

**DOKU
FEST**



STRATEGIC PLAN 2024-2028

Change Based
Planning
and Implementation
Methodology

*This document is
an update and the revision
of Strategic Plan
2018- 2022*

1 January 2024
1 December 2028

MISSION

To provide place for collective action by exploring truth and facts and to help bring know-how to young people in using film as a tool for social change.

VISION

To make filmmaking a viable career in the region.

VALUES

Dedication

Dokufest is committed to promoting and nurturing the art of filmmaking, consistently striving for excellence.

Impact

Through its persistent efforts, Dokufest has revived a deep appreciation for film in Prizren and throughout Kosovo, leaving a lasting cultural impact.

Contribution to community

Dokufest has become an integral part of Prizren, enriching the city's cultural, social, and economic life, fostering growth and diversity.

Integrity

Guided by strong principles, Dokufest provides an independent platform that empowers personal and professional growth in the realm of cinema.

Passion

With a deep love for cinema, Dokufest team acts as a catalyst for local and national cultural development, igniting a vibrant cinematic spirit that resonates with audiences and professionals.

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1. EXECUTIVE SUMMARY

Dokufest, an international documentary and short film festival in Kosovo, has developed a strategic plan for 2024-2028. The plan aims to sustain its growth and impact in the film industry through expanding its reach, enhancing organizational efficiency, and promoting sustainable practices.

The plan was developed through an extensive consultation process involving key stakeholders, including staff, board members, beneficiaries, volunteers, members, partners, and audiences. It included a review of past strategies and challenges, a SWOT and PESTLE analysis, and a risk assessment. It emphasizes the need for effective stakeholder engagement and communication. It outlines Dokufest's vision and mission, as well as its strategic objectives for the next five years.

In the 2024-2028 strategic period, DokuFest's overarching objective is to become a cultural trailblazer, shaping a more inclusive and diverse cinematic future. This will be achieved by consolidating its position as a premier platform for documentary and short films and empowering young filmmakers through comprehensive film education and distribution initiatives. The specific objectives entail strengthening one of the two key organisation intertwined programme, the Festival program, emphasizing talent nurturing, international collaborations, sustainability advocacy, and audience engagement, while also serving as a regional and national platform for cultural exchange and dialogue. The second programme, DokuLab, aims to empower aspiring filmmakers through comprehensive education, film grants, and strategic distribution to schools, community screenings, and cinemas. The establishment of a collaborative space within the Innovation and Training Park (ITP) Prizren, co-managed with the Lumbardhi Foundation, will further expand opportunities for education and development in the film industry.

The organisation has evolved over the years, expanding its programming, partnerships, and impact. The organization has a well-structured management system with clear roles and responsibilities. However, it faces several challenges, including financial sustainability, competition from other festivals, and the impact of the COVID-19 pandemic.

Hence, the upcoming strategic period is supported by a comprehensive risk assessment, which has identified key challenges that may impede its success. Risks such as political and economic instability, security concerns, public health threats, competition from cultural events, technological advancements, funding limitations, and organizational capacity constraints have been recognized. To mitigate these risks, Dokufest will employ proactive measures, including diversifying funding sources, embracing technology, developing contingency plans, fostering collaborations with other cultural organizations, and investing in capacity building and staff development. These strategies will enhance Dokufest's ability to execute its strategic plan successfully and maintain its position as a leading cultural force.

Effective communication of the strategic plan is crucial to its success. The plan outlines the communication strategy for both internal and external stakeholders, including the use of digital media, partnerships, and events. External communication plays a vital role in promoting Dokufest's programs, building partnerships, and attracting audiences. The organization currently employs effective practices, such as a user-friendly website, social media engagement, promotional campaigns, and mass emails. For the 2024-2028 period, Dokufest plans to expand and amplify these strategies. To evaluate the communication strategy's effectiveness, specific objectives have been set, including increasing awareness of Dokufest's programs and mission, boosting social media engagement and followers, and securing media coverage in major outlets. By enhancing their communication efforts based on these objectives, Dokufest aims to achieve its programmatic goals and strengthen its strategic plan.

Dokufest is committed to promoting sustainability in its operations and programming. The plan outlines specific measures to reduce the organization's environmental impact, promote social responsibility, and enhance financial sustainability.

In addition to the above, the impact of Dokufest's strategic plan for 2024-2028 will be measured through the use of a Theory of Change model. This model will help the organization to clearly articulate its intended outcomes and the specific activities required to achieve them.

The Theory of Change model will be used to monitor and evaluate the progress and impact of the strategic plan. It will allow Dokufest to track the effectiveness of its strategies and adjust them accordingly to ensure they are meeting the desired outcomes.

This approach aligns with Dokufest's commitment to promoting sustainability and innovation, as it will allow the organization to continually assess and improve its impact in the film industry.

2. METHODOLOGY

In 2023, the Dokufest team, supported by external experts, crafted a strategic plan to guide the organization's programmatic endeavors for the years 2024 to 2028. To develop a comprehensive workplan with clearly defined milestones and completion dates, the core team of the organization collaborated closely with the expert support, employing various research methods to gather vital insights and ensure inclusivity with stakeholders.

A research process was undertaken, encompassing desk research, in-depth reviews, semi-structured interviews, questionnaires, group sessions, and workshops. The research scope extended to reviewing pertinent national legislation and regulations, analyzing past strategic plans and their implementation efficacy, conducting semi-structured interviews with stakeholders, employing questionnaires to gather input from non-key institutional representatives, and organizing group sessions and focus groups with membership/assembly, Dokufest team, volunteers, and other relevant participants.

Emphasizing an inclusive approach, the external expert team ensured broad participation from diverse stakeholders, including filmmakers, film industry professionals, local and international institutional representatives, beneficiaries, youth, volunteers, media, and partners. This selection of beneficiaries provided critical insights into Dokufest's role and impact among key stakeholders, as well as their perspectives on the organization's current development and potential joint paths for future growth and support. The inputs gathered from these stakeholders, collected through interviews, surveys, and focus groups, played an important role in shaping key programmes, defining the organization's future mission and vision, and setting the course for the upcoming strategic period.

Integral to the process of crafting the organization's objectives and activities was the incorporation of the theory of change. The external expert team, with support from Dokufest, integrated the theory of change into the strategic approach, ensuring a thorough understanding of critical external factors and inputs. This strategic alignment guaranteed that the organisation's goals for the next period were pragmatic and attainable.

Successive drafts of the strategic plan were shared with the Dokufest team and the board, inviting their input, which culminated in the plan's ultimate finalization. The research process formed the bedrock of the strategic plan, comprising a comprehensive needs assessment and a thorough evaluation of the external and internal environments. Moreover, the plan aligns with the aspirations of the core programmatic team and the board's input, while also considering key cultural developments in Kosovo.

3. ORGANISATION'S BACKGROUND AND DEVELOPMENT

In the wake of the 1999 Kosovo War, a vision was born – DokuFest, a testament to the unyielding spirit of a group of devoted film enthusiasts. Their mission was to breathe life back into the cultural heart of Prizren, a city steeped in history, but scarred by the ravages of war that had stripped away its cultural landmarks. Fueled by passion and a desire for social change, these pioneers sought to harness the power of cinema, and return it to the embrace of their city.

