posts, such as videos, infographics, or success stories, and use paid boosts to expand their reach to larger audiences.

**3. Posting Schedule**

Consistency is key to building and maintaining engagement in social media campaigns. The campaign must follow a structured timeline:

**Frequency:**

- Post at least 5 – 6 times per week (the more, the better!) to maintain visibility and engagement.
- Increase posting frequency during major announcements or milestones.

**Optimal times for posting:**

- Weekdays: At regular intervals. 12 PM–2 PM (lunch break) and 6 PM–8 PM (evening browsing) are some of the best posting times.
- Weekends: 10 AM (morning browsing).

#### **4. Campaign phases**

The campaign can generally roll out in three distinct phases to ensure a gradual and effective approach:

##### **Phase 1 (0–3 Months): awareness building**

- Focus on introducing SCA's digital tools and reforms to the public.
- Content includes infographics, basic tutorials, and posts explaining the benefits of digitalization.
- Run targeted ads to highlight key services and improvements.

##### **Phase 2 (4–6 Months): engagement & tutorials**

- Deepen public understanding by posting detailed tutorials and hosting interactive live Q&A sessions.
- Share success stories from citizens who successfully used SCA's digital tools.
- Actively respond to comments and inquiries to build trust.

##### **Phase 3 (7–12 Months): sustained engagement**

- Celebrate milestones, such as "5,000 applications processed digitally," to showcase progress.
- Post regular updates on ongoing reforms and collect feedback from users.
- Expand content to include advanced tutorials and citizen testimonials.

# Annex 3

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## VISUAL MATERIALS FOR SCA COMMUNICATION STRATEGY

Visual materials play a crucial role in effectively delivering the State Cadaster Agency's (SCA) messages and achieving its communication objectives. They simplify complex processes, improve engagement, and inclusivity by making information accessible to diverse audiences. By using infographics, videos, posters, and other visual tools, the SCA can communicate its reforms, promote digital services, and improve the public's understanding of its work.

In Albania, where literacy levels and digital familiarity vary, visual materials bridge the gap between citizens and government services. They can explain technical procedures, highlight key moments and success stories in a way that resonates with various segments of the population. These materials are particularly important for promoting the SCA's digital transformation and demonstrating the tangible benefits of its services.

Below is an overview of the visual materials needed, including their purpose, examples of use, and design considerations.

## TYPES OF VISUAL MATERIALS

### 1. Infographics

**Purpose:** Infographics are essential for breaking down complex information into simple, visually engaging formats. They are particularly useful for illustrating processes, presenting data, and conveying important messages at a glance.

**Examples of use:**

- **Step-by-step guides:** An infographic titled "Steps to Register Your Property" could visually map the registration process, from submitting documents to final approval.
- **Benefits of digitalization:** A graphic showcasing advantages like faster service, reduced bureaucracy, and enhanced transparency, with comparisons to older systems.
- **Progress updates:** Displaying key milestones, such as "95% of cadastral zones digitized by 2026" or "20,000 properties registered online in 2024."

**Design features:**

- Use clear icons to represent actions (e.g., a file for document submission, a checkmark for approval).
- Structure information in logical sequences, like flowcharts or timelines.
- Apply consistent colors to differentiate processes (e.g., blue for registration, green for legalization).
- If possible, include QR codes linking to additional resources, such as detailed guides on the SCA website.

### 2. Tutorial videos

**Purpose:** Tutorial videos provide an interactive and engaging way to demonstrate how to use SCA services. They simplify technical processes and empower citizens to navigate the e-Albania platform or access specific services confidently.



Examples of use:

- How-to videos: “How to Submit a Property Registration Request Online” could include screen recordings of the e-Albania platform, showing each step in real-time.
- Document guidance: A video explaining “What Documents Are Needed for Property Legalization” with on-screen visuals of sample documents.
- Benefits of digital services: Videos highlighting how citizens save time and money by accessing digital services, with side-by-side comparisons of traditional and digital processes.

Design features:

- Keep videos short and focused (30 sec–2 minutes per topic).
- Use animations or screen recordings to demonstrate steps visually.
- Add subtitles in Albanian and other minority languages for accessibility.
- Maintain a friendly and conversational tone to engage viewers.

### **3. Success story videos/reels**

Purpose: Testimonial videos build trust by showing real people benefiting from SCA services. They add a human element to the agency’s communication strategy, creating an emotional connection with the audience.

