



## **SUSTAINABLE ENERGY AND CLIMATE ACTION PLAN OF THE SOFIA MUNICIPALITY**

**2021-2030**

**Including:**

**Energy Efficiency Programme of the Sofia Municipality, 2021-2030**

**Long term Programme of the Sofia Municipality to promote the use of energy  
from renewable sources and biofuels, 2021-2030**

## **ANNEX 7: COMMUNICATION STRATEGY**

**August 2021**

# Communication strategy

## To the Sustainable Energy and Climate Action Plan of the Sofia Municipality for 2021-2030

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### Summary

The Communication strategy developed in the frames of the Sustainable Energy and Climate Action Plan of the Sofia Municipality for 2021-2030 (SEAP), aims to facilitate the implementation of the new integrated approach to planning, implementation and reporting of the energy and climate activities, which combines municipal policies, regarding adaptation to climate change, energy efficiency improvement and use of energy from renewable sources. In accordance with its commitments to the *Global Covenant of Mayors for Climate and Energy* for the period 2021-2030, Sofia Municipality has undertaken definite commitment to continue its long tradition in the field of sustainable energy development, defending its position as the undisputed leader in urban development the at national and regional level, setting itself the ambitious goal of reducing greenhouse gas emissions by more than 40% compared to 2007 levels by planning and implementing activities to adapt to climate change. The implementation of this goal exceeds the opportunities for direct impact by the municipal administration and presupposes the need for active involvement and specific investment decisions by a number of stakeholders - both in the business sector and individual citizens and households.

Thus, the implementation of the activities set out in the communication strategy and plan becomes crucial not only for raising the citizens and organizations awareness on the issues related to climate change and their adaptation to it in Sofia, but also for the successful implementation of the measures provided for in the SEAP. To this end, this document sets specific strategic and particular objectives and indicators for

the stakeholders involvement, which are consistent with both the key areas of impact set out in the strategic scope of sustainable energy development activities of the municipality and the vision of imposing Sofia as a leader in the field of sustainable resource management, the fight against climate change and the adaptation to climate change not only in Bulgaria but also in Europe.

To achieve these goals, a detailed communication plan has been developed with clearly identified key components and budgeting. Based on the analysis of the attitudes and expectations of the citizens of Sofia to energy related problems, climate and environmental protection, leading messages to the target groups have been identified, focused on the idea of creating a shared identity of Sofia as a city of clean energy and economic growth. A model for management and monitoring of the implementation of the set activities on an annual basis is proposed, whose implementation will ensure the sustainability and long-term effect of the set activities.

## I. Introduction: Why we need to talk about climate issues

The strategy for communication with the public within the Sustainable Energy and Climate Action Plan of Sofia Municipality for 2021-2030 (SEAP) is linked both to the goals set in the strategic scope of the activities for sustainable energy development of the municipality and to the vision of establishing Sofia as a leader in the field of sustainable resource management, the fight against climate change and the adaptation to climate change not only in Bulgaria but also in Europe. The aim of the communication strategy is not only to raise the awareness of the citizens and organizations in Sofia on the issues related to this global challenge, but also to contribute to the successful implementation of the planned activities. These activities, on the other hand, are directly related to the implementation of the leading strategic goal for the achievement of sustainable and balanced development of Sofia Municipality with an emphasis on the efficient use of the available resource potential and the significant improvement of the living environment quality and human life.

### **Why should we include anyone? Can we not just develop a Sustainable Energy and Climate Action Plan and just inform the stakeholders about its existence?**

We cannot. The carbon reduction targets, set in the Mayors' Global Agreement on Climate and Energy, to which Sofia is a party and is committed to develop its Action Plan, have long exceeded the possibilities for direct impact by the municipal administration. The following main principles must be taken into account when implementing both the SEAP and the communication strategy under it:

- An important and urgent task, for all of us, is to find a solution to the global problem accelerated as a result of the human activities – the climate change. This means the involvement of people (who contribute to the problem through the way they use and often waste energy) in processes that help to raise their awareness and encourage them to get involved and change their behavior.
- The counteraction against climate change requires all communities (individuals, organizations, businesses, industry and the municipality) to set and achieve ambitious goals for reduction of greenhouse gas emissions. Indicative goals are formulated for individual sectors and specific measures related to external to the organization parties, which means that for their achievement the municipality must work actively with the stakeholders for each of them.
- The effective reduction of carbon emissions at the urban level is a complex and long-term task. It requires the commitment and involvement of many different groups of people to build an owner's attitude towards the living environment, and in particular to the implementation of the SEAP measures. The numerous examples of stakeholders' involvement in the development and

implementation of successful Sustainable Energy and Climate Action Plans in Europe are proof of the importance of this process.

All members of the local community have a role to play in tackling energy and climate challenges together with the local authorities. Together, they need to establish a common vision for the future, to identify the paths that will make it happen, and invest the necessary human and financial resources.

## II. Vision for communication strategy

### ***”Sofia – a city of clean energy and sustainable growth”***

The communication strategy of Sofia Municipality, in the field of energy efficiency and renewable energy, is subordinated to the vision of the city as a prosperous economic and administrative center with a high quality of life for citizens. Within the general goal of positioning the capital as a dynamic city of young people and sustainable development, it aims as its strategic goal to create and establish an image of **Sofia as a center of clean energy and sustainable growth**, presenting it as an excellent field for investments in high-tech industries in the energy sector and as an attractive place to live and work with a preserved and sustainable urban environment. This vision is in line with the strategic objectives of the SEAP and offers a potential to develop specific solutions in each of the areas addressed by the Plan:

*Strategic goal 1:*

#### ***Sofia Municipality – climate neutral***

*Making Sofia Municipality carbon neutral by 2050 applying the highest standards of energy efficiency and transforming the energy mix to use energy from renewable sources with an emphasis on the shared energy production and consumption at the local level.*

*Strategic goal 2:*

#### ***Sofia Municipality – resource effective***

*Development of Sofia Municipality according to the principles of circular economy with an emphasis on the protection of the environment and biodiversity and creation of comfortable and healthy living conditions and professional realization of the citizens.*

*Strategic goal 3:*

#### ***Sofia Municipality – adaptive***

*Increasing the adaptation capacity of Sofia Municipality to deal with the negative impacts caused by climate change by developing the regulatory framework and institutional capacity, attracting public and business attention, implementing environmentally friendly adaptation solutions and increasing the possibilities for prevention and improving the preparedness and reaction in case of extreme weather events.*

## III. Logical framework and context of the communication strategy

The communication strategy by itself is based on the fact that the planned energy efficiency and RES activities contribute significantly to the defined priorities of the Municipal Development Program and in the strategic setting of the objectives of the current scheduled period. On the other hand, the communication strategy is crucial for the implementation of a large part of the measures set out in the SEAP. Citizens and stakeholders - given their activities and their impact on the environment - will certainly be influenced by the proposed solutions and measures, but they can also help achieve the goals. Stakeholders' involvement is a starting point for the stimulation of the behavioral changes necessary to complement the

technical activities embodied in ASAP. This is precisely the key to a coherent and coordinated implementation of the Action Plan. For example, advisory groups, involving relevant academics experts, NGOs, urban networks and the private sector, along with others, contribute to the collection and sharing of useful data and to the determination of permanent indicators related to the policies' success.

According to the vision adopted and the strategic objective of the communication strategy set and the analysis of the current condition of the Communication Program, the following areas of targeting are laid down as priorities:

- 1) Public support for the implementation of the municipal activities in the field of efficient use of available resources.
- 2) Dissemination of information to improve the quality of services provided by the municipality.
- 3) Affirmation of the vision of Sofia as a natural center and leader when introducing the low-carbon economy in all sectors for the achievement of sustainable growth.

In view of the rational laying of targets key measures are identified, whose implementation requires the involvement of citizens and businesses and the attraction of external investment is of particular importance:

<b>MITIGATION</b>	
C.1.1	Introduction of gradual limitation of the use of high-emission fuels and open heating combustion devices.
C.1.3	Creation of prerequisites for the renovation of buildings to the highest levels of efficiency and construction of new buildings with zero energy consumption and plus-energy buildings.
C.1.8	Creation of local eco-labels and rules for their assignment for buildings benefiting from renewable.
C.1.11	Introduction of a system of incentives to increase the separate collection of household waste at source.
C.1.12	Introduction of a system of sanctions to increase the separate collection of household waste at source.
C.3.11	Introduction of a system for separate collection of household bio-waste.
C.2.4	Expansion of the system for separate food waste collection.

C.2.2	Preparation of a Practical Guide for the Regulatory and Other Requirements and Principles for the creation of Renewable Communities.
C.3.1	Renovation of residential buildings according to the Recovery and Resilience Plan
C.3.2	Gradual renovation of residential buildings to the highest cost-effective level
C.3.7	Development of pilot territories for development with zero energy consumption neighbourhoods in transition to positive energy balance
<b>ADAPTATION</b>	
A.1.1	Undertaking initiatives for legislative and regulatory changes for integrated adaptation to climate change affecting the territory of Sofia Municipality
A.1.2	Establishment of a municipal financial mechanism for sustainable development
A.2.3	Strategic planning of the development of new and reconstruction of existing elements of the green and blue system and infrastructure of Sofia Municipality and the city of Sofia
A.2.4	Development and implementation of an action plan for protection of the population of Sofia Municipality in case of hot waves
A.3.9	Development of best practices, technologies and solutions for adaptation to climate change and development of a digital catalog with guidelines for households and businesses
A.3.15	Introduction of eco-label of tourist enterprises in Sofia
A.5.6	Creating a network of climate volunteers

The analysis of the identified measures and the need to attract additional private investments and enhanced civic participation in each of them allows to identify 6 key areas of impact of the communication strategy, in which sector-specific objectives should be identified (see below), as follows:

- 1) Energy efficiency and renewable energy in the housing sector
- 2) Energy efficiency and RES in industrial enterprises and buildings in the tertiary sector
- 3) Sustainable transport (in coordination with the measures set out in the SUMP)
- 4) Sustainable waste management
- 5) Support for measures related to adaptation to climate change
- 6) Creation of a favourable internal environment for the implementation of the planned activities

The key measures in the communication strategy of the SECAP of Sofia Municipality, which meet the above priorities, are the following:

Priority 1. Public support for the implementation of the activities of the Municipality in the field of efficient utilization of available resources:

Communication activities according to the proposed communication plan are:

- Organizing and conducting information campaigns, disseminating information materials and publishing all necessary information on the website of Sofia Municipality;
- Development of a specialized platform for sharing information on climate and energy activities
- Use of existing advisory mechanisms - working groups, advisory and public councils.
- Participation in specialized events of external partners to share good practices and exchange experiences;
- Targeted work with traditional and social media

- Initiatives in the education sector

Priority 2. Dissemination of information for improving the quality of services provided by the Municipality:

Communication activities according to the proposed communication plan are:

- Dissemination of information related to complex energy renovations of buildings providing social, cultural and educational services
- Dissemination of information and active involvement of citizens in national programs and local initiatives for renovation of residential buildings
- Dissemination of information on measures and active participation in initiatives and events related to improving air quality
- Dissemination of information and participation in public discussions related to the optimization of the transport system
- Dissemination of information on the improvement and functioning of the sustainable waste management system
- Dissemination of information on planned and implemented measures related to the reduction of damages from disasters and accidents related to extreme weather events