The founders of DokuFest embarked on a daring venture. Drawing inspiration from the city's rich historical heritage, spanning centuries of vibrant culture, they transformed riverbeds into a resplendent festival cinema, and ancient medieval castle into an atmospheric screening venue. Even the very walls of Prizren became canvases for screens, projecting the magic of film. This fusion of cinema and cityscape not only provided an unforgettable experience for festival-goers, but also wove an inseparable bond between Prizren and the cinematic celebration of DokuFest.

The organization, transcending its annual festival, has embarked on an ambitious journey to foster multifaceted progress. A diverse suite of projects has been curated with a focus on nurturing active citizenship, promoting education, advocating transparency and accountability, and nurturing intercultural dialogue and inter-ethnic relations.

An important step taken by the organization was the introduction of documentaries as potent educational tools within classrooms. Through this move, DokuFest empowered and continues to strengthen students to delve into original film creation, exploring subjects of deep societal and human rights significance. Such an approach has provided the younger generation with a powerful medium to express themselves and engage in transformative dialogues.

An undeniable milestone in this transformative process was the establishment of the DokuLab program, designed to further extend the organization's impact in the realm of education. The program implements specialized training initiatives, tailored for high school teachers and university students, elevating their skills in imparting knowledge through the art of film. As a testament to its efficacy, the program secured accreditation for its teacher training modules from the Ministry of Education, solidifying DokuFest's influence within the educational system.

Beyond the classroom, DokuFest remains a cultivator of fresh cinematic talent. The Educational Film Centre, a nurturing haven for high school students and aspiring filmmakers, provides a collaborative space to explore diverse forms of nonfiction storytelling. This endeavor significantly bolsters the region's creative ecosystem, paving the way for innovative narratives to flourish.

When the COVID-19 pandemic struck, DokuFest displayed resilience by reinventing itself as a digital event, doubling the festival duration to eighteen days. This bold move underscored the organization's adaptability and commitment to providing opportunities for artistic expression, even in challenging circumstances.

In 2019, DokuFest began a major milestone in its journey, initiating an organizational restructuring. This strategic move aligned the festival with best practices, opening a path for an enduring strategy. Guiding DokuFest's mission, vision, and future endeavors, this approach ensures the festival's evolution and adaptability to meet the ever-evolving needs of the community, as this document embodies.

Noteworthy among the festival's triumphs is its undeniable economic impact on Prizren. According to data from 2015, and corroborated by a similar trend in 2017, DokuFest's contributions have bolstered the country's GDP by an estimated 4.2 million euros annually. Moreover, a 2021 study underscores the festival's prominence, as DokuFest remains the most sought-after event in Kosovo. This evidence highlights the dual cultural and economic significance of the organisation and its programmes.

As DokuFest embarks on the next chapter of its journey, it remains steadfast in honoring its founders' aspirations. Nurturing the power of film in Prizren and beyond, supporting emerging filmmakers, and initiating impactful social change, continue to be the festival's driving force. The formidable power of film serves as a catalyst in furthering democratic ideals within society. This journey stands as a testament not only to DokuFest's resilience and innovative spirit, but also to its devotion to the city, the art of cinema, the community, and, above all, the future, represented by its youth.

3.1 ORGANIZATIONAL STRUCTURE

Assembly

The Dokufest Assembly is the highest decision-making body of the organization, consisting of members who are deeply acquainted with the work of the organisation, and fulfilled the criteria set out in the organization's statutes.

Members of the Assembly have the power to elect and dismiss members of the Board, adopt the annual budget and work plan, and amend the organization's statutes.

The Assembly meets annually to approve the annual report, receive and approve the audit report, and make decisions about the organization's future direction.

Board

The Board of Dokufest is responsible for managing and directing the organization's activities. The Board comprises individuals who possess expertise, knowledge, and experience in the fields of management and culture.

It has several functions, which include strategic planning, governance, fundraising, program development, and outreach and public relations. The Board's mandate is to ensure that Dokufest operates in line with its mission and objectives. This includes promoting the art of documentary and short filmmaking, supporting independent filmmakers, and contributing to the cultural and social development of Kosovo and the Balkans. The Board also ensures that the festival is sustainable and financially responsible, enabling it to continue to grow and evolve over time. Overall, the Board of Dokufest plays a crucial role in the success of the organization and its annual festival.

Dokufest Team

The DokuFest team is a diverse group of individuals working together to ensure the organization's success throughout the year. At the top of the organizational structure is the Assembly and the Board, which oversee DokuFest's strategic direction and decision-making. The Executive Director is responsible for the day-to-day operations of the organization and collaborates with the Heads of Finance/Admin, DokuLab, and Artistic Director.

The Festival Producer plays a critical role in coordinating the annual film festival's events and activities, while the Office Manager oversees the organization's administrative functions. The Finance Assistants work with the Head of Finance/Admin to manage DokuFest's finances, and the Human Resources Coordinator oversees staffing needs.

Project Coordinators are crucial in coordinating various projects, including film screenings, workshops, and events that DokuFest undertakes. The Public Relations Coordinator promotes DokuFest and engages with the media and the public. The Logistics Coordinator handles transportation and logistics for all DokuFest events.

Project Assistants collaborate with the Project Coordinators to ensure the smooth execution of their respective projects. Volunteers play a vital role in supporting various tasks and activities. Lastly, the Office Maintenance staff ensures that DokuFest's offices and facilities remain in top condition.

4. KEY STAKEHOLDERS

The following stakeholders have a direct impact on Dokufest work at present and in the future, and are impacted by the work of the organisation. Individuals within organisations and institutions have been interviewed to provide their views and feedback on Dokufes future, presented in the following chapter. Key stakeholders include:

Assembly: The Assembly of Dokufest is a key stakeholder that plays a significant role in the organization's success. Composed of a group of experienced and knowledgeable individuals, the Assembly is responsible for setting the strategic direction of the organization, making key decisions about budget, programming, and overall management. The Assembly is the ultimate decision-maker for the organization, and they hold legal and financial responsibility.

As the governing body of the organization, the Assembly oversees the organization's operations and ensures that it is run efficiently and effectively. They provide guidance and direction to the organization's staff and volunteers, making sure that everyone is working towards the same goals and objectives.

In addition to their strategic and financial responsibilities, the Assembly also serves as ambassadors for the organization, promoting it within their networks and communities. They attend events and engage with other stakeholders to raise awareness of the organization and its mission.

Board: The Board of Dokufest is a group of individuals who have signed up as members to support the organization's mission and goals. They are a crucial stakeholder because they have a direct stake in the organization's success and can provide valuable input and feedback on its programming, operations, and overall direction.

Dokufest board members are individuals who are passionate about documentary film and the arts in general, and who want to support cultural initiatives in Kosovo. They were and are engaged directly in supporting the organization, and come from diverse backgrounds and professions, but they share a common interest in promoting independent cinema and fostering cultural exchange.

As a stakeholder, the Board plays an important role in shaping the organization's programming and outreach efforts. They help to identify potential film submissions, assist with logistical support, and promote the organization through their personal and professional networks. In addition, they provide feedback on the organization's performance and suggest ways to improve its operations.

