



Harnessing territorial CSR  
to respond to urban needs

# Unlocking opportunities,



# improving cities

## Integrated Action Plan

  <https://urbact.eu/cities4csr>



# CITIES4CSR



## Integrated Action Plan (IAP): Vratsa

Greener, smarter and younger



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## CITIES4CSR IAP

### Introduction

This action plan is developed in the frame of Cities4SR project with the main objective to demonstrate the intention of the Municipality of Vratsa to continue its work on sustainable green urban development which foundations were laid within the project. The integrated action plan is a strategic document that will be a starting point for the future achievement of the municipal goals related to the development of an integrated public transport system, awareness rising about green topics such as recycling, separate waste collection and responsible people' behavior to the environment.

The project was an opportunity for the Municipality to start thinking about CSR in a way to be more strategic, results oriented and beneficial to the society. The Municipality of Vratsa could understand its role as an intermediate and connecting link between citizens' needs and the opportunities that the business can provide to meet these needs. This tripartite cooperation has been strengthened through the implementation of two small-scale actions – an awareness raising campaign about recycling and composting and demonstrations with bicycles bought within the project. Further actions related to the implementation of these initiatives are related to the provision of means for alternative public transport, such as bicycles and scooter including electric ones and their inclusion into integrated digital management system as well as the development of a waste management system. For the achievement of these goals the Municipality of Vratsa will rely on the support of the stakeholders that were part of the UBRACT Local Group which consists of representatives of different sectors of the public life – NGOs, local authorities, small and medium enterprises, educational organizations, municipal enterprises. Thanks to the wide variety of participants in the local group all points of view can be heard and the most appropriate decisions can be made to meet all needs.

## **A - Part 1 - Presentation of Context and Process**

### **Part 1a City Context and Definition of the initial Policy Challenge**



#### **City Context**

Situated in Northwestern part of Bulgaria, the Municipality of Vratsa (Population: 66 500; 16th place in country) covers a territory of 697 km<sup>2</sup> as parts of the Danube plain and the Fore Balkan. The municipality consists of 23 populated places– Vratsa as municipal and regional center and 22 villages. Important railway and road corridors of national and international significance pass through the territory of the Municipality. The infrastructure in the city is very well developed.

The Municipality of Vratsa provides very good conditions for development of SME's. Its management provides Bulgarian and international investors who have ambitions to develop their businesses in Vratsa numerous incentives. The Municipality has clear aims for future development and for turning the city into a high-technology center and economic leader in the Northwestern region of the country. In recent years there has been a gradual population decrease.

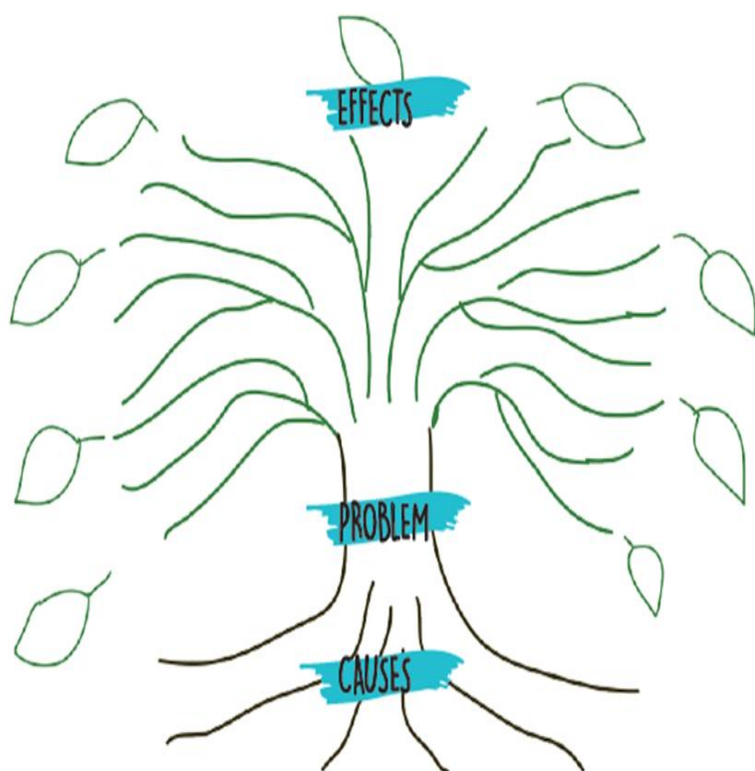
The municipality is governed by a Municipal Council and the Mayor. The Mayor is an executive authority who manages and controls the municipal administration, represents the municipality and organizes the implementation of the municipal budget. The Municipal council (37 advisors) sets development policy and discusses matters of local importance.