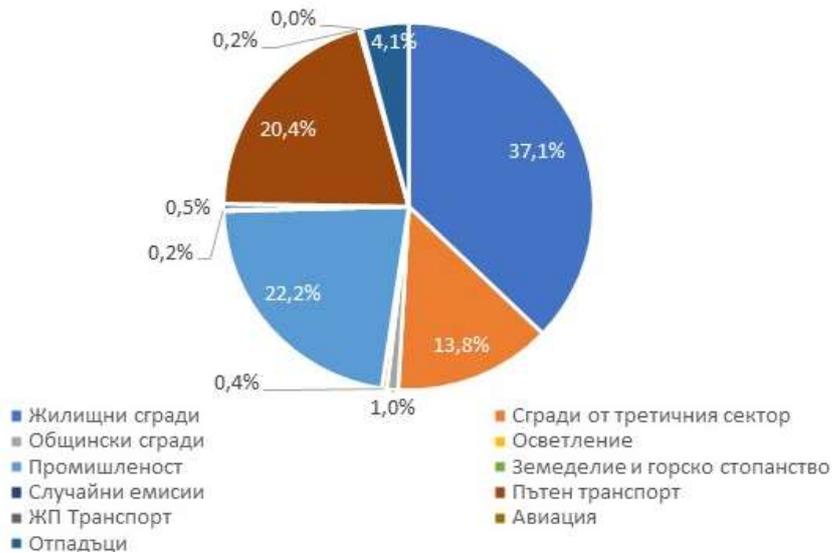
Priority 3: Establishing the vision of Sofia as a natural centre and leader in introducing a low-carbon economy in all sectors to achieve sustainable growth:

Communication activities according to the proposed communication plan are:

- Organization and participation in international, national and regional events;
- Organization of public events related to environmental protection;
- Attracting public figures in support of municipal climate and energy policies and attracting citizens to participate in events and initiatives
- Communication support for projects for energy efficiency and the use of local renewable energy sources in industry and tourism outside the direct sphere of influence of the municipality
- Use of outdoor advertising and advertising in the transport system
- Active work with traditional, electronic and social media

## **IV. Summary presentation of the challenges addressed in the SECAP**

One of the major challenges for the Sofia Municipality in terms of the “mitigation” part of the SECAP is related to the fact that most of the reductions in GHG emissions have to be realized in sectors that are not under the direct management of the municipality. This is because these sectors occupy the highest shares in relation to the total amount of greenhouse gas emissions in the Sofia Municipality in 2018.



Left:  
Residential buildings  
Municipal buildings  
Industry  
Random emissions  
Rail transport  
Waste

Right:  
Tertiary sector buildings  
Public lighting  
Agriculture and forestry  
Road transport  
Aviation

More than 43% of the total amount of reduced GHG emissions by 2030 compared to the current levels of 2018 must be achieved in the housing sector. Another over 20% should be achieved in industry and 13.7% in the tertiary sector (services sector).



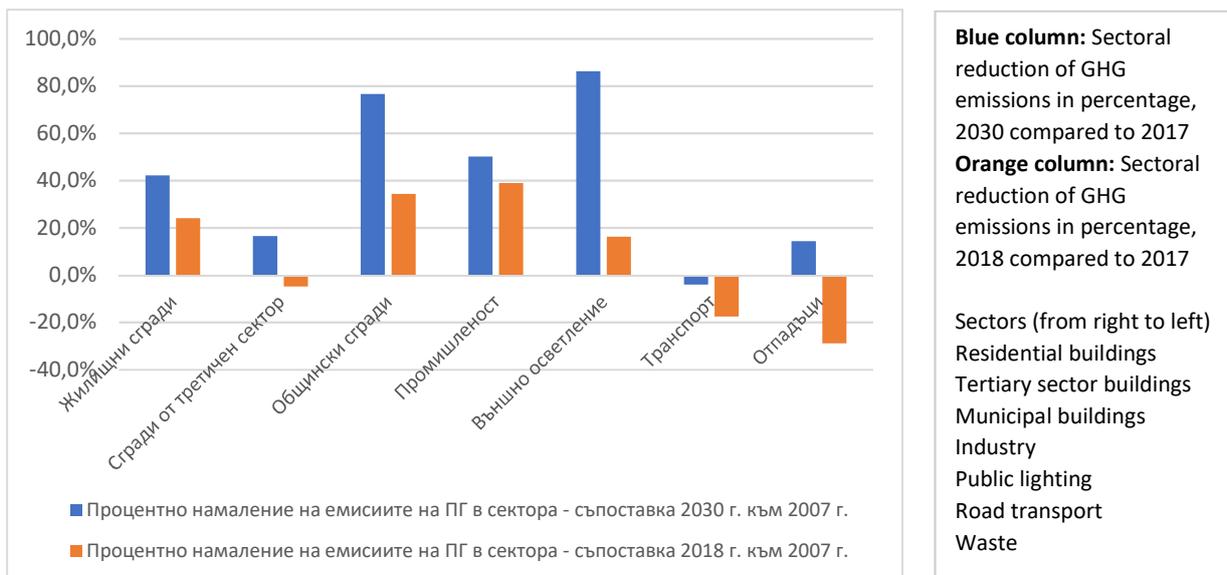
**Share of reduced emissions in 2030 compared to 2018**

Left:  
Residential buildings  
Industry  
Waste

Centre:  
Tertiary sector buildings  
Public lighting

Right:  
Municipal buildings  
Road transport

In the sectors "Buildings in the tertiary sector", "Transport" and "Waste", in the period 2019-2030 a large reduction in GHG emissions should be achieved, against the background of the registered increase in these sectors in the period 2007-2018. In the housing sector, the reductions to be achieved in the new period are approximately equal to those achieved so far.



For the success of the SECAP, it is very important that the Municipality succeeds in successfully implementing the Sustainable Urban Mobility Plan and especially its measures, which affect the reduction of the number of trips by private road transport.

From the information presented so far, it is clear that the plan can be successfully implemented only if citizens and businesses are involved and the municipality is supported by them in the implementation of the plan. The municipality must demonstrate convincingly to all stakeholders the benefits for them, for society and the city as a whole, the appropriate action to be taken to achieve the desired benefits, and the ways and means by which these actions can be implemented. It is of particular importance to mobilize as much as possible the available targeted financial resources from third parties, which will help to direct more resources from own funds for the implementation of the necessary activities. A serious challenge is to ensure complete information supply and transparency, which is necessary both for reporting on the implementation of the plan, and for the timely and proper development of possible corrective actions. Last but not least, it is also important as a mean to provide reliable and comprehensive information to all stakeholders.

In the section "Adaptation" undoubtedly the biggest challenge is that the topic is completely new and has not been practically developed not only at the municipal but also at the national level. It is necessary for the municipality to take fundamental actions related to the legislative initiatives to change the legal framework and find appropriate solutions to reflect on the issues related to adaptation to climate change and the wider introduction of the topic of climate in educational programs. It is very important to build the necessary partnerships with the scientific community and the non-governmental sector in order to unite efforts to study the gaps in knowledge and information and to upgrade the analytical and information base.

<b>Main new factors / measures for the change of GHG emissions by 2030</b>	<b>Influence of communication strategy</b>
<b>Residential buildings</b>	

<b>Main new factors / measures for the change of GHG emissions by 2030</b>	<b>Influence of communication strategy</b>
1. Implementation of new more ambitious programs for deep energy renovation of residential buildings.	High
2. Administrative measures to limit the use of coal and liquid fuels in the residential sector.	High
<b>Tertiary sector buildings</b>	
1. Targeted campaigns to persuade the representatives of the sector to take measures to increase energy efficiency and use of energy from renewable sources.	High
2. Decline in trade and services due to the impact of the COVID pandemic 19	Low
3. Administrative measures to limit the use of coal and liquid fuels in the sector.	High
<b>Industry and construction</b>	
1. Targeted campaigns to convince the representatives of the sector in the benefits of the implementation of measures for energy efficiency and use of energy from renewable sources and for the establishment of energy cooperatives between the enterprises for shared production and consumption of own energy from renewable sources.	High
2. Decline in production due to the impact of the COVID pandemic 19	Low
3. Administrative measures to limit the use of coal as well as liquid fuels, except for production purposes.	High
<b>Transport</b>	
1. New measures in the transport sector, such as: expanding the metro network, modernisation of the public transport fleet to reduce the use of liquid fuels, new car parks, new paid parking areas, restricting car access to central areas of the city, etc. .	Average
2. Establish an organization for access to more reliable data for more accurate calculation of energy consumption in private transport.	Low
3. Gradual renewal of the private car fleet and wider penetration of gaseous fuels and electric vehicles.	High
<b>Municipal buildings</b>	
1. More ambitious, deep energy renovation of previously unrenovated buildings with good potential for energy savings.	High (domestic audiences)

<b>Main new factors / measures for the change of GHG emissions by 2030</b>	<b>Influence of communication strategy</b>
2. Measures introduced for the use of energy from renewable sources in renovated buildings and buildings that are to be renovated.	High (domestic audiences)
3. Implementation of additional energy efficiency measures in already renovated buildings.	High (domestic audiences)
4. Complete cessation of the use of coal for heating, although their share is already small.	Low
<b>Outdoor public lighting</b>	
1. Complete modernization of street lighting systems	Low
<b>Waste</b>	
1. Establishment of an organization for registration of the quantities of methane caught from the landfills for solid waste.	Low
2. Inclusion of methane emissions from sludge in wastewater in the inventory.	Low

## V. Leading principles of communication strategy

The leading principles of the communication strategy are related to both the identified challenges and the key measures of the SECAP, for which the strategy is crucial. The transformation of the economy towards a sustainable future will follow several main directions, which, in addition to achieving zero greenhouse gas emissions, also emphasize the **protection of the health and well-being of citizens from environmental risks and impacts**. In this regard, the guiding principles of the communication strategy, which are to be followed in implementing it, are as follows:

- *Supply of clean, affordable and secure energy*
- *Mobilizing industry for a clean and circular economy*
- *Construction and renovation of buildings in an energy and resource efficient way*
- *Accelerate the transition to sustainable and intelligent mobility*
- *Ambition for zero pollution to achieve a non-harmful environment*
- *Conservation and restoration of ecosystems and biodiversity*

The EC recognizes that the **participation and involvement of the public and all stakeholders** is crucial to the success of the *European Green Pact*. The implementation of the transformation of the economy will be financed through large-scale public investments, through which, however, private capital must be directed to action in the field of climate and environment. The main focus is on highlighting energy efficiency as a top priority in efforts to achieve this goal (by reducing overall energy demand) and RES as an additional tool that is increasingly replacing conventional (mostly fossil) energy sources. In this direction, the following specific areas of intervention are identified, which will be taken into account in the planning and implementation of the communication campaign:

- ✓ **The role of a model of public authority buildings**, with specific goals and actions for energy savings and efficiency; introduction of energy management systems and implementation, where possible, and of innovative financial mechanisms such as energy performance contracts.