The Board also plays a critical role in fundraising and securing sponsorships for the organization. They work to cultivate relationships with existing and potential donors, ensuring that the organization has the resources it needs to continue growing and expanding.

Dokufest beneficiaries: Dokufest beneficiaries are a diverse group of individuals and organizations who directly benefit from the festival.

Filmmakers who submit their films to Dokufest are able to showcase their work to a wider audience and potentially receive recognition for their creative efforts. The festival provides a platform for filmmakers to share their stories and connect with other industry professionals, creating opportunities for collaboration and future projects. Filmmakers also have the chance to participate in workshops and training sessions provided by Dokufest, which can help them to improve their skills and expand their knowledge.

Audiences who attend Dokufest screenings benefit from exposure to diverse cultures, viewpoints, and styles of filmmaking. The festival provides a space for people to come together and engage in discussions about important issues and themes explored in the films. Dokufest creates a sense of community and connection among attendees, bringing people from different backgrounds together to share in the experience of film.

Local businesses and organizations in Prizren benefit from increased exposure and revenue during the festival. Dokufest draws a large number of visitors to the city, creating a boost in tourism and economic activity. Local businesses such as restaurants, cafes, and hotels experience increased traffic and sales during the festival, which can have a positive impact on the local economy. Organizations that collaborate with Dokufest have the opportunity to expand their reach and engage with new audiences, potentially leading to new partnerships and initiatives.

Overall, Dokufest beneficiaries are key stakeholders in the festival's success. By providing opportunities for filmmakers, creating a space for diverse audiences to come together, and supporting local businesses and organizations, Dokufest plays an important role in promoting cultural exchange and economic development in Prizren and beyond.

Dokufest volunteers: Dokufest relies heavily on volunteers to assist with various aspects of the festival, from set-up and preparation to execution and follow-up. Volunteers are recruited from the local community, as well as from other places in Kosovo and even internationally. They come from a range of backgrounds and ages, and bring diverse experiences and skills to the festival.

Volunteers play a crucial role in ensuring the smooth operation of the festival, and are often the first point of contact for guests and attendees. They assist with a variety of tasks, such as managing ticket sales and distribution, overseeing venue operations, providing guest services and support, managing transportation logistics, and providing on-site interpretation and translation services.

In addition to contributing to the success of the festival, volunteering at Dokufest offers personal and professional development opportunities.

Volunteers have the chance to gain new skills and experiences, build their networks, and learn about different cultures and perspectives. They also have the opportunity to make a positive impact on their community by supporting the festival and its mission.

Overall, Dokufest volunteers are an essential part of the festival's success, bringing their energy, dedication, and passion to the event. Without their support and hard work, the festival would not be able to operate at the level it does, and the experience for filmmakers, audiences, and local businesses would not be the same.

Filmmakers, producers, and other film industry professionals: These are the individuals who create the films that are showcased at Dokufest. They are crucial stakeholders as their work is at the heart of the festival, and their participation can make or break the event's success. They also provide valuable feedback and insights into how the festival can continue to improve.

Kosovo's Ministry of Culture, Youth, and Sports: The Ministry of Culture, Youth, and Sports in Kosovo is a crucial stakeholder group that supports Dokufest in achieving its mission and goals. As the primary government agency responsible for promoting culture and youth activities in Kosovo, the Ministry plays a vital role in supporting the development of cultural events in the country. In this regard, the Ministry is a critical partner of Dokufest, and its support is essential to the success of the festival.

The Ministry's policies regarding the promotion and support of cultural events, particularly those related to youth and documentary filmmaking, are crucial to the success of Dokufest. The festival's mission and goals align closely with the Ministry's efforts to support and promote cultural development, making the partnership between Dokufest and the Ministry mutually beneficial.

One of the most significant contributions that the Ministry provides to Dokufest is financial support. This support is crucial to enable the festival to cover the costs of organizing events, hiring staff, and promoting the festival. Furthermore, the Ministry of Culture, Youth, and Sports in Kosovo helps to raise the profile of Dokufest by promoting the festival through its channels.

In summary, the Ministry of Culture, Youth, and Sports in Kosovo is a critical stakeholder group for Dokufest. Its financial support, promotional activities, and policy development all contribute to the success of the festival and the cultural and social development of Kosovo.

Prizren's Municipal Department of Youth, Culture, and Sports: The Prizren's Municipal Department of Youth, Culture, and Sports is a stakeholder group that plays a crucial role in supporting Dokufest. While the Department is responsible for promoting and developing youth and cultural activities in Prizren, the financial support they have provided to the festival has been extremely low since its establishment.

Furthermore, the Department's role in supporting the festival has been hindered by a lack of expertise and understanding of the role of culture as a driver of social change and economic development. At times, their involvement has been not helpful at best, and obstructive at worst.

Despite these challenges, the Department provided different minor support such as support with ensuring business support, which are essential to the festival's success. They also could play a critical role in the future in promoting the festival and its events within the local community, raising awareness and encouraging participation.

Local universities and high schools in various municipalities in Prizren region:

At the core of the relationship between Dokufest and local universities and high schools in various municipalities in Prizren region and elsewhere in Kosovo, is DokuLab, a key program of the festival that uses films as visual educational material to increase awareness on human rights and social issues. As such, these educational institutions play a critical role in promoting and supporting the festival's educational mission.

DokuLab provides a unique opportunity for students and faculty to engage with filmmakers, industry experts, and other artists, providing a rich learning and networking experience. These educational institutions can contribute to the festival's programming by providing their expertise in film studies, media, and cultural studies, helping to enrich the festival's content and conversations. In return, the festival can provide access to cutting-edge films and provide an excellent space for cultural exchange and learning opportunities.

In addition to supporting the festival's programming, local universities and high schools can also help promote the festival to their students and faculty. By doing so, they can increase attendance and engagement with the festival, making it accessible to a broader audience. They can also provide valuable resources to the festival, such as venues, equipment, and technical expertise.

Through collaboration and engagement with these educational institutions, the festival can continue to create a platform for cultural exchange, learning, and community building. Together, Dokufest and local universities and high schools in various municipalities in Prizren region can work towards promoting a deeper understanding of human rights and social issues, helping to create a more informed and engaged society.

The Innovation and Training Park (ITP) Prizren: The Innovation and Training Park (ITP) Prizren is a critical stakeholder for Dokufest due to the potential for collaboration and partnership. The ITP can offer the necessary physical infrastructure, such as space and utilities, for Dokufest to establish its film institute. The institute would provide educational and capacity-building cultural activities for Dokufest beneficiaries, including young filmmakers and people interested in film and issues that Dokufest advocates for.

In return, Dokufest would bring its expertise and experience in the creative industry to the ITP, providing a valuable presence and contributing to the

development of the ITP's cultural spaces. The partnership between Dokufest and the Lumbardhi Foundation to co-manage a cultural development space in the ITP is a clear example of the potential for collaboration between these two stakeholders.

Overall, the ITP and Dokufest have the potential for a mutually beneficial partnership that could lead to the development of a thriving creative industry in the region. Through collaboration, they can leverage their respective strengths to provide valuable opportunities and resources to the local community.