#### **Policy Challenge Definition**

On national level in 2019 Bulgarian government adopted a Corporate Social Responsibility Strategy for the period 2019- 2023. The development of the CSR Strategy is in response to the government's political commitment to improving the quality of life of the population through transparent, socially responsible business practices and in implementation of the government's Management Program.

The strategy is based on the voluntary nature of CSR, understood as a commitment by the management of companies, public structures and civil society organizations to take into account the specific interests of customers, suppliers, consumers, employees and the general public in their management decisions and daily activities.

On local level there is no CSR strategy. The CSR-approach in Vratsa is rather implicit, meaning that more generalised values, norms and rules are guiding business conduct towards social and environmental objectives. Through sponsorship and charity involvement some companies seek to demonstrate their commitment towards their employees, everyday problems and environmental concerns. They started to implement CSR principles and policies in order to become more competitive as CSR has a considerable impact on social unity, transparency and trust.



#### Effects

Lack of good practices and regular connections with the stakeholders in the field of CSR.

Irresponsible behavior towards the environment.

Lack of business representation in urban issues when there are no clearly defined methods of work.

#### Problems

Climate change adaptation, risk prevention and management.

Promotion of environmental responsibility.

Strengthening the tripartite collaboration between the Municipality, business and citizens.

No CSR strategy.

#### Causes

Lack of interest about green topics among citizens;

Lack of information about mitigating the negative effect on the environment;

COVID-19 and the Ukrainian war that changed people's priorities

Most of the companies in the region of Vratsa are micro, small and medium and they don't have CSR strategy or some practices in this regard. There are some bigger business investments for the past few years like the new factories of MD Elektronik Ltd., Teklas Ltd. and Lesto product Ltd. which



managements have clear vision and intention for collaboration with the local authority in the field of CSR.

## **Part 1b IAP-Focus**



### **Strategic Goal or Vision or Need**

The main strategic goals of the Municipality of Vratsa regarding the green topics are laid in the Plan for integrated urban development of the Municipality of Vratsa for the period 2021-2027 where Specific objective 1.4 supports the transition to a circular economy. Through a series of activities it is expected to contribute for:

- Significant reduction of the amount of landfilled waste;
- Ecologically clean electricity production;
- Quality production of cheap energy;
- Reduce emissions of fine dust particles;
- Reduce carbon monoxide emissions;
- Provision of the highest environmental standards and the highest level of security.

Within the Cities4CSR project the following objectives are defined:

- Provision of alternative means of public transport through bicycles, scooters and electric ones;
- Development of integrated public transport management system;
- Citizens engagement on green topics through awareness rising campaigns;
- Promotion of social and environmental responsibility;
- Strategic partnerships with stakeholders in order to strengthen the CSR in the region of Vratsa;
- Exchange of good practices and experience in the field of waste management especially in waste reduction within the URBACT network and beyond.

### **Intervention Focus**

Municipality of Vratsa will work closely together with the municipal enterprise BKS and Ecopack which are responsible for the waste collection and transportation services on the territory of the municipality of Vratsa.

Magisterium Ltd. that developed and provided a web platform for waste management will also be a partner in the green actions of the Municipality. Local kindergartens and schools are one of the key

stakeholders regarding the topics for separate waste collection and the awareness raising campaigns. The Municipality will continue working on the project for building of a waste separating installation as well as the implementation of the project for modernization of the public transport system.

Further actions will be related to:

- Development of green areas/zones in the urban area that are with low air quality;
- Further development of a web platform for waste management that will provide information for the citizens and business organizations;
- Development of software for integrated public transport / trolleys, electric buses, bicycles, electric scooters/;
- Provision of means of alternative mobility / bicycles, electric bicycles and scooters/;
- Donation of composters and waste bins for separate waste collection for the households;
- Organization of campaigns for promotion of separate waste collection and composting especially in kindergartens and schools.