- ✓ Strengthen the understanding of the social aspects of energy efficiency by taking into account the benefits of reducing **energy poverty** and related **air quality** in the urban environment.
- ✓ Promoting cost-effective **deep energy renovation of buildings** , introducing a smart readiness indicator and promoting e-mobility
- ✓ The application of the national definition for **nearly zero-energy buildings (nZEB)**, which from 2019 is mandatory for all new public property buildings, and from 2021 for all other new buildings. The requirement for nZEBs is that they must have a **very high level of energy efficiency and have a significant share of energy from renewable sources** . When renovating buildings, it is required to implement the decision that is the most financially advantageous to achieve the highest possible class of energy consumption of the building. Instruments such as the certification and labelling of buildings, as well as energy performance certificates, aim to provide a market-oriented signal for energy-efficient buildings and to stimulate the introduction of energy efficiency measures.
- ✓ Support and stimulation of **energy communities**<sup>1</sup>, through which people, local authorities and SMEs can establish themselves as legal entities to cooperate in the production of **renewable energy**. Through the energy communities, citizens will now be able to generate revenues, to secure different services or meet their own needs. Energy suppliers are given the opportunity to install renewable energy systems in private buildings. EU Member States are expected to provide the most simplified procedure through a simple notification for the connection of small installations for the use of renewable energy to 10.8 kW of installed capacity and to introduce favourable frameworks to support citizens and communities investing in energy from renewable sources, as the deadline for this to happen is June 30, 2021.
- ✓ Promotion of the opportunities for participation in the national programs in support of energy efficiency and RES; implementation of future mechanisms for financing projects for energy efficiency and renewable energy through energy bills and local taxes, development of one-stop shops and use of resources from the future National Decarbonisation Fund.
- ✓ Promoting the effect of the modernisation of **municipal outdoor lighting systems**; dissemination of information on programs to support the development of **industrial parks** and improvement of their connectivity infrastructure, and programs for energy transformation in the industrial sector.
- ✓ Raising awareness on the importance of preventing, minimizing and addressing the losses and damages associated with the **adverse effects of climate change** and the need for cooperation and strengthening the understanding, action and support in various areas, such as **early warning systems, preparedness for emergencies and risk insurance**.
- ✓ Emphasis on the sectors that use the most resources and where the potential for a **circular economy** is significant, including packaging, plastics, food, construction and buildings, etc.
- ✓ Promoting the objectives of **restoring damaged ecosystems** and rivers, improving the status of protected habitats and species in the EU, returning pollinators to agricultural land, reducing pollution, greening cities, strengthening organic farming and other agricultural practices that contribute to biodiversity, and improving the condition of forests.

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<sup>1</sup> <sup>14</sup> According to the RES Directive, a "renewable energy community" is a legal entity: (a) which, in accordance with applicable national law, is based on open and voluntary participation; it is autonomous and effectively controlled by shareholders or members located near renewable energy projects that are owned and developed by a legal entity; (b) its shareholders or members are natural persons, SMEs or local authorities, including municipalities; (c) whose principal purpose is to provide environmental, economic or social benefits to its shareholders or members, or to the local areas in which it operates, and not to financial gain.

## VI. Analysis of the current situation

Despite the undisputed public activity of the municipal administration on topics related to policies and current activities in the field of climate and energy, at present Sofia Municipality does not have an official communication strategy with clear goals and quantitative indicators regarding the desired changes in attitudes and behaviour of citizens along the various dimensions of this complex field of action. This is largely explained by the lack of comprehensive studies applicable to the full scope of the SECAP. This gap is to some extent filled by the research done during the development of the Vision for Sofia, both in terms of the individual dimensions of municipal governance and in terms of the measures set out in this leading strategic document. Unfortunately, although their data are sufficiently indicative of the assessment of the importance of certain policies and the approval of specific measures, they provide relatively little information on attitudes towards personal participation (including through financial investment) in climate and environment protection activities. On the other hand, compared to other studies on specific topics (urban mobility, waste management), serious discrepancies are identified between the assessment of the priority of policies and attitudes towards personal participation, and this is particularly evident with regard to restrictive measures. Similarly, there are often differences between the perception of the importance of a policy and the evaluation of the activities of Sofia Municipality, which implies the need to improve the communication support of the actions taken by the municipal administration. It is for these reasons that the activities proposed in the communication strategy envisage a sociological study to identify motivating factors for transforming a positive attitude towards policies into proactive individual and community behaviour, which will allow setting specific goals related to the effect of the communication campaign.

For example, the survey of attitudes towards the future development of Sofia and the suburbs, conducted as part of the process of developing a "Vision for Sofia"<sup>2</sup>, identifies a number of SECAP-related policies that enjoy strong public approval, but which are not necessarily related to behavioural changes or investment attitudes. Such are, for example, measures such as the use of renewable sources for energy production (wind energy, solar energy, etc.), the creation of new forests in suburban areas, the implementation of energy efficiency measures in all existing buildings, the use of rainwater (for sanitary needs, for irrigation, for industrial activities, etc.). The actions in the direction of preserving the living environment in the city are also highly appreciated by the respondents. The focus is on topics related to the aesthetics and quality of the urban environment, clean environment, which covers almost all aspects - water, air, streets, noise, etc., as well as public transport. "Healthy lifestyles in a quality, living and clean environment" is considered one of the most important priorities for citizens, and health, education and innovation are assessed as leading areas of public policy expectations. This in turn gives a clear idea of the communication arguments that should be used in the framework of the communication strategy and the specific activities related to it. It is especially gratifying that these policies are also in the centre of attention of the youngest (15-19 years), who will be among the most active participants in the communication initiatives of the municipality and among the determinants of investment decisions related to quality and lifestyle at the end of the planning period. On the other hand, this is a serious argument for intensifying activities in the field of education, incl. "Promoting initiatives aimed at the exchange of students and young professionals and entrepreneurs and the introduction of training of teachers in modern practices for education and flexible learning" (ibid, p. 97), as well as the implementation of individual

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<sup>2</sup> Vision for Sofia. Report on a representative sociological survey on attitudes towards the future development of Sofia and its suburbs. Available at [https://vizia.sofia.bg/wp-content/uploads/2019/10/%D0%98%D0%B7%D1%81%D0%BB%D0%B5%D0%B4%D0%B2\\_%D0%B0%D0%BD%D0%B5-%D0%B7%D0%B0-%D0%BD%D0%B0%D0%B3%D0%BB%D0%B0%D1%81%D0%B8%D1%82%D0%B5-%D0%BA%D1%8A%D0%BC-%D1%86%D0%B5%D0%BB%D0%B8%D1%82%D0%B5-%D0%B8-%D0%BC%D0%B5%D1%80%D0%BA%D0%B8%D1%82%D0%B5-%D0%BD%D0%B0-%D0%92%D0%B8%D0%B7%D0%B8%D1%8F-%D0%B7%D0%B0-%D0%A1%D0%BE%D1%84%D0%B8%D1%8F.pdf](https://vizia.sofia.bg/wp-content/uploads/2019/10/%D0%98%D0%B7%D1%81%D0%BB%D0%B5%D0%B4%D0%B2_%D0%B0%D0%BD%D0%B5-%D0%B7%D0%B0-%D0%BD%D0%B0%D0%B3%D0%BB%D0%B0%D1%81%D0%B8%D1%82%D0%B5-%D0%BA%D1%8A%D0%BC-%D1%86%D0%B5%D0%BB%D0%B8%D1%82%D0%B5-%D0%B8-%D0%BC%D0%B5%D1%80%D0%BA%D0%B8%D1%82%D0%B5-%D0%BD%D0%B0-%D0%92%D0%B8%D0%B7%D0%B8%D1%8F-%D0%B7%D0%B0-%D0%A1%D0%BE%D1%84%D0%B8%D1%8F.pdf)

projects initiated by pupils and students and implemented with the support of educational institutions and Sofia Municipality.

These positive attitudes are largely confirmed by a nationally representative survey of Alpha Research commissioned by the European Council for Foreign Relations<sup>3</sup>, conducted in January 2021. It clearly acknowledges the approval of Bulgarian citizens for "green" measures as a priority of the government (over 70%), but also shows the lack of information and dissatisfaction with national policies in the field. At the same time, there are serious declarative intentions for personal participation in measures such as afforestation and improvement of urban areas and inter-block spaces (67%), reduction of the use of plastic packaging (65%), separate waste collection (65%), investment in thermal insulation of a dwelling (52%), walking or cycling short distances instead of a car (50%), using rail instead of a bus or plane if upgraded (47%). However, as is often the case, declared intentions rarely coincide with actual behaviour, which is confirmed both by sectoral statistics and, indirectly, by the eye-catching information from Vision for Sofia, according to which the majority of Sofia residents have never participated in community activities, but more than half say they would.

Studies on various sectoral policies confirm these trends. Thus, a study by Alpha Research on the attitudes towards air quality policies from the period 2018-2020<sup>4</sup>, registered a negative assessment of municipal policies and ignorance of the measures taken and planned, despite the overall high priority of policies in this direction. Similarly, measures for sustainable mobility, according to a study by the INNOAIR project from February 2021<sup>5</sup> find unequivocal acceptance only among the "early followers", while the other studied groups - car users, residents of certain neighbourhoods and business organizations, highlight a number of problems for which solutions can be sought in systematic communication efforts:

*"Participants realize that we need to gradually move to more sustainable urban mobility, they know how it is abroad. However, they are not particularly inclined to accept new restrictions or increased prices for services if they have no alternative. They are dissatisfied with the slow developments and especially with the non-compliance with the rules and regulations now, which makes them doubt the results of the planned innovative measures. Palliative measures or small innovations will not be enough to persuade them to switch to another transport without resolving the difficulties with timetables, routes, cost and hygiene in public transport; unquestioned observance of the rules; bearing the cost of all, including local government and administration itself. In order to implement the envisaged pilot measures, a very good communication campaign is needed with people who travel mainly by car."*

*INNOAIR (2021) Public Attitudes towards Switching to Public Transport or Active Transport, p. 22*

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<sup>3</sup> European Council on Foreign Relations (2021) For 70% of Bulgarians, green measures must be a priority in governance. Electronic publication. Available at: <https://ecfr.eu/sofia/publication/%D0%B7%D0%B0-70-%D0%BE%D1%82-%D0%B1%D1%8A%D0%BB%D0%B3%D0%B0%D1%80%D0%B8%D1%82%D0%B5-%D0%B7%D0%B5%D0%BB%D0%B5%D0%BD%D0%B8%D1%82%D0%B5-%D0%BC%D0%B5%D1%80%D0%BA%D0%B8-%D1%82%D1%80%D1%8F%D0%B1%D0%B2%D0%B0/>

<sup>4</sup> Alpha Research (2020) Coherence of air purity policies. Attitudes of the residents of Sofia 2018 - 2020. Available at: <https://www.sofia-da.eu/images/resources/4.INNOAIR-Alpha.Research-Boryana.Dimitrova.pdf>

<sup>5</sup> INNOAIR (2021) Public attitudes towards switching to public transport or active transport. Available at: [https://www.sofia-da.eu/images/projects/InnoAir\\_4-Focus\\_groups\\_sm.pdf](https://www.sofia-da.eu/images/projects/InnoAir_4-Focus_groups_sm.pdf)

The need for wider public recognition of the measures taken by Sofia Municipality is evident from the sociological survey on the quality of life in Sofia, conducted by "Vision for Sofia"<sup>6</sup>. Particularly impressive is the fact that all the components included in the indicator "environment" are critically assessed by the citizens of Sofia, as the air pollution is experienced as one of the most dramatic problems for the city. It is recommended that the green system of the city be considered differently, as the inter-block neighbourhood spaces remain the object of dissatisfaction on the part of the citizens. Increased pressure for a better urban environment, focused specifically on green spaces in neighbourhoods, can and should be used for the purposes of the communication strategy in support of the SECAP, as it provides a number of opportunities for active citizen participation in the municipal policies.

Another key topic for the implementation of the SECAP is the information provision and the active involvement of the municipal administration in the implementation of the activities under the plan. From this point of view, a number of improvements are possible, which is confirmed by the analysis of "Vision for Sofia", which insists that the efforts of Sofia Municipality to improve the access to information should focus not only on publishing accessible and comprehensive information, but also to improve the skills and motivation of the administration staff.<sup>7</sup> Special attention is paid to the quality of public consultations, work with NGOs and the functioning of local public councils, which, together with capacity building and activation of local administrations for direct work with citizens, are perceived as key activities for the implementation of a large part of the measures set in the SEAP.