Network of Cultural Organizations in Prizren Region: The Network of Cultural Organizations in Prizren Region, specifically Rrok Prizren, is an important stakeholder group for Dokufest, as they share similar objectives of promoting culture as a pillar of socio-economic development in the region. Rrok Prizren's objective of advancing cultural life by increasing cooperation between cultural organizations, linking culture with education, economy, tourism, and urban development sectors, and increasing the participation of organizations and citizens in policy-making and governance of culture could offer potential partnership opportunities for Dokufest to collaborate with other local businesses, educational institutions, and tourism organizations. Additionally, Rrok Prizren's objectives of preserving cultural heritage and promoting cultural diversity and finding financial resources for the culture sector could provide an opportunity for Dokufest to seek funding opportunities and partnerships to support its programming and initiatives.

Moreover, Rrok Prizren's objective of developing local diplomacy and international cooperation could provide Dokufest with opportunities to collaborate with international cultural organizations and film festivals to promote cultural exchange and learning. This could help Dokufest achieve its core mission of promoting cultural exchange and education while also advocating for issues related to human rights and social justice. Overall, the partnership between Rrok Prizren and Dokufest can help establish culture as a vital pillar of socio-economic development in the region while also promoting cultural exchange and education.

Cultural and other civil society organizations in Prizren region: These organizations play a crucial role in promoting culture and social development in the region. They can provide valuable support and resources to Dokufest, as well as potential partnership opportunities.

Cultural organizations in Kosovo that are directly or indirectly working in areas where Dokufest operates: These organizations can provide valuable support and resources to Dokufest, as well as potential partnership opportunities. They also help to promote the festival to a wider audience in Kosovo and beyond.

Dokufest partners: Dokufest partners are other film festivals operating in the Western Balkan region that collaborate with Dokufest to promote and support the development of the film industry in the region. These partnerships are

focused on collaboration and sharing of resources, rather than financial support.

Partners collaborate by sharing programs and films, which helps to increase the reach and impact of their respective festivals. They also apply jointly to regional projects and initiatives, such as grants or funding opportunities, to increase the resources available to support their shared goals.

In addition to programming and joint initiatives, partners also collaborate on guest invitations across the festivals, sharing resources and expertise to provide the best possible experience for filmmakers and attendees. This involves sharing information about local accommodations, transportation, or other logistical considerations to help ensure a successful and enjoyable festival experience for all.

By working together, Dokufest and its partners leverage their collective resources and expertise to promote the region's film industry and provide opportunities for filmmakers and audiences alike. These partnerships also help to build stronger regional networks and foster cultural exchange and collaboration in the film industry.

5. SWOT and PESTLE Analyses

In order to understand internal and external factors that could advance or challenge Dokufest’s work in the next 5 years’ period, a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis. An important analysis which will provide an added dimension of external factors influencing the future of Dokufest work is the PESTLE analysis, a strategic planning which identifies and evaluates the external factors that can affect an organization's performance and success. PESTLE stands for Political, Economic, Social, Technological, Legal, and Environmental factors, examining each of these factors to determine their potential impact on the organization.

5.1 SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> • Human Development • Bravery • Pioneers • Integrity • Independent • Respect • Friendship • Activism • Atmosphere • Community 	<ul style="list-style-type: none"> • Ad hoc funding • Gaps in expertise among staff • Lack of staff evaluation and development opportunities • Sometimes seen by outside parties as closed, elitist. • Need for structural development funding
Opportunities	Threats
<ul style="list-style-type: none"> • Technology • Organic/genuine partnerships • New audiences • Outreach and education • Sympathy for our work • More visibility and cultural diplomacy • Aligning themes/content to strategy in fundraising • Tourism • Diaspora 	<ul style="list-style-type: none"> • Lack of funds • Politics, global and local • Depends on gov. funding • Lack of qualified staff • Braindrain • Burnout • Changing trends in cinema audiences • City infrastructure • Digitalization • Climate Change

5.1 PESTLE Analysis

POLITICAL

- The political situation in Kosovo has been relatively unstable, with lack of governmental support for the cultural sector, but has improved in recent years. Political instability or conflict in the region could negatively affect attendance and participation.
- The Kosovo Security Strategy recognizes the importance of political stability for the country's security. Continued political stability in Kosovo is a positive factor for Dokufest.
- The country's film industry is still in its early stages of development and needs more governmental support to reach its full potential.
- The government has recognized the importance of cultural events like Dokufest in promoting Kosovo's image abroad.
- Government policies and regulations, most importantly the new Strategy for Culture to be launched by the Ministry of Culture, Youth and Sports, could impact the festival's operations and ability to bring in international films or guests.
- If Dokufest is able to secure further government support, this could positively impact the festival's operations.
- The government's focus on youth development, as outlined in the Strategy for Youth 2019-2023, may provide opportunities for Dokufest to collaborate and receive support from government entities.

ECONOMIC

- The post-Covid 19 pandemic and Ukraine war caused financial crisis not likely will have multiple negative effects on visitor attendance, procurement of products and services, by Dokufest festival and other programmes.
- Kosovo is a low-income country with high unemployment rates, making it difficult to secure funding for cultural projects like Dokufest. However, the government has recognized the potential for the creative sector to contribute to the country's economic development.
- Dokufest's success in attracting international visitors can contribute to the growth of the tourism industry in Kosovo.
- The Strategy for Youth 2019-2023 highlights the importance of entrepreneurship and economic development for young people, which may provide opportunities for Dokufest to partner with local businesses and organizations, as well as provide youth capacity building trainings in creative industry.
- The Kosovo government's efforts to attract foreign investment could result in increased funding opportunities for Dokufest, as well as potential partnerships with businesses and corporations.
- Changes in the economy could affect the festival's funding, sponsorships, and ability to pay for films and guests.

- Local economic development could provide opportunities for the festival to expand and bring in more visitors and revenue.
- Economic growth in the region could lead to increased investment in Dokufest and potentially bring more opportunities for funding and support.
- Regional economic cooperation is a means of strengthening economic ties and increasing trade. This could lead to more opportunities for international partnerships and collaborations for Dokufest.

SOCIOCULTURAL

- Kosovo has a rich cultural heritage, but the recent conflicts and institutional and societal negligence, have all led to the loss of cultural artifacts and infrastructure.
- Dokufest's focus on documentary films can promote greater understanding and dialogue between different communities, as well as preserving and showcasing cultural heritage.
- The younger generation in Kosovo is becoming increasingly interested in creative industries and cultural events, which can be a positive factor for the future of Dokufest.
- The Strategy for Youth 2019-2023 emphasizes the importance of cultural events and exchange, which aligns with Dokufest's mission and may help to build public support for the festival.
- Cultural traditions and social norms could impact the types of films and topics that are popular or acceptable in the region.
- Demographic changes and shifting interests could affect audience preferences and attendance.
- Dokufest's focus on promoting cultural exchange and understanding aligns with this objective and could contribute positively to the festival's reputation and support.
- Dokufest's focus on cultural exchange and development aligns with the social priorities outlined in the Kosovo Security Strategy, which emphasizes the importance of education, youth empowerment, and social inclusion.