Examples of use:

- Citizen testimonials: A video featuring a farmer explaining how the digital property registration process saved them time and effort for an application for a grant.
- Professional endorsements: A notary or surveyor describing how SCA reforms have streamlined their work.
- Community benefits: A short clip showing how an underserved community gained access to property legalization through SCA outreach programs.

Design features:

- Focus on relatable, real-life experiences with clear before-and-after narratives.
- Use visuals of locations or properties relevant to the stories (e.g., rural land, urban apartments).
- Keep videos concise (30–90 seconds) while emphasizing the positive impact of the reforms.

### **4. Informational posters and flyers**

Purpose: Printed materials remain crucial for reaching citizens in rural areas or those with limited internet access. They can summarize key information and direct citizens to online resources.

Examples of use:

- Posters: A large poster titled “Your Guide to Property Registration” placed in municipal offices, featuring a simple flowchart and QR codes linking to tutorials.
- Flyers: Distributing leaflets in rural areas explaining the “Top 5 Benefits of Using the e-Albania Platform” or “Documents Required for Legalization.”

Design features:

- Use bold headlines and color-coded sections for different procedures.
- Include QR codes or website links to connect citizens to more detailed information online.
- Feature large, easy-to-read fonts and clear visuals for inclusivity.

### **5. Interactive social media graphics**

Purpose: Social media graphics are versatile tools for driving engagement, explaining procedures, and updating citizens in real time.

Examples of Use:

- Infographic posts: Simplified visuals for Facebook or Instagram, like “3 Easy Steps to Submit Your Application Online.”

- Quick tips: Graphics titled “Avoid Common Mistakes When Legalizing Your Property.”
- Campaign highlights: Monthly updates, such as “This Month at the SCA: 5,000 Applications Processed.”

Design features:

- Optimize graphics for mobile viewing (portrait orientation and bold text).
- Use animated posts or GIFs for attention-grabbing updates.
- Maintain consistency with the SCA’s branding and color palette.

# Annex 4

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## GUIDELINES FOR COMMUNICATING WITH CITIZENS VIA 0800 TELEPHONE, EMAIL, AND SOCIAL MEDIA

**Objective:** Effective communication with citizens is essential for building trust, resolving issues, and ensuring the success of the State Cadaster Agency's (SCA) reforms. This guide provides best practices and protocols for handling citizen inquiries and interactions through the 0800 toll-free number, email, and social media platforms. It ensures that communication is professional, responsive, and aligned with the SCA's strategic objectives.

### 1. Communication via the 0800 toll-free telephone number

The 0800 helpline is a direct channel for citizens seeking assistance. It must provide clear, accurate, and timely information to ensure a positive experience.

Guidelines for handling calls

1. **Greeting and identification:**
  - o Begin every call with a polite greeting: "Thank you for calling the State Cadaster Agency. My name is [Name]. How may I assist you today?"
  - o Ensure the caller knows they have reached the right place and feel welcomed.
2. **Active listening:**
  - o Allow the caller to explain their concern without interruption.
  - o Use active listening techniques, such as paraphrasing or summarizing, to confirm understanding (e.g., "If I understand correctly, you're asking about the steps to legalize your property?").
3. **Providing information:**
  - o Use clear and simple language. Avoid technical jargon or bureaucratic terms.
  - o Refer to the most up-to-date resources, such as the FAQ database or official guides, to provide accurate information.
4. **Escalation and follow-up:**
  - o If the issue cannot be resolved immediately, inform the caller of the next steps: "I will forward your query to the relevant department, and you should receive a response within [X timeframe]."
  - o Provide a reference number for the inquiry, if applicable.
5. **Closing the call:**
  - o Summarize the information provided and confirm that the caller's question has been addressed.
  - o End with a polite closing: "Thank you for contacting the State Cadaster Agency. If you have any further questions, please don't hesitate to call us again."

## BEST PRACTICE:

- **Response time:** Answer calls as soon as feasible.
- **Tone and empathy:** Maintain a courteous, patient, and professional tone, even with frustrated callers.
- **Training:** Ensure staff undergo regular training to stay updated on SCA procedures and to improve customer service skills.

## 2. Communication via email

Email is a vital tool for providing detailed information, sharing resources, and addressing complex inquiries. Responses must be clear, professional, and timely.