#### Analysis of strengths and weaknesses, opportunities and threats

<b>STRENGTHS</b>	<b>WEAKNESSES</b>
<p>A large number of implemented projects with the introduction of energy saving measures (ESM) in public buildings of the educational, social and cultural infrastructure</p> <p>Energy efficiency policy by Sofia Municipality consistently pursued over the years (embedded in Integrated Plan for Urban Recovery and Development, Municipal Development Programme, SEAP, etc.)</p> <p>Developed administrative and technical capacity of Sofia Municipality in the field of energy efficiency</p> <p>Growing interest from the community (citizens and businesses) in the introduction of energy saving measures in public and private buildings</p> <p>Accumulated experience on the part of contractors - construction companies, designers and auditing</p>	<p>Limited own financial resources of Sofia Municipality for financing measures in the field of energy and climate</p> <p>Lack of practical experience in implementing projects to the highest energy efficiency classes</p> <p>Lack of awareness and sufficient understanding on the part of the community (citizens and businesses) about the effect of the implementation of the ESMS</p> <p>Insufficient capacity of the business to prepare and apply with projects to various funding and financing institutions</p> <p>Insufficient experience and lack of sufficient expertise for the design of projects with a high energy performance characteristics</p> <p>Lack of implemented facility management systems in public buildings</p> <p>Insufficient information dissemination capacity</p>

<sup>6</sup> <sup>151</sup> Vision for Sofia. Report on "People". The Sociological Survey on Quality of Life. Available at: <https://vizia.sofia.bg/wp-content/uploads/2019/05/%D0%98%D0%B7%D1%81%D0%BB%D0%B5%D0%B4%D0%B2%D0%B0%D0%BD%D0%B5-%D0%B7%D0%B0-%D0%9A%D0%B0%D1%87%D0%B5%D1%81%D1%82%D0%B2%D0%BE-%D0%BD%D0%B0-%D0%B6%D0%B8%D0%B2%D0%BE-D1%82.pdf>

<sup>7</sup> <sup>151</sup> Vision for Sofia. Management Report. Available at: [https://vizia.sofia.bg/wp-content/uploads/2018/01/%D0%94%D0%BE%D0%BA%D0%BB%D0%B0%D0%B4\\_%D0%A3%D0%BF%D1%80%D0%B0%D0%B2%D0%BB%D0%B5%D0%BD%D0%B8%D0%B5.pdf](https://vizia.sofia.bg/wp-content/uploads/2018/01/%D0%94%D0%BE%D0%BA%D0%BB%D0%B0%D0%B4_%D0%A3%D0%BF%D1%80%D0%B0%D0%B2%D0%BB%D0%B5%D0%BD%D0%B8%D0%B5.pdf)

<p>companies - for the implementation of energy efficiency projects</p> <p>Municipal property of the district heating company, which provides a large part of the energy for the end users in the municipality</p>	<p>Incomplete planning, normative and institutional framework and analytical base regarding the “adaptation” policies</p> <p>Need for significant financial resources for renovation of the building stock</p> <p>Difficult access to local renewable energy sources</p>
<p><b>BENEFICIAL OPPORTUNITIES</b></p> <p>Funds available under the Operational Programs and from other donors for implementation of energy efficiency projects on the territory of Sofia Municipality</p> <p>National program for renovation of multifamily residential buildings</p> <p>Participation in international projects for exchange of experience and sharing of good practices in the field of energy efficiency</p> <p>Existence of a large housing stock and public buildings with the potential for implementation of the ECM</p> <p>Increased legal requirements regarding the energy performance of new buildings</p> <p>Untapped potential for development of energy communities, including the implementation of RES</p> <p>Rising energy prices will shorten the payback periods</p> <p>Use of external expertise in the design of projects</p> <p>Introduction of green public procurement</p> <p>The district heating company is an obligated party under the Energy Efficiency Act, and as such must invest in energy saving measures at the final consumption</p>	<p><b>THREATS (RISKS)</b></p> <p>Economic crises caused by the impact of external factors, which cannot be influenced by the Municipality</p> <p>Political uncertainty and persistent lack of access to public resources</p> <p>Financial risk in large-scale crises and disasters</p> <p>Poor implementation of the investment projects</p> <p>Non-fulfilment of the set goals for energy savings due to technical or behavioural reasons</p> <p>Lack of interest of the district heating company to carry out activities with end users</p> <p>Lack of interest of the municipal administration and / or the users of municipal sites for the implementation of specific measures for energy management and adaptation to climate change and conducting campaigns to change the behaviour of employees and occupants of buildings</p> <p>Unwillingness of local communities to participate in planned activities and in the communication campaign</p> <p>Lack of cooperation from the representatives of the local administrations</p> <p>Abrupt changes and lack of continuity in the municipal administration</p>

## VII. Planning and setting goals

The objectives of the communication strategy should be in line with the implementation of the above measures. As the definition of clear and specific objectives for the results of the implementation of the communication strategy is possible only with excellent knowledge of the starting position, in the first two months of the implementation of the communication strategy a sociological survey will be conducted, potentially subcontracted to an external contractor. It should find out what are the attitudes to the specific policies of the municipality in the field of energy efficiency of buildings, the use of renewable energy, transport, waste management, the attitude and understanding of the effects of climate change, and (in order to be used as a control issue) what are the personal intentions and expectations for investing in energy efficiency and renewable energy in the short term (at home or at work). According to the obtained

results and their analysis, the set strategic and specific sector goals will be optimized. At this stage, they are determined as follows:

- A. Significant increase (more than 20% compared to the initial results) of the positive attitude of the citizens towards the renovation of the residential and public buildings and the improvement and aestheticization of the urban environment;
- B. Significant increase (more than 50% compared to the initial results) of the positive attitude towards the utilization of local energy sources and support for their use in sites in the municipality;
- C. Adopting policies related to energy management, climate change and environmental protection as a top priority for urban governance
- D. Significant increase (more than 20% compared to the initial results) of the assessment of the citizens and guests of the city for Sofia as a **centre of clean energy and sustainable growth**.

The specific objectives set are related to the **key areas of impact** of the communication strategy, following the process of promoting attitudes for investment or participation in activities related to improving energy efficiency and adaptation to climate change. They are defined as follows:

- 1) Increase of the intentions for participation in the programs for renovation of the residential buildings with included component for own financing by more than 20% compared to the initial results
- 2) Increase of the investment intentions of the owners of industrial enterprises and buildings in the tertiary sector for introduction of measures for energy efficiency and RES in the short and medium term by more than 100% compared to the initial results
- 3) Increase the approval of the Sofia Municipality measures in the field of sustainable urban mobility by more than 30% compared to the initial results (in coordination with the Plan for Sustainable Urban Mobility)
- 4) Increase the approval of the energy efficiency policy by Sofia Municipality measures in the field of waste management by more than 20% compared to the initial results
- 5) Raising the awareness of the citizens of Sofia about the policies and activities related to adaptation to climate change by more than 30% compared to the initial results
- 6) Increasing the support and self-identification of the employees of the Municipality with the municipal activities in the field of climate and energy by more than 50% compared to the initial results

The study should be repeated in the same parameters in the middle and after the end of the planning period, and shorter control studies in may be conducted at the end of each calendar year with a view to taking appropriate corrective action.

Within the framework of the set goals, the implementation of specific tasks will be envisaged in view of the specific activities set in the SECAP for each year, special events organized by the municipality and external events according to the annual action plans (see below). The criteria for the implementation of the tasks are not expressed in a change of attitude, but in qualitative and quantitative indicators of the disseminated information and the received feedback.

## VIII. Defining the target groups

Defining the target groups and defining specific goals for each of them is a key moment in the development of the strategy. The main target groups are determined by the team for the implementation of the communication program according to specific criteria based on the set goals. The program should not be limited to groups that will participate in the implementation of the objectives, but also includes those that will be direct or indirect users of the results. The involvement of the internal audiences is obligatory: municipal councillors who are interested with the considered problem area, experts in the administration,

municipal employees and others. The main groups, among which the groups of key importance for achieving the objectives of the SEAP of Sofia should be selected, are the following:

- Municipal Council and the representatives of the municipal administration;
- users of municipal properties;
- municipal companies;
- obligated parties within the meaning of the Energy Efficiency Act, incl. energy suppliers;
- technology centres and companies;
- local representations and individual members of branch organizations (BCC, BIA, BCCI, etc.);
- industrial enterprises;
- local SMEs;
- energy agencies and consultants
- facility managers
- construction companies and distributors of materials, components and technologies;
- individual homeowners and condominium representatives;
- visitors and guests of the city;
- civic associations and NGOs;
- research institutions and universities;
- educational institutions;
- the regional information centre;
- banks and other local financial institutions;
- regional and local media, etc.

The list should be constantly optimized and supplemented by the members of the team for the implementation of the communication program.

The practical implementation of the strategy is mediated by the structuring of the target groups in relation to the key areas and topics in which the communication activities are expected to have a significant effect on the implementation of the set goals.

Target groups related to the renovation of residential buildings

- facility managers
- construction companies and distributors of materials, components and technologies;
- professional and branch organizations (BCC, BACEA, CAB, CEID, BAIC, etc.)
- individual homeowners and condominium representatives;
- commercial banks and specialized financial institutions;
- regional and local media, etc.
- energy agencies and consultants

Target groups related to the implementation of energy efficiency measures in industry and the tertiary sector:

- obligated parties within the meaning of the Energy Efficiency Act, incl. energy suppliers;
- technology centres and companies;
- local representations and individual members of branch organizations (BCC, BIA, BCCI, etc.);
- industrial enterprises;
- local SMEs;
- energy agencies and consultants

Target groups related to sustainable transport:

- owners and users of vehicles
- specialized groups in social media

- providers of shared transport and active mobility services
- local small and medium enterprises
- business associations and branch organizations (BCCI, BIA, CEIBG, etc.)
- educational institutions
- media

Target groups influencing citizens' behaviour in terms of waste management:

- civil society organizations and NGOs
- providers of sustainable waste management services
- specialized groups in social media
- educational institutions
- media
- facility managers / condominium associations

Target groups related to behavioural change and implementation of measures related to adaptation to climate change

- civic associations and NGOs;
- research institutions and universities
- educational institutions;
- regional information centre;

Internal communication / employee engagement

- Municipal Council and the representatives of the municipal administration;
- users of municipal properties;
- municipal companies.

#### SPECIAL EMPHASIS: EMPLOYEE ENGAGEMENT

Municipal officials are very important in the process of developing and implementing the Sustainable Energy and Climate Action Plan; they must have an enhanced understanding of its importance and their role in this process. Many of the ideas developed for the representatives of business and civil society can be applied to municipal specialists:

- ✓ Mapping of officials or departments whose work may be related to reducing carbon emissions. Some of these teams may have explicit reduction targets; for others, a link will need to be made between the objectives of the strategy and their own priorities.
- ✓ Conducting an internal information campaign not only to inform others on the issues of sustainable production and consumption of energy and clean transport, but also to establish links with various teams and departments. It is necessary to know what the various directorates and departments are already doing for carbon reduction. On this basis, they can be effectively involved in the planned activities or other joint activities can be implemented. For example, the staff of the municipal Contact Centre could include energy advice in their contacts with citizens.
- ✓ It is possible to use different communication channels, such as:
  - Printed publications / materials:

- E-mail - used as an information and motivational tool; it could also be used as a permanent footnote to promote campaigns, such as the "Energy and Climate Week"
- Information boards in the departments of the municipality
- Visual messages:
  - Internet / intranet messaging
  - Forums / thematic chat rooms
  - Video materials
- Direct contact / face to face:
  - Staff meetings
  - Presentations for key departments
  - Meetings with the heads of the directorates. This can be done in conjunction with a key political figure or senior executive to ensure a real commitment.