TECHNOLOGICAL

- Kosovo has a relatively low level of technological development compared to other countries, which can limit Dokufest's ability to implement innovative digital solutions for its operations. However, technological advancements can also present new opportunities for Dokufest, such as online screenings and interactive events.
- Advancements in technology could provide new opportunities for screening and showcasing films, as well as for remote participation and virtual events.
- Technological barriers or limitations in the region could impact the festival's ability to use digital tools and platforms.
- Improved infrastructure in the region could lead to increased ease of access for festival attendees and improve the festival's operations.

- Dokufest's focus on new and innovative approaches to filmmaking and arts could contribute positively to the festival's reputation and attract more attention and support.
- The increasing accessibility of digital technologies and online platforms can provide opportunities for Dokufest to expand its reach and audience.
- Dependence on technology may create challenges for individuals who lack access to necessary equipment or digital literacy skills, and digital piracy may pose a threat to the festival's financial sustainability.

LEGAL

- Kosovo has made progress in creating a legal framework that supports the development of the creative sector, but more needs to be done to protect intellectual property rights.
- The lack of strong copyright laws can be a challenge for Dokufest and the film industry as a whole. Copyright laws and licensing agreements could impact the festival's ability to screen films and distribute content. Legal barriers or issues related to copyright and intellectual property may arise, which could impact the festival's ability to showcase certain films.
- Legal issues related to contracts, employment, and liability could also affect the festival's operations and sustainability.
- Dokufest's operations and attendees' safety could be positively impacted by the overall security situation in the country.
- As a festival that showcases films, Dokufest relies on the protection of intellectual property. Strengthening intellectual property rights could have a positive impact on the festival's operations and support.
- The Prizren Strategic Environmental Assessment promotes the development of sustainable and environmentally friendly practices, which aligns with Dokufest's commitment to sustainability and environmental responsibility.

ENVIRONMENTAL

- Climate change and natural disasters could impact the festival's operations and infrastructure, as well as travel and attendance. Environmental factors such as extreme weather events or natural disasters could disrupt the festival's operations and impact attendee safety.
- Dokufest's operations can have an impact on the environment, such as energy consumption and waste generation. However, the festival can also promote environmental awareness and encourage sustainable practices in its operations and events. Environmental sustainability and conservation could become increasingly important for the festival's reputation and values.
- As an organization that brings in thousands of visitors, Dokufest could have a significant impact on the local environment. By adopting

sustainable practices and promoting environmental awareness, the festival could contribute positively to the region's development.

- The Prizren Strategic Environmental Assessment emphasizes the importance of environmental protection and conservation, which aligns with Dokufest's commitment to sustainability and reducing its ecological footprint.

6. KEY ACHIEVEMENTS AND CHALLENGES IN IMPLEMENTING PAST STRATEGIES

Over the last five years, Dokufest has been on a considerable rise, drawing crowds from across the globe and promoting cultural exchange, film education, and community development. But with success comes the challenge of growth, and Dokufest is no exception. One of its primary obstacles is expanding beyond Prizren, both geographically and in terms of audience. To overcome this, Dokufest needs to establish partnerships with other festivals and organizations, and seek out new distribution channels. Moreover, the organization must create more opportunities for local communities by working closely with local cultural and educational institutions to develop the local film industry and offer more year-round programming.

Assembly members noted that while the Assembly is the highest decision-making body of the organization, it does not have an active role, and there is a need for more information sharing and clearer roles and responsibilities. On the positive side, according to members, Dokufest has evolved positively over the years and has exceeded expectations. The organization has become more structured, and its internal communication, digitization, and education-related projects have improved. However, there is a lack of new ideas and projects, and the management could improve by taking more into account the Assembly's feedback. Other strengths include the engagement of volunteers throughout the year, the experience of the staff, financial sustainability, and the design of programs to increase the festival's audience.

According to the board members, Dokufest's strengths include its ability to connect with the community, support for young filmmakers, and its role in making the film industry important in Kosovo. However, the challenges facing the organization include staying relevant and creative, maintaining its audience and attracting young filmmakers, and navigating political and cultural changes. To address these challenges, board members suggested finding new people with fresh ideas, being more open and less selective, and becoming a center for supporting young filmmakers. They also recommended expanding the organization's role in the community, offering production possibilities for young filmmakers, and becoming a go-to documentary institute for all young filmmakers. Finally, the board members emphasized the importance of leadership and initiating discussions on culture as a vector for social and development, inspiring a generation that is not usually inspired, and serving as a beacon to inspire people to do more.

The staff at Dokufest emphasized the importance of community engagement and building strong relationships with local communities and stakeholders. They recommended offering more year-round programming to foster these relationships and provide opportunities for local filmmakers and audiences to participate in the festival. They also suggested that building local partnerships could help Dokufest to increase its visibility and support within Kosovo.

Volunteers reported having positive experiences working with Dokufest, and many praised the festival's values, such as supporting marginalized groups and promoting awareness through documentaries. They recommended offering more training opportunities and extending the festival beyond its current timeframe. Volunteers also provided feedback on Dokufest Nights, suggesting that the festival should offer more diverse music options and improve security, and find ways to reduce possible issues with intoxication and lewd behaviors by shortening the length of music nights.

International institutions have expressed their positive feedback on Dokufest's efforts to promote human rights, cultural development, and education. They encouraged Dokufest to continue raising funds from the government and attract other donors, increase self-funding through renting equipment, selling merchandise, and offering services, and strengthen its institutional capacity to become an institution, possibly a film institute. An institution praised Dokufest's success in efficiently implementing activities and suggested expanding engagement in camps and intercultural experiences, focusing on career orientation, and engaging more experts. The challenges that Dokufest faces according to them are availability of adequate staff, sustainability, positioning itself regionally/internationally, and volunteer management. Additionally, they noted that sustainability is the main challenge, and suggested expanding local municipal funding and private sector support, positioning Dokufest regionally and internationally, and learning from other festivals around the world to enhance its effectiveness and impact in the community. The overall consensus is to continue strengthening Dokufest's institutional capacity, expand engagement in new areas, and increase self-funding to become a sustainable organization, with active professional engagement with donors and a focus on education and media literacy in programming.

Civil society organizations consider Dokufest a unique and important festival that attracts both local and international audiences and showcases films that many people wouldn't have the opportunity to see otherwise. One of the festival's strengths is its strong regional and international dimension, but there is a need for better outreach to non-majority communities in Kosovo to facilitate inter-ethnic cooperation. The festival is seen as an important player in the cultural and social development of Prizren, and it should continue to engage and support new organizations and young people interested in arts and culture. The festival is also encouraged to support authentic new initiatives and partnerships, particularly with organizations that have a track record in promoting cultural dialogue and activities.

Dokufest partners praised the festival's established and internationally recognized organization, as well as the diversity of its programs and projects. However, they expressed concerns about the limited possibilities for expansion in other cities and the inability to fulfill requests for greater involvement of children in festival activities. One partner suggested that a continuous presence of the festival throughout the year for the audience would be welcome.