### **Aspirations for the Integrated Action Plan**

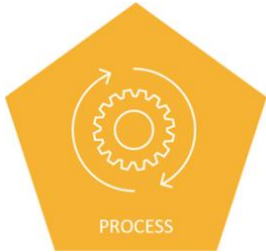
The main aspiration within this action plan is to develop concrete steps to the sustainable green development of the region of Vratsa in particular. It will help stakeholders to find their right place in this network and wide range of initiatives, campaigns and activities that can be implemented. The most important thing is to increase the commitment of all stakeholders not only to one-off activities, but also to systematic actions that contribute to the generation of less waste, the planting of more trees and the overall responsible behaviour and attitude towards the environment. This plan is also a continuation to the targeted actions of the municipality of Vratsa to strengthen cooperation between business, local authorities and civil society in finding solutions to the urban issues.





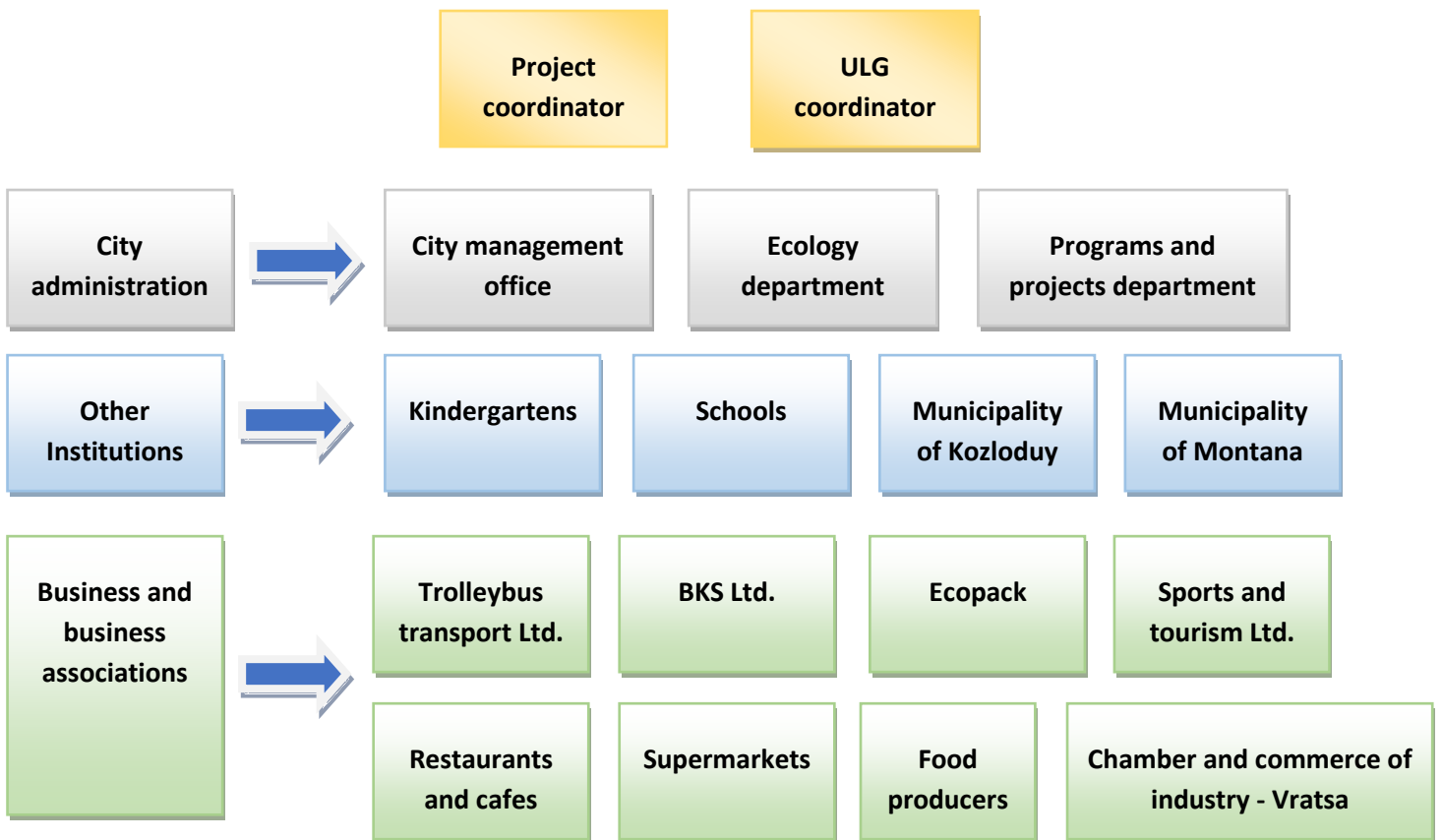
## Part 1c Description of the Process

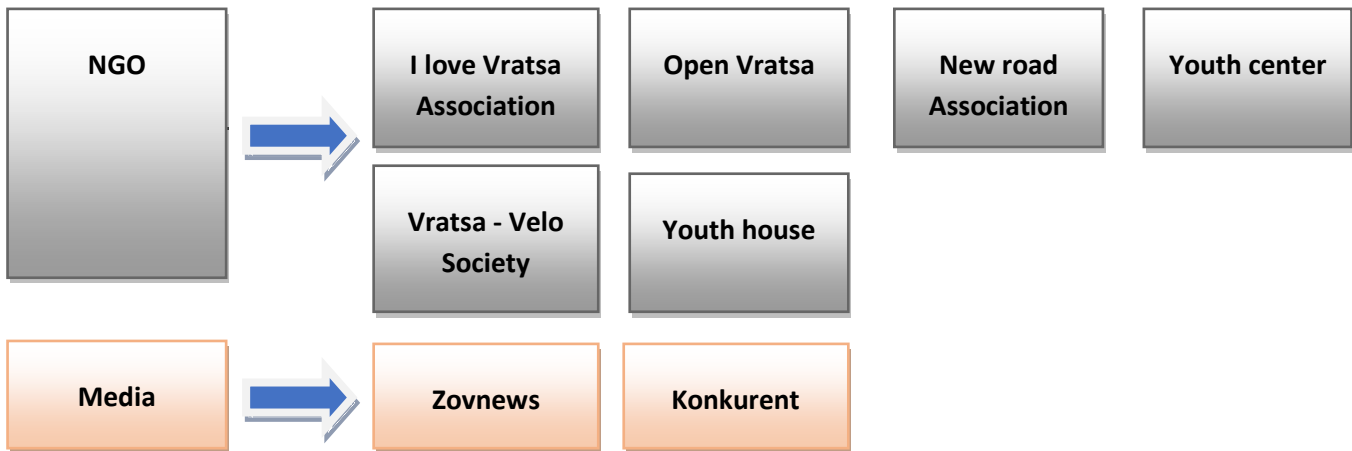
### Composition and Role of URBACT Local Group (ULG)



ULG from the Municipality of Vratsa consists of organizations which work in different areas in order to cover more types of stakeholders. Due to the specific situation in the region and especially due to the COVID-19 pandemic most of the businesses are micro and small enterprises so they are not able to spend quite much financial resources on CSR. Most of their contribution includes the provision of human and material resources as well as active promotion of different initiatives and campaigns. They participate actively in most of the campaigns organized by the Municipality of Vratsa.