### ➤ **Choosing the right message**

There are various motivating factors for attracting each of the identified target groups. They can be analysed by a brainstorming session with the participation of the entire team for the implementation of the communication program, based on their experience and knowledge of the communication situation and the results of the survey. On this basis, a unifying message should be developed to serve as a reference point for all future communication activities. Given the natural resources and infrastructural capacities of the municipality, it is quite logical to position Sofia as a "city of clean energy", as this message, in addition to contributing to the overall vision of the municipality, can be developed with specific messages based on identified motivating factors and communication arguments for each target group (see table below). However, any public event must work in support of the common message developed.

For the purposes of this strategy, the individual target groups are unified into the following categories, for which appropriate communication arguments and messages have been identified:

#### Communication arguments related to the renovation of residential buildings

##### A. End users:

- Renovation brings direct financial benefits / reduces energy bills
- Let's renovate now so as not to lose money - the state subsidy will decrease
- Renovation increases the comfort and health of the home, our children will live in better conditions
- Renovation is modern, and living in a good and well-maintained building is important for modern people
- The renovation increases the price of the property; if we don't renovate it, it will have a lower value on the market
- Renovation makes our city more beautiful and our neighbourhood more pleasant
- There is no one else to give us funds for imminent repairs of the building, if not the renovation programs
- Let us produce from renewable sources part of the energy needed for the building: this way we will be less dependent on the energy supplier and we will contribute to the reduction of pollution.

##### B. Service providers along the value chain

- Renovation policies will be supported by the state and the EU in the long-term
- The jobs created are sustainable because the demand will be long-term
- The economic potential of the sector is huge

- The sector is open to innovation and development
- Renovation is part of a comprehensive service related to real estate management and the constant desire to improve housing conditions
- The construction of highly efficient and green buildings enables the realization of a better product and greater profit

Communication arguments related to the implementation of energy efficiency and renewable energy measures in industry and the tertiary sector:

- Energy efficiency is insurance against rising energy prices; it reduces costs and increases profits
- The realized energy savings can be traded and bring additional income
- There is now a public resource and a very affordable credit resource for energy efficiency, which allows the modernization of production processes
- The market requires "green" company policies, they are a working tool for marketing and advertising
- The development of energy cooperatives for the production of energy from renewable sources with other enterprises, with the municipality and with communities of citizens will make the enterprises more energy independent.

Communication arguments related to sustainable transport:

- The use of vehicles has a practical alternative for each of us, which saves time, money and nerves
- If we want good air quality, we can't continue to live in our cars
- Active mobility means health and better life
- Our role models (e.g. successful young people / our "One Hundred Faces") do not use cars

Communication arguments related to sustainable waste management:

- If we want to protect nature and live in a friendly urban environment, we cannot remain irresponsible to waste; with separate collection we reduce environmental pollution and enjoy cleaner air, water and soils
- Just one ton of recycled paper saves 13 trees from felling. If we recycle one ton of plastic, we save the electricity that a Bulgarian household uses for two years
- Waste is money; if we collect separately, this money stays in our city and does not go to the landfill
- Everyone knows how waste is collected in Europe and how clean the cities there are - does anything prevent ours from being like them?

Communication arguments in the implementation of measures related to adaptation to climate change

- The climate is changing and we all see it - if we do not adapt, the damages will be enormous
- Adapting to climate change means protecting our health and having less damage from hot weather, floods, fires, landslides and accidents - and they will all become more frequent
- To adapt to change means to be healthier, to live in a greener city and to breathe cleaner air
- Climate change threatens the most important things for us - clean water, air, nature. Their protection depends only on us

Communication arguments related to the involvement of the employees of the CA.

- Protecting the environment is important for ourselves and our families and friends - it gives meaning to our work and we can be proud of it
- Climate and environmental measures affect all activities of the administration; in order to be good at our job, we need to know them
- The programs for climate, energy and environment shape the public image of Sofia Municipality; if we do not know them well and do not get involved in them, we will be isolated from our teams and colleagues in other departments

## IX. Defining the tools for communication

Most often, each target group has a specific use of communication channels and prefers certain sources of information. During the first four months of its work, the communication program implementation team should regularly consult with representatives of the target groups on the patterns of information use on topics of energy efficiency and renewable energy sources, and identify the most appropriate communication channels for each of them. Immediately afterwards, it is necessary to prepare appropriate basic information materials for each of these channels, describing the current state and forthcoming activities under each of the stated priorities.

The existing database of contacts of the media and partner organizations of the municipality should be specified, and the most important media representatives should be invited to individual meetings to present the municipal energy program. Special emphasis will be given to work with social media. Opportunities for individual meetings with leading representatives of the target groups (so-called "opinion leaders") should not be overlooked.

All the necessary information must be kept up to date and easily accessible from the municipal website and social media profiles, providing the opportunity for feedback and consultation, especially with media representatives. It is also important to provide accurate and meaningful data, especially when talking about climate change and emissions' reduction. In addition, it is recommended that information centres for energy efficiency in the municipality operate in parallel, providing free consultations for citizens and companies in connection with the services provided by the municipality and current programs to support energy efficiency projects at the national level. In view of the objectives set in the strategy, this may include direct work and visits at meetings of homeowners' associations in multi-family residential buildings.

### Strategic approach to *Defining the communication tools*



**Inside out**

- Selection of a professional team to implement the integrated communication strategy and plan and to carry out internal and external coordination of activities, identification of roles and partners
- Relationship between individual projects and stakeholders, and building synergies for content management and communication plan
- Include SECAP-related content in internal channels and add new content and new channels.

### **Key partnerships**

- Defining the main partners with whom the planned initiatives will be implemented - business, non-governmental organizations, institutional partners, media, opinion leaders, influencers
- Defining the main events and existing initiatives that can contribute to the implementation of the strategy, incl. branch, competitions, conferences.

### **Communication platform**

- Communication and involvement platform, not just sharing information and content, but growing into own media channel, fed by the content of the initiatives and events included in the communication plan
- Establishing of Sofia municipality information centre as part of the existing own channels, with a section on the website of the Municipality and profiles on social networks
- Maintaining links to the new channels and content
- Constant maintenance and updating of the content.

### **Creative concept**

- Strong distinctive message and appearance of communication to be seen and remembered by all target groups
- Sofia - a city of clean energy and sustainable growth, for the purposes of the creative concept and the key vision with a short and clear unifying message: Sofia - clean energy and growth.

### **Strong key initiative**

- The creation of a launch vehicle not only for the main messages, but also for the generation and dissemination of content related to the topic
- Imposing the key initiative with the help of the partner network and the ambassadors and turning it not only into a regular, but also into an expected, recognizable, prestigious event
- Combining efforts in a common communication framework with an annual cycle of implementation and upgrading.

### **Ambassadors**

- Identifying a circle of representatives of the different target groups to be engaged with the idea, united by a common vision for the city and a common desire to contribute to the promotion of the messages
- Engaging the elected ambassadors with active support of all planned initiatives by participating in a communication campaign, sharing in media and social networks, participation in the key initiative.

## X. Communication plan

Local authorities have a key role to play in introducing new policies related to the transition to an energy-efficient and sustainable model, but they would not be able to meet the challenges without the involvement of all stakeholders. That is why the involvement of the target groups is of great importance for the success of the communication campaign in support of the SECAP. All planned actions should be united by a common vision and messages and a common communication goal for engagement. Precisely the engagement - from the creative concept to maintaining dialogue with all stakeholders – is perceived to be a core principle of communication strategy and approach to key target groups.

The role of the municipality is determined by three main types of relationships that may arise between it and the main stakeholders.

1. **Role of facilitator** - the municipality chooses to stay in the background and to support initiatives that arise mainly through administrative measures, funding, etc.
2. **Central role of leader** - the municipality is the basis for the creation and management of the project, provides full support and delegates tasks and responsibilities to key stakeholders, partners and citizens
3. **Partnership or support role** - the municipality works together with local stakeholders to achieve common goals.



The main elements set out in the proposed communication plan are motivated by the **leading role** of Sofia Municipality, taking into account the two main principles - that building partnerships and networks for support and cooperation is fundamental to the success of efforts, and active involvement of citizens in all planned activities.

### Item 1

#### Creative concept

The need for a clear guiding message that unites all the actions that will be embedded in the communication plan is supported by the design of a common image - visual, linguistic and semantic, to

shorten the distance with target groups and set a framework for all key messages, which will be actively exploited.

The presence of the three key words in the application of the creative concept - "Sofia", "Energy" and "Growth" - is not mandatory but allows the use of the main elements that on the one hand describe the vision of Sofia, and on the other, connect this vision with each of us - the citizens of the capital. The visual identity naturally continues the connection between the vision for the future and the participation of every one of its citizens, as the change starts from the deep personal acceptance and understanding, from the understanding that every small action can have a big impact.

### Graphic identity - sign and message

#### Version 1

София  
чиста  
енергия  
и растеж



#### Option 2

София  
чиста  
енергия  
и растеж



## Justification:

The chosen symbol is the graphic expression of the proposed main message "Clean Energy and Growth". Growth, sustainable development and our connection with nature are gathered in the green tree, while the energy needed for development and life is in the "hidden" part of the tree, that is its base, roots, which are even bigger than the tree itself, because of its key importance to growth and development. The roots of the tree do not accidentally outline the lines of a fingerprint, as in one version even the initials of Sofia Municipality are integrated - this is a direct reference not only to our human "footprint" on nature and our city, but also to the contribution we have and could have towards the energy transformation with each of our actions. Exactly one finger is needed to turn off the lights and unnecessary appliances, to make the right choice, to participate, to change something. Each of us is unique, our city is also unique. Each of us has a place and is important for the future of our common home. If we want our city to be a city of clean energy, a city that grows but does not age, a city of sustainable growth and clean air, we must participate responsibly and individually in our common efforts.

The colour palette and typography follow the already set direction of the graphic identity of the Covenant of Mayors for Climate and Energy by displaying the two main colours – blue and green.

Creating a visual identity of the communication strategy and using it in all major communication channels starts with creating at least the following basic materials and patterns:

- graphic sign and message
- colour palette and typography
- key vision
- brochure
- presentation.

**An example of a key vision with all elements included in two versions:** the logo of Sofia Municipality, the Covenant of Mayors for Climate and Energy, the logotype of the Action Plan for Sustainable Energy and Climate, and the new logo and main message.





Столична община



Споразумение на кметовете  
за климата и енергията  
ЕВРОПА

# София чиста енергия и растеж



План за действие за  
устойчива енергия и  
климат на Столична  
община за 2021-2030



[www.sofia.bg](http://www.sofia.bg)

## Brochure template:





## За Нашата Зелена Столица

### София: чиста енергия и растеж

Всички обичаме града си, нали? Всички щяхме да сме наистина горди да видим София сред най-зелените, екологични и устойчиви места за живот и работа в Европа. Но даваме ли си сметка колко ни е трудно, когато ние самите трябва да променим нещо в поведението и навиките си, за да можем всички да живеем по-добре?

Без съмнение са нужни много усилия, за да превърнем София в зеления град, в който искаме да живеем. Община, специалисти, бизнес, граждани - всеки един от нас може и трябва да допринесе за това. И със сигурност ще го направим, защото с всеки ден се убеждаваме, че чистият въздух, природата и активният начин на живот са всъщност най-важните неща за нас. А чистата енергия е ключът към съвременния бизнес, иновациите и икономическия растеж, без които не можем. Но трябва да знаем повече за това.

**Защо промяната се случва в градовете. Каква ще бъде тя, зависи от нас.**

[www.sofia.bg](http://www.sofia.bg)

## София чиста енергия и растеж



План за действие за устойчива енергия и климат на Столична община за 2021-2030

### какво ще правим?

#### Имаме план!

Планът за действие за устойчива енергия и климат на Столична община за 2021-2030 г. ни дава насоки за това какво можем да направим, за да намалим нашето собствено негативно въздействие върху околната среда и да се приспособим към промените в климата, които всички усещаме. И заедно с това да спечелим! Мерките за енергийна ефективност и производство на възобновяема енергия са ключови, защото най-чистата и евтина енергия е тази, която не ползваме.