Film professionals and directors were interviewed about Dokufest's strengths and unique qualities, as well as how it can differentiate itself from other festivals and stay relevant in the ever-changing film industry. They praised the festival's programming, location, and guest-friendly team, suggesting that it can better connect filmmakers with industry professionals by inviting key players interested in artistic documentaries. They noted the organization's engagement, strong programming, and political relevance, and suggested that it should focus on authenticity and political relevance, organize meet-and-greet events, and improve the quality of screenings. One professional highlighted the organization's exciting programming and suggested that it should set up other networking events besides receptions and organize more film discussions.

All in all, Dokufest faces the challenges that come with success. However, by focusing on community engagement, building strong partnerships, and retaining its authenticity, the organisation can continue to expand its impact and play an essential role in the cultural and social development of the Prizren region and beyond.

7. STRATEGIC DIRECTION

7.1 Introduction to DokuFest's Strategic Direction (2024-2028)

DokuFest's strategic approach is centered around two core programs, each with their own distinct goals and pathways, but unified under the overarching vision of the organization. Our ambition is to foster a vibrant cinematic culture in Kosovo, inspire dialogue on crucial societal issues, and nurture the next generation of filmmakers.

7.1.1. Overall Objective

In the 2024-2028 strategic period the main objective of organisation will be to become a beacon of cultural evolution, shaping a more inclusive and diverse cinematic future by consolidating its stature as a leading platform for documentary and short films, while empowering young filmmakers through comprehensive film education and distribution initiatives.

7.1.2 Specific Objectives

Specific Objective 1 (2024-2028)

DokuFest will focus on strengthening its Festival programme to cement its position as a prominent platform for documentary and short films. The strategic approach will emphasize nurturing talent, fostering international collaborations, advocating for sustainability, and enhancing audience participation. This objective will remain anchored in a commitment to diversity, human rights, and social justice, serving as a regional and national platform for cultural exchange and dialogue.

Specific Objective 2 (2024-2028)

DokuFest's DokuLab programme will empower young individuals and filmmakers by providing comprehensive film education, offering film grants to support the creation and development of ten films over the five-year period. Additionally, the program will concentrate on distributing documentary films in schools, community screenings, and cinemas to amplify the reach and impact of DokuFest-produced films on a larger scale. DokuLab will work towards establishing a collaborative space within the Innovation and Training Park (ITP) Prizren, co-managed with the Lumbardhi Foundation, further expanding opportunities for education and development in the film industry.

While the two programs have their unique directions, they are not standalone entities but facets of a cohesive, overarching strategy. Both programs, in tandem, work towards building a thriving film culture and education hub in Kosovo, supporting the film industry, fostering dialogue, and engaging audiences.

The alignment of the Festival and DokuLab ensures that DokuFest leverages all its resources and capacities towards fulfilling its mission. It combines the exposure and audience reach of The Festival with the educational impact and filmmaking support of DokuLab. Together, they fuel DokuFest's vision of a culturally vibrant, socially conscious, and cinematically enriched Kosovo.

7.2 Strategic Pillars for DokuFest's Future Development:

Geographical Expansion and Audience Enlargement

DokuFest intends to broaden its horizons beyond Prizren, geographically and audience-wise. It aims to achieve this by partnering with other festivals and organizations, exploring new distribution avenues, and fostering relationships with local cultural and educational institutions to boost the local film industry and provide more year-round programming.

Enhanced Internal Communication and Inclusion of Assembly Feedback

DokuFest is committed to improving its internal communication, clearly defining roles and responsibilities, and ensuring the Assembly's active involvement in decision-making. It seeks to incorporate feedback and ideas from the Assembly to inspire innovation and fuel new initiatives.

Community Engagement and Local Collaboration

DokuFest emphasizes fostering strong relationships with local communities and stakeholders. By offering year-round programming that encourages community participation and providing opportunities for local filmmakers, we aim to elevate its visibility and support within Kosovo.

Talent Development and Nurturing Young Filmmakers

DokuFest aspires to bolster young filmmakers by offering educational initiatives, training opportunities, and production possibilities. With an aim to become one of the leading institutes supporting young talent and the film industry in Kosovo, we are committed to becoming an attractive hub for aspiring filmmakers.

Sustainability and Self-Funding Enhancement

DokuFest seeks to ensure its long-term sustainability by exploring diverse self-funding avenues, which could include equipment rentals, merchandise sales, service offerings, and garnering support from local municipal funding and the private sector. Learning from other global festivals, we aim to become a sustainable organization with robust professional donor engagement.

Cultural Dialogue and Interethnic Cooperation Promotion

DokuFest aims to foster interethnic cooperation by better engaging with non-majority communities in Kosovo. By supporting authentic initiatives and collaborations, especially those promoting cultural dialogue. We seek to contribute to Prizren's cultural and social development and to foster inclusivity.

Environmental Sustainability

DokuFest places a high emphasis on environmental sustainability. It intends to implement a robust green policy that encompasses waste reduction, energy efficiency, and responsible resource management in all of its operations. By expanding the Green Docs program and showcasing environmentally-centric films, we aim to raise awareness about critical ecological issues.

Digitalization and Technological Advancement

As part of its strategic approach, DokuFest recognizes the importance of embracing digitalization processes and leveraging technological advancements. This entails digitizing its vast film archive, adopting cutting-edge technology in its training programs, utilizing digital platforms for enhanced audience reach, and exploring virtual and augmented reality potentials in filmmaking and exhibition. In a rapidly evolving digital age, DokuFest strives to be at the forefront of digital innovation in the film industry, fostering a digitally-inclusive film culture in Kosovo.

7.3 PROGRAMME 1: THE FESTIVAL

7.3.1 Overarching Strategy

DokuFest, between 2024 to 2028, aspires to fortify its stature as a distinguished platform for documentary and short films, concurrently cultivating talent, fostering international collaborations, endorsing sustainability, and enhancing audience participation. With an emphasis on diversity, human rights, and social justice, the festival strives to amplify its role as a cultural conduit and dialogic platform regionally and nationally.

7.3.2 The Festival Programme - Strategic Actions

The ensuing steps will drive the Festival Programme towards its envisioned destination:

Curating Film and Addressing Contemporary Issues

The festival pledges to curate films and accompanying events that resonate with modern social and political dilemmas. The initiative will extend its influence through partnerships with local communities and organizations and adapt to changing audience dynamics in the post-Covid world.

Enhancing Team and Audience Development

DokuFest acknowledges the importance of its programming team and audience development. The focus will be on staff development and film literacy, incorporating selectors from diverse regions and collaborating with Lumbardhi Cinema for new programs and audience engagement.

Diversifying Programming and Expanding Audience Base

DokuFest aims to make Dokunights more inclusive and appealing by exploring new themes and formats in different locations, thus attracting a wider audience and nurturing more substantial discussions.

Strengthening Educational Initiatives

The festival plans to offer age-group specific workshops and activities for children, thereby nurturing budding talents, promoting film literacy, and expanding audience engagement.

Environmental Sustainability

The festival aspires to reduce its environmental impact by implementing a comprehensive green policy, which includes waste reduction, energy efficiency, and responsible resource management.