### Structure of the URBACT Local Group (ULG)

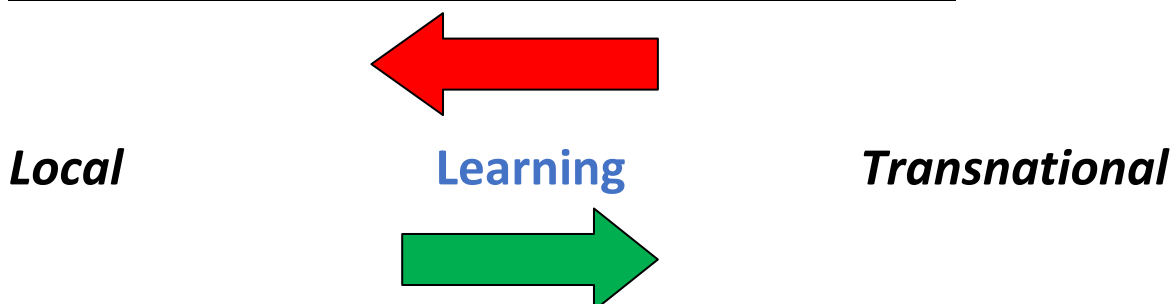




### Composition of the URBACT Local Group

#	ULG-Target Composition	Mobilised	Name Stakeholders/Organisations
1	Different departments within the local administration	X	Project team, Ecology department, Projects and programs department
2	Elected people responsible for policies connected to challenge	X	Mayor
3	Different tiers of government in the relevant policy area	O	
4	Beneficiaries of the policies	X	Trolleybus transport Ltd., Ecopack, BKS Ltd.
5	Private sector, business community, employers	X	
6	Business associations, advocacy groups, unions	X	Chamber of commerce and industry-Vratsa
7	Third sector, NGOs, social enterprises, foundations	X	Youth center, Youth house, Vratsa - Velo society, Open Vratsa, I love Vratsa Association, New road Association
8	Knowledge/research centres, universities, education providers	X	Kindergartens and schools
9	Media/Communication (traditional, social), Influencers	X	Zovnews, Konkurent
10	Potential funders	O	

### Role / Impact of Transnational Exchange and Learning on local Progress



## **General**

During the project implementation most of the meetings were conducted online due to the pandemic which reduced the opportunity for the project partners to get to know each other better. Moreover, on-site visits weren't carried out which didn't allow the full acquaintance with the good practices of the other partners. However, transnational meetings and peer-review sessions were perfectly organized so to be as useful and beneficial as possible for all participants. Face-to-face meetings made a great change within the network as all project partners good finally meet each other which were very helpful for strengthening the partnership. Informal communications during these on site meetings are a prerequisite for more effective exchange of experience and sustainable future collaborations.

## **Input ('What have we learnt from Others')**

Municipality of Vratsa project team is impressed by all participants in the URBACT network and project partners and by the efforts they make to cope with urban issues and provide better living environment to the citizens. Some of the good practices that we would implement in the city of Vratsa include:

- Molina de Segura 3 pillars/subgroups – dividing stakeholders from the ULG into subgroups according to their interests and priorities;
- Gumaraes marca/ Gumaraes branding – Municipality of Vratsa also has the idea for producing its own souvenirs with popular city landmarks through the method of 3D paper printing;
- Locavore /from the CSR Academy/ – municipal enterprise BKS Ltd. together with the Municipality of Vratsa have the idea for building their own greenhouse

## **Output ('What have we thought others')**

The city of Vratsa is located in one of the poorest regions in Europe and yet in recent years the city is an example of full transformation through the implementation of projects under national and international programs, attracting foreign investments, job creation, bringing together various stakeholders around causes and initiatives related to solving important city problems.

Youth center-Vratsa that meets high standards of youth work, provides comprehensive services to young people, ensures diversity of activities (incl. international activities) and responds to the needs and aspirations of young people, including the ones from the vulnerable groups, is an example of institution that is developed and managed by a local authority and plays an essential role in the provision of better living conditions.

Vratsa is also the first city in North-west Bulgaria that implemented a project for the mounting underground containers for separate waste collection.

The implementation of bicycles as an alternative type of transport in the urban area is also a good practice that has been developed within the Cities4CSR project and contributes to the reduction of harmful emissions into the air.

## B - Part 2 - Action Plan

### Part 2a Objectives, Actions and Schedule



#### General

Future ambitions of the Municipality of Vratsa are related to strengthening the corporate social responsibility and establishing sustainable partnerships with business organizations and NGOs. The local administration will continue its work on the green topics as the biggest challenge for the Municipality is to identify citizens' needs and urban issues and to attract relevant stakeholders for finding the best solutions. This way the Municipality will strengthen its functions as a link between citizens and business organizations and CSR efficiency.