*Малкото останала енергия, от която ще имаме нужда, можем да си набавим от слънцето, вятъра, земята и водата.*

Устойчивото управление на отпадъците, зеленият транспорт и активната мобилност ни дават чистата околна среда и въздух, за които всички мечтаем. Превенцията на бедствия и аварии и поддържането на екосистемите ще приведат града ни във вида, в какъвто искаме да бъде, и ще намалят щетите при екстремни климатични явления. А всичко това е и икономически изгодно - защото инвестициите в чиста енергия са рентабилни, а европейските средства подкрепят политиките за климата.

**Имаме план с 80 мерки, които ще изпълним. Имаме нужда от теб, за да ги изпълним добре!**

### Как га се включва?



#### Сто лица

Следете какво правят хората, които познавате - те ще бъдат нашите 100 лица, с които заедно ще направим София зелената столица, която искаме да бъде. Обикновено ще ги намирате близо до вас, във вашите квартали, в градинката край блока, но те ще са с нас и когато се събираме всички заедно:

-На ежедневиите дни на климата и енергията - всяка пролет и есен, когато ще споделяме всичко, което знаем за опазването на околната среда и климата, и ще търсим подкрепа за стотиците нови идеи, които ще ни предложат

- В конкурсите "София: енергия и бъдеще", където бизнес, граждани и университетите ще представят своите добри практики и ще се борят за признание и награди за своите иновативни проекти, които ще направят София още по-зелена и здрава
- В инициативите в училищата, където учениците ще учат своите родители и всички нас как да лесним и произведеме енергия и да сме по-отговорни към тяхното бъдеще
- Във всички събития на професионални и неправителствени организации, които ни помагат да научим повече за опазването на околната среда

Най-важното обаче е да не забравяме, че можем да подкрепим мерките за чиста енергия и околна среда по хиляди начини всеки ден, и никога от тях не е по-малко важен от другия. Защото всяка малка промяна показва, че ставаме по-отговорни към себе си и към бъдещето на нашите деца.

### Споразумението на кметовете

#### Най-голямата световна инициатива за климата и енергията

Планът за действие за устойчива енергия и климат на Столична община за 2021-2030 г. е част от ангажиментите на София по Глобалното споразумение на кметовете, към което градът се присъединил през 2018 г. Към средата на 2021 г., Споразумението е подписано от над 10 644 града с 336 640 800 жители в 61 държави по целия свят. Всички те споделят обща визия за 2050 г.: ускоряване на декарбонизацията в териториалните си граници, подобряване на възможностите си за приспособяване към неизбежното изменение на климата и осигуряване на достъп на гражданите до сигурна, устойчива и евтина енергия. Членуващите градове роеят ангажимент за подкрепа на изпълнението на целта на ЕС за намаляване на емисиите на парникови газове и за приемане на общ подход за смекчаване на последните от изменението на климата, като всеки един от тях се задължава да надхвърли минималните цели на съответната държава в тази област.

Всичко за Споразумението на кметовете, както и добри практики от участващите градове, можете да намерите на [www.covenantofmayors.eu](http://www.covenantofmayors.eu).



## **Item 2**

### **Sofia: 100 faces<sup>8</sup>**

#### ***What can be done?***

Engaging ambassadors - persons of the initiative with a commitment to active participation and promotion throughout the communication cycle.

#### ***How can it be realized?***

Communication campaign to attract attention and engage in concrete actions with the leading participation of the ambassadors - a call for involvement of the citizens in the planned initiatives and undertaking concrete actions.

A campaign using outdoor advertising channels (billboards, public transport) and social networks with a game to raise awareness of the small steps we can take in our daily lives that have a major impact on the climate and the environment

The main goal of attracting the ambassadors is to be involved in the active promotion of the main public initiative - Energy and Climate Days, calling for involvement in various ways and standing behind the messages and calls for action of the campaign.

The number of people involved may not be exactly 100, the idea is to be enough to feed the active phase of the paid promotional campaign preceding the Energy and Climate Days, as well as the organic promotion and engagement throughout the rest of the communication cycle.

The ambassadors can be both famous public figures and prominent citizens of the capital, as well as ordinary people, who present the idea of diversity, broad support and common efforts.

## **Item 3**

### **“Sofia: Energy and Future” contest**

In search of a common initiative, guided by the principles of co-creation, but balancing the different levels of maturity and preparedness on the topic of different target groups, the question of how to attract and engage more and more key agents of change leads to ideas that take into account that:

- There are stakeholders who have already made more progress, and promoting opportunities for exchange of experience, specific knowledge and skills and good practices is the only way to sustainable progress for all relevant actors
- Creating a common vision requires both active dialogue and situating the key external stakeholders at the centre of the process, while Sofia Municipality should act in the role of main moderator, facilitator and change agent.

A possible direction for the development of a communication tool based on partnerships, being the main engine of positive change, is the creation of a contest featuring good examples and practices on the path to clean energy and sustainable growth under the auspices of Sofia Municipality.

#### ***What can be done?***

Creating a competition entitled "Sofia: Energy and Future" with a methodology for involving the largest energy consumers: households, industry and construction, transport (road), and paying special attention to the education sector. The aim of the competition is to become a working tool for Sofia Municipality

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<sup>8</sup> The Bulgarian word for capital (“столица”) can be split in two parts, meaning exactly “100 faces”

using the model of the European Climate Pact - it already being a strong tool of the European Commission, and thus to actively work for the publicity of participants and of the shared practices and projects, promoting greater acceptance and inclusion.

Possible thematic areas to outline and competition categories may include, but are not limited to:

- Energy efficiency in industry
- Waste management
- Sustainable transport
- Energy efficiency of buildings.

### ***Who can join?***

All groups of key importance for achieving the objectives of the SECAP of Sofia Municipality:

- municipal companies and users of municipal properties
- local obligated parties under the Energy Efficiency Act, incl. energy suppliers
- technology centres and companies
- industrial enterprises
- local SMEs
- energy agencies and consultants
- facility managers
- construction companies and distributors of materials, components and technologies
- individual homeowners and condominium representatives
- civic associations and NGOs
- research institutions and universities
- educational institutions
- banks and other local financial institutions.

### ***How to participate?***

The general principle of participation of all applicants is to share practices that have led to a reduction in energy consumption, but the specific profile of the individual target groups to be addressed implies adapting the involvement methodology to the energy usage profiles that can be combined in the following four main categories:

- **households** and associations of households
- **business**, incl. industry, transport, construction
- **education** - all municipal schools and centers
- **public sector and civic participation** - municipal administration, district administration, civic associations, NGOs

While business, despite its different size, profile and attitude, can be covered by a methodology that has worked successfully on other similar successful projects, the challenge of involving households and the education sector is different and more needs to be done. and flexibility.

### **How can we encourage households to get involved and participate?**

A good example of citizen engagement is Breda's See2Do project in the Netherlands, which uses the principle of "*seeing is believing*" and introduces infrared imaging as a key tool, which can be seen in certain places in residential and public buildings. In addition, accessible and easy-to-implement saving and optimization measures and tips are communicated.

For the purposes of the competition, the participation of households can be organized in such a way as to encourage future actions by setting an example for others and establishing a prize to be awarded by lottery to one of the eligible candidates. The winner could receive a certain package of possible measures and tools to improve energy efficiency - from thermal protection paint to solar panels. With the precise definition of the involvement criteria and the quality implementation of the project, the result would be a great and very inspiring example for all citizens.

This specific profile and category should be supported by a lot of practical information, energy efficiency tips and a lot of information on so-called energy choices. Additional materials both on the website of the Municipality and the dedicated space for the competition should be prepared, as well as printed materials promoting of the opportunity to calculate the saved costs in implementing the various measures and to visualize the potential of each option.

### **How can we encourage the education sector to get involved and participate?**

Educational institutions and universities have considerable potential for energy saving and attracting them to any initiative supporting the achievement of the objectives of the SEAP of Sofia is extremely important.

To unlock this potential, a 50/50 scheme can be used - well described as working in the examples of good practice of the Covenant of Mayors. Under this scheme, the municipality signs an agreement with each educational institution, provides all the necessary information materials and training to teachers, and the results achieved by saving energy are shared equally as a sum between the two parties.

This scheme builds on the already existing initiatives that take place under several projects of the National Trust Eco Fund, which are already actively working in 7 schools in Sofia, as the following activities are being implemented:

- Teachers are trained with ready-made materials in Bulgarian in a teachers' qualification center
- Facultative disciplines related to climate and energy are created, for which these teachers receive additional incentives from the school budget
- "Energy tours" of the school are being conducted with technical specialists
- Measurements of various parameters are made
- Students and teachers in the facultative disciplines prepare energy saving projects
- The results are measured and the savings are used to finance other activities or give prizes (e.g. study trips).

The specific schools in which this initiative is implemented are the following:

- 56 School "Konstantin Irechek", 37 Tarnovo Str., Lyulin district
- 79 School "Indira Gandhi", 6 "Polk. Stoyan Topuzov" Str., Lyulin district
- 97 School "Bratya Miladinovi", 504th Street, Lyulin district
- 40 School "Louis Pasteur", 17 Ivan Boychev Street, Lyulin district
- 90 School "Gen. Jose de San Martin", 1336 Lyulin 2, Lyulin district
- 7 School "Sveti Sedmochislenitsi", 28 Tsar Ivan Shishman Str., Sredets district
- National High School for Ancient Languages and Culture, Modern Suburb, 16 Baba Str., Ministry of Culture

### ***How can it be realized?***

With own resources and with the help of partners to create their own methodology for inclusion and evaluation, as well as with the support of a strong media partner to announce and provide media coverage of the initiative.

## **Item 4**

### **Sofia Energy Days**

The question of whether citizens should participate in the processes related to the achievement of the objectives of the SECAP of Sofia Municipality has already been replaced by the question of how to involve them more and more effectively in the implementation of the energy strategy and plan.

In search of a communication idea to mobilize the majority of Sofia citizens, an idea that involves various forms of participation and can outline the common vision of the Municipality and citizens for Sofia as a city of clean energy and sustainable growth, we come to the idea of organizing Sofia Days of Energy and Climate.

#### ***What can be done?***

The organization of an annual initiative - a forum on climate issues, has already been identified as a good opportunity to regularly present the results and projects of the Sustainable Energy Action Plan, to discuss them with stakeholders and present their actions and achievements. The idea can be expanded and upgraded for maximum impact and effect on target groups in the following directions:

- A large-scale and visible initiative that includes all the main target groups and creates conditions for covering a maximum number of their representatives, annually, in a certain period and at a fixed place
- Annual cycle of creation and multiplication - using the created content to saturate with information with the help of own, traditional and new media and preparation for the next annual cycle.

The established forum on climate issues can be planned as a Week or Days of Energy and Climate, which will include a mosaic of initiatives and events, united by a common theme and covering all target groups with one message and common actions.

#### ***How can it be realized?***

Every year, on certain days, once or twice per year, as a series of public events and initiatives aimed at citizens and key stakeholders. The organization can use a practice in which Sofia Municipality provides everyone wishing to present their climate and energy related activity with a small stand for a fee, so that, on one hand, to minimize the cost of renting equipment for the exhibition, and on the other, to achieve unification of the presentation of the individual participants.

A good example for a suitable location and organization for the Energy Days are the existing farmers' market and the annual Book Alley.



### ***Possible thematic areas***

The main thematic areas for building the content framework and attracting partners to the initiative may vary for the different editions depending on the priorities of Sofia Municipality. The selection of topics should cover all target groups and provide an opportunity to attract a wider audience of citizens.