Guidelines for email communication

1. **Acknowledge receipt:**
  - o Automatically acknowledge emails upon receipt with a standard message: "Thank you for contacting the State Cadaster Agency. Your inquiry has been received, and we will respond within [X timeframe]."
2. **Structure responses:**
  - o Begin with a polite salutation (e.g., Dear [name]).
  - o Clearly address the query using bullet points or numbered steps if multiple issues are raised.
  - o Provide links to relevant online resources, such as guides on the SCA website, for additional support.
3. **Tone and language:**
  - o Use a polite, neutral, and professional tone.
  - o Avoid long, complicated sentences or overly formal language. Be concise and user-friendly.
4. **Timeliness:**
  - o Respond to emails within 24–48 hours.
  - o If a full response will take longer, inform the sender: "We are currently reviewing your inquiry and will provide a detailed response by [date]."
5. **Follow-up and closure:**
  - o Confirm the sender's query has been resolved: "We hope this information addresses your concerns. Please let us know if you need further assistance."
  - o End with a polite closing and contact information: "Best regards, [Your Name], State Cadaster Agency."

## BEST PRACTICES FOR EMAIL MANAGEMENT

- **Templates:** Use standardized templates for common inquiries to save time and ensure consistent messaging.
- **Clear subject lines:** Ensure subject lines in responses are clear (e.g., Response to Your Property Registration Inquiry).
- **Attachments:** Provide necessary forms, infographics, or step-by-step guides as attachments.

## 3. Communication via social media

Social media platforms, such as Facebook, Instagram, and Twitter, are essential for real-time engagement, providing updates, and managing public perceptions. Interaction on social media must be swift, accurate, and approachable.

## GUIDELINES FOR SOCIAL MEDIA ENGAGEMENT

1. **Timely responses:**
  - o Respond to public comments and direct messages (DMs) within 1–2 hours during business hours.
  - o For after-hours inquiries, where possible, use an automated reply to acknowledge the message and specify response times: “Thank you for reaching out to the State Cadaster Agency. We will get back to you during our business hours: Monday–Friday, 8:00 AM to 5:00 PM.”
2. **Public comments:**
  - o Address questions publicly if they are of general interest but avoid discussing sensitive information in comments.
  - o Use friendly, informative responses, e.g.: “Hi [Name], you can find the steps for property legalization on our website: [Link]. If you need further assistance, feel free to send us a message.”
3. **Direct messages:**
  - o Use DMs for more detailed or personal inquiries. If additional steps are required, provide clear instructions: “To resolve your issue, please send us the following information: [specific details].”
4. **Content moderation:**
  - o Remove spam, offensive language, or misinformation immediately.
  - o Respond to criticism constructively by addressing concerns respectfully and providing accurate information.
5. **Proactive communication:**
  - o Regularly post updates about services, announcements, or FAQs to reduce repetitive inquiries.
  - o Share visually engaging content, such as infographics or tutorial videos, to educate citizens.

## TYPES OF SOCIAL MEDIA POSTS

- FAQs: Posts addressing common questions, such as “How to Register Your Property.”
- Success stories: Highlighting citizen testimonials or SCA milestones, like “10,000 Digital Applications Processed.”
- Tutorials: Short videos explaining steps for accessing SCA services online.
- Infographics: Simplified visuals illustrating processes like property registration.

## GENERAL BEST PRACTICES FOR ALL CHANNELS

1. **Consistency in messaging:**
  - o Ensure responses across all channels reflect the SCA’s official guidelines and tone.
  - o Use pre-approved templates for FAQs to maintain uniformity.
2. **Empathy and respect:**
  - o Treat every inquiry with respect, regardless of the citizen’s tone or demeanor.
  - o Acknowledge frustrations and reassure citizens of the SCA’s commitment to resolving their concerns.
3. **Data privacy:**
  - o Never request or disclose personal or sensitive information publicly. Use secure methods for data collection.
4. **Monitoring and feedback:**
  - o Regularly review citizen interactions to identify common issues or concerns.
  - o Collect feedback through follow-up surveys to improve service quality.

This publication was produced with the financial support of the European Union and the Council of Europe. Its contents are the sole responsibility of the author. The views expressed herein can in no way be taken to reflect the official opinion of the European Union or the Council of Europe.

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