#### Link Transformation - Objectives – Action

For the programming period 2021-2027 the ambitions of the Municipality of Vratsa are related to the development of urban green areas, especially in the suburbs in the face of:

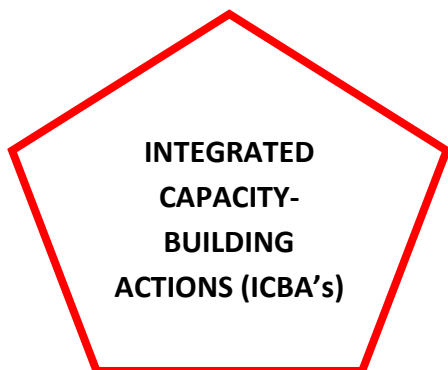
- One park in Seniche quarter will be renovated;
- The area around Dabnika dam where the better conditions for camping, fishing and recreation will be provided;
- Creation of an amusement park in the Vratsa Balkan;
- Creation of green zones for entertainment and recreation in the park of Hristo Botev Sports complex.

These projects require bigger investments so the Municipality of Vratsa will rely on EU funding.

Month	Activities				
1	Further development of a Web platform for green economy			Provision of means of alternative mobility / bicycles, electric bicycles and scooters/	
2	Further development of a Web platform for green economy		Organization of awareness raising campaigns for green topics- at least 5 per year	Provision of means of alternative mobility / bicycles, electric bicycles and scooters/	
3	Further development of a Web platform for green economy			Provision of means of alternative mobility / bicycles, electric bicycles and scooters/	Donation of composters and waste bins for separate waste collection for the households
4	Further development of a Web platform for green economy		Organization of awareness raising campaigns for green topics- at least 5 per year	Provision of means of alternative mobility / bicycles, electric bicycles and scooters/	Donation of composters and waste bins for separate waste collection for the households
5	Further development of a Web platform for green economy	Development of 1 software for integrated public transport	Organization of awareness raising campaigns for green topics- at least 5 per year	Provision of means of alternative mobility / bicycles, electric bicycles and scooters/	Donation of composters and waste bins for separate waste collection for the households
6	Further development of a Web platform for green economy	Development of 1 software for integrated public transport			
7	Further development of a Web platform for green economy	Development of 1 software for integrated public transport			
8	Further development of a Web platform for green economy	Development of 1 software for integrated public transport	Organization of awareness raising campaigns for green topics- at least 5 per year		
9	Further development of a Web platform for green economy	Development of 1 software for integrated public transport			
10	Further development of a Web platform for green economy	Development of 1 software for integrated public transport	Organization of awareness raising campaigns for green topics- at least 5 per year		
11	Further development of a Web platform for green economy	Development of 1 software for integrated public transport	Organization of awareness raising campaigns for green topics- at least 5 per year		
12	Further development of a Web platform for green economy	Development of 1 software for integrated public transport			



## Key Transformation Areas and Integrated Capacity Building Actions (ICBA's)



### Key Envisaged Overall Transformation

The implementation of the Cities4CSR project together with the implementation of the current integrated action plan is related to the ambitions of the Municipality of Vratsa for green urban transformation, promotion of environmental responsibility and strengthening the tripartite cooperation between the local authorities, citizens and business sector. The topics for corporate social responsibility are common in the process decision making on municipal level and coping with local issues.

### Key Transformation Areas

Number	Key Transformation Areas – What will URBACT specifically change in our city?
1	Organization of awareness rising campaigns about green economy, sustainable development and alternative transport
2	First steps for the implementation of alternative public transport
3	Community building within the ULG and higher stakeholders engagement through their inclusion in decision making
4	Promotion of good practices in the field of CSR and strengthening the role of the Municipality as an intermediate link between citizens needs and business opportunities
5	Further development of the online platform for green economy CEMIS