- **Connecting with nature:** to slow down, to understand the world around us, the city around us, to walk and do something that charges us without disturbing the balance.
- **Circular economy:** to think about the true purpose of the things we use every day, to throw away less, to reuse, to do more things ourselves, to share stuff, experience, knowledge.
- **Energy and transport:** to reduce energy consumption, because it affects the climate, but also our costs, to calculate our carbon footprint, to learn to turn off appliances that we do not use.
- **Food and agriculture:** to know more about food, to shop responsibly and be informed, to take care of local farmers and agri-environmental systems for food and agriculture, to cook more on our own, to inform and share.

### **Basic elements**

- Active promotion of the initiative and the opportunities for inclusion and participation with the help of the ambassadors
- Building own digital platform as part of the existing main site of Sofia Municipality and creating an event on social networks
- Maintaining active information during and after the event.

### **Major initiatives**

Sofia Municipality already has experience with initiatives dedicated to European Green Week, such as the opening of a special eco-pavilion in South Park, designed to promote clean air and promote separate waste collection and free replacement of old heating appliances with new ones. The initiatives for incentive prizes against textile waste and unnecessary small appliances aimed at households and those aimed at the smallest - quizzes, drawings, songs and gifts, outline a direction in which a larger, more massive and a more visible Energy and Climate Days initiative could be deployed.

### **What can be done?**

- Closing of a central Sofia street for vehicles or the use of a pedestrian one and establishment of an Energy Information Center related to the initiative; its active use during the whole period for direct connection with the target audiences
- Planning of stands for all participants, demonstrations, experimental constructions, activations dedicated to individual topics and exhibitions of the dedicated space.
- Building a small stage and space for the audience for key events, such as the opening, awarding of the participants in the competition with the participation of the ambassadors of the initiative and the closing ceremony, which will be used for direct contact with citizens through presentations, discussions, initiatives for children
- Presentation of the projects and participants in the competition
- Minutes without electricity and electrical appliances
- Pedestrian and bicycle activations on pre-set routes
- Educational initiatives for children
- A marathon to draw attention to energy poverty, converting all calories from mileage / mileage to kWh. The received kWh can be invested or donated by Sofia Municipality to energy poor

## **Item 5**

### **Partnerships, existing initiatives and events**

The building of new partnerships, the development of existing networks and the involvement in existing projects, initiatives and events is the main field of activity of Sofia Municipality in its role of facilitator and partner.

Updating the indicative list of partners as shown below is one of the first steps in the implementation of the communication strategy, followed by organizing face-to-face meetings, updating the calendar of joint initiatives and projects, setting new goals related to the new planned initiatives.

- National Association of Municipalities in Republic of Bulgaria
- Municipal network for energy efficiency EcoEnergy
- Bulgarian Industrial Association
- Bulgarian Chamber of Commerce and Industry
- Bulgarian Association of Small and Medium Enterprises

- The National Association of Small and Medium Business
- Chamber of Architects in Bulgaria
- Chamber of Engineers in Investment Design
- Bulgarian Association for Insulation in Construction
- Bulgarian Facility Management Association
- Chamber of Energy Auditors
- Association of Architects and Consulting Engineers
- National Real Estate Association
- Bulgarian National Consumers Association
- Association of Energy Agencies in Bulgaria
- Sofia Energy Agency SOFENA
- Plovdiv Energy Agency
- Center for Energy Efficiency EnEffect
- Black Sea Energy Research Centre
- Habitat for Humanity
- Decent Home Coalition
- WWF Bulgaria
- GreenPeace Bulgaria
- “Za Zemiata”
- Center for the Study of Democracy
- ARC Fund
- Union of Homeowners' Associations
- UASEG
- Sofia University "St. Kliment Ohridski"(Faculty of Economics)
- Lyuben Karavelov Higher School of Civil Engineering
- Technical University of Sofia
- UNWE
- NBU
- Energy Efficiency and Renewable Sources Fund
- NTEF
- FLAG Fund / Fund for Sustainable Cities
- Regional Fund for Urban Development AD (JESSICA)
- Council of Ministers
- Ministry of Finance
- Ministry of Energy
- Ministry of Environment and Water
- Ministry of Regional Development and Public Works
- Sustainable Energy Development Agency (SEDA)

### **Media and media partnerships**

Work with national and specialized media, as well as the establishment of media partnerships to support major initiatives, should include representatives of national electronic media, news agencies, print and electronic news outlets, private television and radio channels, and specialized and professional media, through regular sending of information, invitations to participate and, if necessary, paid publications and formats.

### **Calendar of events**

The rich event calendar of Sofia Municipality offers the opportunity for involvement and participation in various forms, which could be – without any limitations - as follows:

- Presence with branding, positioning of the key vision, information materials
- Address by representatives of Sofia Municipality, presentation of the SECAP
- Special award of Sofia Municipality - "Sofia - clean energy and growth".

### Exemplary events in the calendar of the capital, business and the public

- Responsible Business Awards of the Bulgarian Business Leaders Forum (BBLF) - annual awards that annually distinguish companies with the greatest contribution to the development of society, education, human capital and the environment.
- Zero-emission economy - from strategy to implementation (November 21, 2021) - an event of Economedia, the conference will present business opportunities from transition to sustainable economic growth. The forum will serve as a network platform and a basis for establishing successful public-private partnership initiatives.
- b2b competition for the greenest companies in Bulgaria - annually b2b Media evaluates and awards the greenest companies in Bulgaria - small and large companies, which show and prove that they really achieve changes in their environmental performance and develop their business in a more environmentally responsible way.
- Green Forum, Manager magazine - one of the leading events in the country on "green" and ecological thematic, built on the assumption that today's complex and unstable eco-environment requires a new sensitivity and ability to recognize the hidden network of connections between human activity and the systems of nature and their intersections.
- "Capital Cities" - a platform for discussions on the development of local economies and important urban centres of Bulgaria.
- Exhibition and Conference "Waste Management and Recycling" 2020 - presents Bulgarian and foreign companies providing products and solutions for waste collection, treatment and recovery.
- Digital Conference "Green Cities for Sustainable Europe" - the conference is part of the European project "Green Cities for Sustainable Europe", implemented in seven countries, including Bulgaria, from 2018 to the end of 2020.

## Communication Plan: Instruments, Channels, Expected Results and Timeframe

Communication tools	Basic target groups	Activities Materials	Media and partners	Expected results	Key performance indicators
<p><b>Tool 1</b></p> <p><b>Sofia: 100 faces</b></p> <p><b>Time frame:</b></p> <p><b>2 months</b> for realization</p> <p><b>10 months</b> for active use of the created content, of which <b>1-month</b></p>	<p><b>Business</b> - industrial enterprises, SMEs, technology companies, construction companies</p> <p><b>Households</b> - individual homeowners and condominium representatives, facilities / "entrance managers"</p> <p><b>Educational institutions</b></p> <p>Research institutions and universities</p> <p>Municipal companies and municipal properties</p>	<p>Personal meetings with leading representatives of key target groups</p> <p>Attracting public figures and appropriate persons</p> <p>Photo session with all selected ambassadors</p> <p>Key vision and photos with all ambassadors</p>	<p><b>Media partners:</b></p> <p>BNT</p> <p>BNR</p> <p>BTA</p> <p><b>Media:</b></p> <p>-National printed</p> <p>-Regional</p> <p>-National Radio and TV</p> <p>- Specialized Professional</p>	<p>Attracting attention and interest in the planned activities, commitment of the target groups</p> <p>Visibility and promotion of efforts and planned activities</p>	<p>-Inclusion of ambassadors</p> <p>-Engaging in social media</p> <p>-Media coverage</p> <p>-Inclusion in the next planned initiatives</p> <p>-Distributed materials</p>

<p><b>active paid campaign</b></p>	<p>Civil associations, NGOs</p> <p>Local debtors within the meaning of the Energy Efficiency Act</p> <p>Energy companies, energy agencies and consultants</p>	<p>Information on the website of the Municipality</p> <p>Press releases</p> <p>Social media campaign</p> <p>Newsletter</p> <p>Brochure</p>	<p>-Information agencies</p> <p>-Online media</p> <p>-Own media and channels</p>		<p>-Visits to the website of Sofia Municipality and the section dedicated to the SEAP</p>
<p><b>Tool 1</b></p> <p>Specific objectives related to the <b>key areas of impact</b> of the communication strategy addressed by this instrument:</p>	<p>3) Increase the acceptance of the measures in the field of sustainable urban mobility by more than 30% compared to the initial results (in coordination with the Plan for Sustainable Urban Mobility)</p> <p>4) Increase the approval of the measures in the field of waste management by more than 20% compared to the initial results</p> <p>5) Raising the awareness of the citizens of Sofia about the policies and activities related to adaptation to climate change by more than 30% compared to the initial results</p> <p>6) Increasing the support and self-identification of the employees of the Municipality with the municipal activities in the field of climate and energy by more than 50% compared to the initial results</p>				
<p><b>Tool 2</b></p> <p><b>Sofia - Energy and Climate Competition</b></p> <p><b>Time frame:</b></p> <p><b>2 months</b> for preparation and announcement</p> <p><b>3 months</b> to collect applications</p> <p><b>1 week active campaign</b> - event and distribution of the generated content</p>	<p><b>Business</b> - industrial enterprises, SMEs, technology companies, construction companies</p> <p><b>Households</b> - individual homeowners and condominium representatives, facilities / "entrance managers"</p> <p><b>Educational institutions</b></p> <p>Research institutions and universities</p>	<p>Information on the website of the Municipality</p> <p>Mailing with invitation to participate</p> <p>FB event</p> <p>Social media campaign</p> <p>Personal meetings with leading representatives of key target groups</p> <p>Newsletter</p> <p>Brochure</p>	<p><b>Media partners:</b></p> <p>BNT</p> <p>BNR</p> <p>BTA</p> <p><b>Media:</b></p> <p>-National printed</p> <p>-Regional</p> <p>-National Radio and TV</p> <p>- Specialized Professional</p> <p>-Information agencies</p> <p>-Online media</p> <p>-Own media and channels</p>	<p>Commitment and involvement in the initiative</p> <p>Raising awareness by promoting good examples and practices</p>	<p>-Media coverage</p> <p>-Inclusion in the initiative (number of participants)</p> <p>-Distributed materials</p> <p>-Visits to the website of Sofia Municipality and the section dedicated to the SEAP</p>
<p><b>Tool 2</b></p> <p>Specific objectives related to the <b>key areas of impact</b> of the communication strategy addressed by this instrument:</p>	<p>1) Increase of the intentions for participation in the programs for renovation of the residential buildings with included component for own financing by more than 20% compared to the initial results</p> <p>2) Increase of the investment intentions of the owners of industrial enterprises and buildings in the tertiary sector for introduction of measures for energy efficiency and RES in the short and medium term by more than 100% compared to the initial results</p> <p>5) Raising the awareness of the citizens of Sofia about the policies and activities related to adaptation to climate change by more than 30% compared to the initial results</p> <p>6) Increasing the support and self-identification of the employees of the Municipality with the municipal activities in the field of climate and energy by more than 50% compared to the initial results</p>				