Embracing Digitalization and Technological Innovation

Recognizing the pivotal role of technology in today's film industry, DokuFest aims to integrate digital elements into its strategic approach. This includes digitizing its film archive (institutional memory), utilizing digital platforms for wider audience reach, and implementing innovative technological solutions to enhance audience engagement and operational efficiency.

7.3.3. Festival Programme Activities

The Festival program incorporates activities that support these strategic actions:

Documentary and Short Film Programming

The festival will feature socially, politically, and culturally relevant themes and will adjust its programming based on available spaces in Prizren. Besides international films, regional and local films will also be given significant attention.

Creative Campaigns

Through creative multimedia campaigns and collaboration with media partners, DokuFest will effectively promote the themes of each festival edition.

Events

Exhibitions, presentations, discussions, debates, and masterclasses will serve as platforms for emerging filmmakers to present their work, fostering networking, professional growth, and cultural exchange.

DokuNights

A diverse range of local and international musicians will be featured in the music program, which is an essential component of the festival.

DokuKids

To ensure the festival remains family-friendly, DokuKids will continue to organize film programming tailored for children.

Digitalisation Initiatives

This encompasses the digitization of the festival's film archive, increasing the festival's online presence through digital marketing strategies, and implementing advanced technology to improve the festival experience.

Team Development

To strengthen internal capacities, engage stakeholders, and improve communication, DokuFest will review its organizational structure, conduct staff training, and hold consultations and workshops. This approach will contribute to the festival's overall effectiveness and success.

7.4 PROGRAMME 2: DOKULAB

7.4.1 DokuLab Programme - Overarching Strategy

Between 2024-2028, DokuLab's programme will empower young individuals and filmmakers with a comprehensive film education, films in education, and film distribution initiatives.

Its core part will be the establishment of a collaborative space in the Innovation and Training Park (ITP) Prizren, co-managed with the Lumbardhi Foundation. This multifaceted institution will provide shared infrastructures for a variety of activities, offering the community an opportunity to influence the development of the spaces and programmes at ITP.

DokuLab part of programme will be provision of film grants, aiming to support the creation and development of ten films over a five-year period, partnering with renowned institutions to enhance educational and financial opportunities, and bridge the gap between academia and practical filmmaking.

A key focus will also be on distributing documentary films in schools, community screenings, and cinemas, while establishing strategic partnerships to enhance the reach and impact of DokuFest-produced films on a global scale.

By discontinuing smaller-scale projects and workshops that do not align with the core mission, DokuLab aims to ensure a more focused and impactful implementation of the overall strategy.

7.4.2 DokuLab Programme - Strategic Actions

To execute the DokuLab programme effectively over the next five years, DokuFest will implement the following strategic actions:

Film Education

DokuLab will provide grants for the production, distribution, pitching, and feature development of two films annually, targeting different age groups. It will forge partnerships with renowned institutions like the Swedish Film Institute and Scottish Documentary Institute for enhanced educational opportunities. The goal is to lobby the University of Prizren for the establishment of a film studies department that focuses on research and practical filmmaking.

Films in Education

DokuLab will distribute films in schools, community screenings, and cinemas through collaborations with cultural organizations and specific cinemas. It will

provide capacity-building to teachers to use films as educational tools that align with the curriculum's objectives, fostering intercultural dialogue and understanding.

Film Distribution

DokuLab aims to distribute DokuFest-produced films internationally and establish its own distribution channels in international film markets. It will collaborate with established international distributors to increase the reach and impact of DokuFest films.

Digitalization and Technological Integration

As part of its strategic actions, DokuLab will further leverage digital platforms to enhance its reach and efficacy. This involves upgrade of the digital film library, exploiting digital platforms for online film distribution, and further use of digital tools in educational initiatives to enhance learning and engagement.

7.4.3 DokuLab Programme - Activities

The following activities will be implemented to support the proposed strategic actions within the DokuLab programme over the next five years:

Establishing of the Production and Research Institution

DokuLab, in synergy with the Lumbardhi Foundation, will set up an autonomous institution. This facility will serve as a hub for learning and development, infused with an atmosphere of innovation. It will actively involve the community in shaping the spaces and programs at the Innovation and Training Park (ITP). Its mission is to foster curiosity, understanding, hope, and commitment to sustainable changes. Through this, it aims to stimulate scalable cultural and social innovations that will shape Prizren and Kosovo's future.

Establishing an annual grant system

DokuLab will develop a selection process for granting funds to two film projects annually, targeting different age groups.

Specialised masterclasses and workshops

Collaborations with renowned institutions such as the Swedish Film Institute and Scottish Documentary Institute will facilitate masterclasses and workshops to equip aspiring filmmakers with industry insights, technical knowledge, and expertise.

Digitalization Initiatives

DokuLab will further enhance its digital film library to ensure easy access and preservation of films. Additionally, it will exploit digital platforms for online film distribution and will increase the use of digital tools in educational initiatives, thereby enhancing reach and engagement.

Collaboration for a Film Studies Department

DokuLab programme will explore the options with the University of Prizren to identify joint initiatives that will leverage existing infrastructure, human resources, and international partnerships. The aim is to establish a dedicated

film studies department, fostering the overall development of cinema culture in Kosovo. This synergistic approach will create opportunities for shared growth, mutual learning, and the enhancement of both entities' contributions to the film industry.

Organize screenings in schools, community venues, and cinemas

Collaborations with cultural organizations and specific cinemas will facilitate the organization of film screenings, ensuring wider accessibility to diverse audiences.

Capacity-building workshops for teachers

Workshops and training sessions will be conducted to equip teachers with the necessary skills to integrate films into their teaching practices effectively.

Conduct research on international distribution opportunities

Comprehensive research will be conducted to assess the feasibility of establishing its own distribution channels in international film markets. Based on research findings, discussions and negotiations with established international distributors will be initiated.

8. COMMUNICATING THE STRATEGIC PLAN INTERNALLY AND EXTERNALLY

Effective communication is essential for engaging stakeholders, attracting audiences, building partnerships, and achieving the organization's objectives. In this chapter, we will discuss the best practices and methods for internal and external communication that Dokufest can employ to enhance its communication efforts. In the 2024-2028 period, developing a comprehensive communication strategy will be crucial to ensure effective dissemination of Dokufest's programs, vision, and mission.

8.1 Internal Communication

Internal communication is crucial for ensuring that all stakeholders within the organization are aligned with the vision and objectives of the organization.

Dokufest already engages in regular internal communication activities that ensure horizontal and vertical communication among staff, board, members and volunteers.

To ensure future communication of this strategic plan, and in general ensuring that programmes are communicated across the organisation, the following activities will be implemented regularly:

Regular Staff Meetings

Regular staff meetings help keep everyone informed and ensure that everyone is on the same page. The regular weekly/monthly meeting cover updates on the organization's progress, upcoming events, and any other relevant information.

Internal servers (preserving institutional memory)

Dokufest server is an effective tool for centralizing information and ensuring that staff and members have access to the information they need.