<p><b>Tool 3</b></p> <p><b>Energy and climate days</b></p> <p><b>Time frame:</b></p> <p><b>3 months</b> of preparation including selection and involvement of all stakeholders</p> <p><b>1 month</b> for an active inclusion campaign and participation</p> <p><b>1 week active phase</b></p>	<p><b>Business</b> - industrial enterprises, SMEs, technology companies, construction companies</p> <p><b>Households</b> - individual homeowners and condominium representatives, facilities / "entrance managers"</p> <p><b>Educational institutions</b></p> <p>Research institutions and universities</p> <p>Municipal companies and municipal properties</p> <p>Civil associations, NGOs</p> <p>Local debtors within the meaning of the Energy Efficiency Act</p> <p>Energy companies, energy agencies and consultants</p>	<p>Brochure</p> <p>Posters</p> <p>Information on the website of the Municipality</p> <p>FB event</p> <p>Outdoor advertising</p> <p>Organizing a media event</p> <p>Media materials</p> <p>Organizing a series of public events</p> <p>Presentations of thematic events and participation in trade fairs in specific sectors</p>	<p><b>Media partners:</b></p> <p>BNT</p> <p>BNR</p> <p>BTA</p> <p><b>Media:</b></p> <p>-National printed</p> <p>-Regional</p> <p>-National Radio and TV</p> <p>- Specialized Professional</p> <p>-Information agencies</p> <p>-Online media</p> <p>-Own media and channels</p>	<p>Involvement in the initiative</p> <p>Increasing the involvement of all target groups by providing opportunities for direct participation</p>	<p>-Media coverage</p> <p>-Inclusion in the initiative (number of participants)</p> <p>-Distributed materials</p> <p>-Visits to the website of Sofia Municipality and the section dedicated to the SEAP</p>
<p><b>Tool 2</b></p> <p>Specific objectives related to the <b>key areas of impact</b> of the communication strategy addressed by this instrument:</p>	<ol style="list-style-type: none"> <li>1) Increase of the intentions for participation in the programs for renovation of the residential buildings with included component for own financing by more than 20% compared to the initial results</li> <li>2) Increase of the investment intentions of the owners of industrial enterprises and buildings in the tertiary sector for introduction of measures for energy efficiency and RES in the short and medium term by more than 100% compared to the initial results</li> <li>3) Increase the approval of the measures in the field of sustainable urban mobility by more than 30% compared to the initial results (in coordination with the Plan for Sustainable Urban Mobility)</li> <li>4) Increase the approval of the measures in the field of waste management by more than 20% compared to the initial results</li> <li>5) Raising the awareness of the citizens of Sofia about the policies and activities related to adaptation to climate change by more than 30% compared to the initial results</li> <li>6) Increasing the support and self-identification of the employees of the Municipality with the municipal activities in the field of climate and energy by more than 50% compared to the initial results</li> </ol>				

## XI. Ensuring sustainable management and budgeting

The communication strategy covers all areas of direct and indirect impact of the municipal administration related to the implementation of policies and measures for sustainable energy development, mitigation and adaptation to climate change, and accordingly implies intensive relations with most sectors of the municipal administration. This activity is extremely complex and therefore the strategy should be implemented by a municipal team coordinated by the Climate, Energy and Air Directorate, and an external communication expert specifically designated for this purpose, with a clear definition of available human, organizational and financial resources. If an up-to-date communication strategy of the municipality is available, the activities are subordinated in order to maximize the efficient use of resources and achieve synergy effects.

The budget for the implementation of the strategy is determined on an annual basis according to the communication plan:

Tools	Communication materials	Quantity and measure	Price with VAT in BGN	Notes
<b>Tool 1</b>	Engagement of ambassadors - fees	50 people	* BGN 50,000	
<b>Sofia: 100 faces</b>	Photo session with all ambassadors	50 photos	BGN 5 000	
<b>Photo session with the ambassadors of the idea, advertising campaign and social media campaign</b>	Key vision and variations with all ambassadors and formatting for social networks	100 visions	BGN 15,000	* To identify persons who would be involved pro bono and to use all advertising positions and channels available to Sofia Municipality
	Outdoor advertising: campaign 1 month, 50 boards	1 campaign	BGN 60,000	
	Social media campaign - 1 month	1 campaign	BGN 10 000	
	Advertising public transport and others	1 campaign	BGN 15 000	
	Press conference / event for announcement	1 event	BGN 3 000	
	Media materials (media set)	50 sets	BGN 500	
<b>Framework budget for Tool 1:</b>			BGN 158 500	
<b>Tool 2</b>	Competition methodology and evaluation team	1 team	BGN 25 000	
<b>Sofia - Energy and Future Competition</b>	Campaign to attract candidates	1 campaign	BGN 20 000	It is planned to introduce a participation fee to minimize the costs of project implementation
	Press conference / event for announcement	1 event	BGN 3 000	
	Media materials (media set)	50 sets	BGN 500	
	Presentation of all projects with video	10 projects	BGN 10 000	
	Award ceremony for 200 people	1 event	BGN 45,000	
Media partnerships - TV / Radio / Press	3 media	BGN 15 000		
<b>Framework budget for Tool 2:</b>			BGN 123 500	
<b>Tool 3</b>	Press conference / event for announcement	1 team	BGN 3 000	
<b>Energy and climate days</b>	Construction of a separate space for presentations - technical equipment	1 stage setting	BGN 50 000	It is planned to introduce a participation fee to cover the rental of separate stands for participation
	Engaging participants - presenters, performers, presenters and others	10 participants	BGN 20,000	
	Demonstrations, exhibitions, attractions	10 projects	BGN 50 000	
<b>Framework budget for Tool 3:</b>			BGN 123,000	
<b>Management External team</b>	Attracting an external consulting team for a period of 12 months  <ul style="list-style-type: none"> <li>- Content management, incl. creation and constant updating of the page of the Sofia Municipality and the profiles in the social networks, creation of new visual and content formats, games</li> <li>- Organizational and logistical support for the implementation of all initiatives</li> <li>- Design and layout of materials for all communication channels</li> <li>- Media relations management and key implementation partners</li> </ul>	1 team 12 months	BGN 84,000	

<b>Framework budget:</b>	BGN 84,000	
<b>Unexpected costs</b>	BGN 10 000	
<b>Total annual budget for the implementation of the communication plan:</b>	BGN 499,000	<i>In accordance with measures C4.2 and A5.1</i>

**Funding:** Adopting a systematic (not case-by-case) approach based on business operations is likely to yield better results in terms of investment of time and resources and the ability to more effectively track and manage problems and stakeholder risks. Assigning business structures specific responsibilities for stakeholder engagement and involvement in project activities increases the chances of this serving the project's objectives rather than becoming an expensive peripheral exercise that has no connection to operational realities and raises expectations, which cannot be fulfilled. As with other key business functions, direct reporting and the involvement of senior management are critical.

Funding for stakeholder engagement must be integrated into the budget of the main project / program. Funding can be provided by the municipality or by sponsorship from other key partners, such as energy suppliers or other local businesses. Communication events organized by organizations external to the municipality such as NGOs, energy agencies, branch chambers, etc., should be actively used to achieve the goals of the communication campaign. Much of the funding can be provided through participation in various national and European projects, and currently the sources of full or partial funding for specific activities set out in the communication plan include:

- Environment Operational Program
- Regional Development Operational Program
- Education Operational program
- Technical Assistance Operational Program
- Human Resources Development Operational Program
- Financial mechanism of the European Economic Area
- LIFE program
- Horizon Europe Program
- Danube Transnational Cooperation Program
- INTERREG Europe program
- Euro-Mediterranean Transnational Cooperation Program 2021 - 2027 (EURO MED program),
- Balkan Mediterranean Transnational Cooperation Program;
- URBACTIV program.

## XII. Monitoring and evaluation of the communication strategy

The effectiveness of the implementation of the communication plan and the application of the defined communication tools is assessed through the following scheme for monitoring the results:

<b>Communication tools and expected results</b>	<b>Activities Materials Events</b>	<b>Expected results and measuring the success KPIs</b>	<b>Quantitative and qualitative parameters</b>
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<p><b>Tool 1</b></p> <p><b>Sofia: 100 faces</b></p> <p><b>Attracting attention and interest in the planned activities, commitment of the target groups</b></p> <p><b>Visibility and promotion of efforts and planned activities</b></p>	<p>Personal meetings with leading representatives of key target groups</p> <p>Attracting public figures and suitable people for the campaign</p> <p>Photo session with all selected ambassadors</p> <p>Key vision and photos with all ambassadors</p> <p>Information on the website of the Municipality</p> <p>Press releases</p> <p>Social media campaign</p> <p>Newsletter</p> <p>Brochure</p>	<p>-Number of personal meetings and received feedback, attracting representatives to existing channels in likes and dislikes</p> <p>- Number of public figures involved in the campaign and their involvement in existing channels of likes and dislikes</p> <p>-Quality of materials, number of visions to be used in the campaign</p> <p>-Visits to the website of Sofia Municipality and the section dedicated to the SEAP</p> <p>-Media coverage</p> <p>-Achieved coverage (Reach) in impressions</p> <p>-Involved influencers ("faces")</p> <p>-Distributed materials</p>	<p>20 meetings</p> <p>30 people</p> <p>30 visions</p> <p>20% increase</p> <p>15 materials</p> <p>1,000,000</p> <p>100 people</p> <p>1000 brochures</p>
<p><b>Tool 2</b></p> <p><b>Sofia - Energy and Future Competition</b></p> <p><b>Commitment and involvement in the initiative</b></p> <p><b>Raising awareness by promoting good examples and practices</b></p>	<p>Information on the website of the Municipality</p> <p>Mailing with invitation to participate</p> <p>FB event</p> <p>Social media campaign</p> <p>Personal meetings with leading representatives of key target groups</p> <p>Newsletter</p> <p>Brochure</p>	<p>-Visits to the website of Sofia Municipality and the section dedicated to the SEAP</p> <p>-Number of participants in the competition</p> <p>-Inclusion in the initiative (number of participants)</p> <p>-Achieved coverage (Reach) in impressions</p> <p>-Number of personal meetings and received feedback, attracting representatives to existing channels in likes and dislikes</p> <p>-Subscribers</p> <p>-Distributed materials</p>	<p>20% increase</p> <p>30 participants</p> <p>1000</p> <p>2 000 000</p> <p>10 meetings 40 "fans" (public figures supporting the initiative on social media)</p> <p>200 people</p> <p>1000 brochures</p>
<p><b>Tool 3</b></p> <p><b>Energy and climate days</b></p> <p><b>Time frame: Involvement in the initiative</b></p> <p><b>Increasing the involvement of all target groups by providing opportunities for direct participation</b></p>	<p>Brochure</p> <p>Posters</p> <p>Information on the website of the Municipality</p> <p>FB event</p> <p>Outdoor advertising</p> <p>Organizing a media event</p> <p>Media materials</p> <p>Organizing a series of events</p> <p>Presentations of thematic events and participation in trade fairs in specific sectors</p>	<p>-Distributed materials</p> <p>-Pasted posters</p> <p>-Visits to the website of Sofia Municipality and the section dedicated to the SEAP</p> <p>-Inclusion in the initiative (number of participants)</p> <p>-Achieving the coverages set for the individual channels in the covered human flow</p> <p>-Presence of media, media coverage, ROIC</p> <p>-Distributed materials</p> <p>-Participation, inclusion, number of people</p> <p>-Number of participation and inclusion</p>	<p>1000 brochures</p> <p>2000 posters</p> <p>20% increase</p> <p>1000</p> <p>TBD</p> <p>15 materials</p> <p>1000 brochures</p> <p>5000</p> <p>5</p>

The reports on the proposed scheme are presented by the pre-determined leading communication expert of the management team for the implementation of the communication strategy at the end of each year. If necessary, the communication strategy is adjusted according to the reported results and the received reaction.

In addition, the evaluation of the implementation of the communication strategy should be accompanied by a qualitative analysis of pre-prepared for the satisfaction of participants in the various initiatives, post-event interviews, surveys on the website and / or social media, analysis of social media feedback, analysis of the coverage in traditional and electronic media, evidence of activities undertaken as a result of the communication campaign. If necessary, feedback can be obtained from a specific target audience through targeted discussions or focus groups.

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