8.2 External Communication

External communication is crucial for promoting Dokufest's programs, building partnerships, and attracting audiences. Below are some best practices that Dokufest currently employs in external communication, which will be also used in 2024-2028 period, with expansion and amplification:

Website

The organization's website is a critical tool for sharing information about Dokufest's programs, mission, and vision. Current website is developed in functionality in mind, tailored towards easy to find information, with primary focus on the festival itself. It is easy to navigate, regularly updated, and mobile-friendly.

Social Media

Social media is a powerful tool for promoting Dokufest's programs, building a following, and engaging audiences. Platforms like Facebook, Instagram, Twitter, LinkedIn, YouTube, Vimeo, are used to share updates, promote events, and engage with followers.

Promotional campaigns

Dokufest utilizes a wide array of promotional tools used in specific campaign. The largest are ones promoting the annual festival, where website, social media, media outreach, posters, billboards, official festival gazette are used. Other singular campaigns are used to promote individual programmes or project, such as DokuLab activities.

Mass emails

Emails for multiple audience members are used, to promote programs and participation of beneficiaries in them.

Establishing Specific Objectives for the Communication Strategy

To evaluate the effectiveness of the future communication strategy, specific objectives must be established. The following will be the objectives for Dokufest's communication strategy:

- Increase awareness of Dokufest's programs and mission among the local community, national and international audiences, with a focus on key target groups.
- Increase social media engagement and followers by 20% over the next two years, in all platforms.
- Generate media coverage for Dokufest's programs and events in at least 10 major media outlets each year, with 5 of them being regional and international media outlets.

Implementing Tools for Evaluation of the Communication Strategy

To evaluate the effectiveness of the communication strategy, the following tools will be used, from 2024-2028 year periods:

Social Media Analytics

Social media analytics tools will be used to track engagement, follower growth, and reach.

Google Analytics

Google Analytics will be used to track website traffic, bounce rates, and conversion rates.

Surveys

Surveys will be used to gather feedback from stakeholders and assess the effectiveness of the communication strategy.

Audience measurements

Audiences will be measured in terms of numbers physically, but also via feedback provided offline and online.

In the next strategic period, a comprehensive communication strategy will be developed to further support the programmatic strategic plan.

9. SUSTAINABILITY

As a cultural organisation, Dokufest aims to promote the art of film-making while celebrating cultural diversity and encouraging social dialogue. However, in order to ensure that this festival continues to exist and flourish, it is essential to address key sustainability concerns. In this chapter, we will discuss the policy, institutional, financial, and environmental sustainability of Dokufest, as well as the challenges that need to be addressed.

Policy Sustainability

Policy sustainability is essential for Dokufest, as it ensures that the festival adheres to its values and objectives. Some of the key issues/challenges that need to be addressed in this regard include ensuring that the festival remains committed to promoting cultural diversity, freedom of expression, and social justice. To achieve this, the festival must maintain open communication with all stakeholders, including filmmakers, sponsors, volunteers, and the local community.

Institutional Sustainability

Institutional sustainability is crucial for the long-term survival of Dokufest. This includes the preservation of institutional memory, where information is stored and shared among staff and different bodies within the institution. One way to achieve this is by maintaining accurate and up-to-date records of all festival activities. Additionally, it is essential to ensure that knowledge is shared between senior and junior staff to prevent any gaps in institutional memory.

Another key aspect of institutional sustainability is attracting a stable and qualified force while maintaining institutional integrity. To achieve this, Dokufest needs to develop an effective recruitment process that attracts the right candidates for the job. Additionally, the festival should invest in staff training and development to ensure that its employees are equipped with the skills and knowledge necessary to perform their roles effectively.

Financial Sustainability

Financial sustainability is critical for the long-term success of Dokufest. This includes ensuring the stability of funds, especially institutional funds from the Kosovo government (national and local). One way to achieve this is by establishing a sustainable funding model that allows the festival to diversify its income sources. This can include seeking funding from private donors, foundations, and corporations.

Additionally, Dokufest needs to develop a financial management plan that ensures the efficient use of funds while adhering to relevant financial regulations. The festival should also regularly review its budget and adjust it as necessary to ensure that it remains financially sustainable.

Performing regular financial audits, for organisation as a whole, along with individual financial audits for larger projects, along with transparent external communication of these, also will in the long run contribute to improvement of organisation's image as fiscally responsible organisation with external parties, in particular donors.

Environmental Sustainability

Environmental sustainability is becoming an increasingly important concern for festivals worldwide. Dokufest can play a role in promoting sustainability by adopting environmentally friendly practices. This can include reducing waste by implementing recycling and composting programs, using energy-efficient equipment, and encouraging the use of public transport or carpooling.

Furthermore, the festival should aim to minimize its carbon footprint by offsetting its emissions through investing in renewable energy projects. Dokufest should also raise awareness among its stakeholders, including filmmakers, sponsors, volunteers, and attendees, about the importance of environmental sustainability.

In conclusion, sustainability is essential for the long-term success of Dokufest. By addressing key issues/challenges in policy, institutional, financial, and environmental sustainability, the organisation can ensure that it remains committed to its values and objectives while promoting cultural diversity, freedom of expression, and social justice.

10. RISK ASSESSMENT

To conduct a risk assessment for Dokufest's strategic plan for 2024-2028, we need to consider the potential risks and uncertainties that could impact the organization's ability to achieve its goals. Some of the risks that could affect Dokufest are:

Political and Economic Instability

Kosovo has a history of political instability, which can affect the cultural sector. Economic instability may also affect Dokufest's ability to secure funding and sponsorships.

Security

The security situation in Kosovo is relatively stable in 2023, but political security risks are pronounced, as it was seen in 2022, due to heightened tensions in north of Kosovo, thus this threat looms large in the 2024-2028 period, which can impact the organization's operations and public attendance.

Public Health

The COVID-19 pandemic has shown that public health risks can have a significant impact on cultural organizations. The potential for future pandemics or outbreaks of other diseases could impact Dokufest's ability to hold events and attract audiences.

Competition

Dokufest faces competition from other cultural events and organizations in Kosovo and the region. This competition could impact attendance, sponsorship, and media coverage.

Technology

Rapidly evolving technology is changing the way people consume cultural content. Dokufest needs to stay abreast of these changes and adapt accordingly, or risk becoming obsolete.

Funding

Dokufest relies on public and private funding to operate. A reduction in funding or a failure to secure necessary funding could affect the organization's ability to execute its strategic plan.

Organizational Capacity

Dokufest may face challenges in terms of capacity, staffing, and management. Inability to manage growth, staff turnover, or lack of strategic planning can all impact the success of Dokufest's strategic plan.

To mitigate these risks, Dokufest could consider the following strategies:

Diversify funding sources

Dokufest will work to diversify its funding sources, including securing international support, and its own income, to reduce its dependence on government and local funding.

Stay up to date with technology

Dokufest will invest in technology, digital content, and social media to stay relevant and engage with younger audiences.

Develop contingency plans

Dokufest has contingency plans in place for potential public health, security, or economic crises that could impact its operations.

Collaborate and cooperate

Dokufest will further explore partnerships and collaborations with other cultural organizations in the region to create synergies and reduce competition.

Invest in capacity building

Dokufest will continue to invest in staff development, training, and strategic planning to ensure that it has the capacity to execute its strategic plan successfully.