### Capacity Building – Urban CSR Eco-System

Key Transformation Areas	<b>CAPACITY BUILDING – MUNICIPALITY</b>  <b>Municipal CSR-Attitudes, Interfaces, Toolbox and Strategies</b>	<b>CAPACITY BUILDING – BUSINESSES and NON-PROFITS</b>  <b>Local CSR-Sector, Activities, Initiatives, Campaigns...</b>	<b>CAPACITY BUILDING – CIVIC SOCIETY</b> <b>Citizens, Communities, Neighbourhoods, Networks, Associations, Movements...</b>
<b>1. Organization of awareness rising campaigns about green economy, sustainable development and alternative transport</b>	The municipality can easily identify the urban needs in accordance with national and European legislation and norms and seeks appropriate solutions.	The business sector is able to take active role and support local authority in the organization of relevant campaigns through the provision of financial, human and technical resources.	Active participation and attendance in local initiatives; easy understanding of the importance of green topics
<b>2. First steps for the implementation of alternative public transport</b>	Development of a strategy for the implementation of alternative public transport; Development of the relevant local regulations.	Provision of alternative means for public transport; Development of software for public transport management.	High level of acceptance of the new alternative transport; Reduced traffic flow; Compliance with the regulations for public transport; Conscientious use of the public transport.
<b>3. Community building within the ULG and higher stakeholders engagement through their inclusion in decision making</b>	Organization of regular meetings with the ULG especially because they do not require any financial resources; selection of topics that are relevant and interesting for the stakeholders; inclusion of the stakeholders in decision making so they will be more involved in the public issues.	Understanding the importance of participation in the public life and the role and responsibilities of the business sector in public issues; desire for help; enhanced sense of belonging to the community	Active citizens position in the public life; Enhanced sense of belonging to the community ; volunteering and participation in public initiatives
<b>4. Promotion of good practices in the field of CSR and strengthening the role of the Municipality as an intermediate link between citizens needs and business opportunities</b>	The Municipality can easily identify citizens needs and find solutions for public issues; Active in the provision of initiatives that contribute to improving living conditions in the region; Enhanced public-private partnership; Exchange of good practices through the participation of	Understanding the importance of participation in the public life and the role and responsibilities of the business sector in public issues; desire for help; enhanced sense of belonging to the community.	Active citizens position in the public life; Enhanced sense of belonging to the community ; volunteering and participation in public initiatives

	the Municipality in international projects		
<b>5. Further development of the online platform for green economy CEMIS</b>	Provision of regular information for uploading on the web-site; Active communication with the responsible people for the web site maintenance; Spreading information among citizens about the web site and its benefits.	Web site maintenance and development of more sections related to green topic; Support to the Municipality for coping with waste management and participation in initiatives and awareness raising campaigns about green topics.	Understanding the importance of the environment protection; Increased level of separate waste collection and recycling; No more unregulated landfills.

### *Changing the Status-Quo*

	<b>Key Transformation Areas</b>	<b>SOFT: Relationships</b>	<b>SOFT: Data, Information and Knowledge</b>	<b>HARD: Plans and Contracts</b>	<b>HARD: Institutions and Practices</b>
1.	<b>Organization of awareness rising campaigns about green economy, sustainable development and alternative transport</b>	Organization of regular meetings with the ULG that was established within the Cities4CSR project	Transfer of good practices with other project partners; Exchange of experience with business and NGO sector.	Development of strategy for public transport; Development of relevant local regulations.	Development of composting installation; Provision of underground waste bins for separate waste collection.
2.	<b>First steps for the implementation of alternative public transport</b>	Organization of regular meetings with the ULG that was established within the Cities4CSR project; provision of information campaigns.	Transfer of good practices with other project partners; Exchange of experience with business and NGO sector; Development of relevant software.	Development of strategy for public transport; Development of relevant local regulations.	Provision of bicycles, scooters and electric ones; Development of bike lines and safety urban area; Installation of parking stations for bicycles.
3.	<b>Community building within the ULG and higher stakeholders engagement through their inclusion in decision making</b>	Organization of regular meetings with the ULG that was established within the Cities4CSR project; Inclusion	Exchange of good practices within the URBACT network and between local stakeholders.	Development of CSR strategy; update of the ordinance for public consultations.	Provision of bicycles, scooters and electric ones; Development of bike lines and safety urban

		of the stakeholders in decision making; provision of regular and up to date information about public issues and problems.			area; Installation of parking stations for bicycles; development of composting installation; Provision of underground waste bins for separate waste collection.
4.	<b>Promotion of good practices in the field of CSR and strengthening the role of the Municipality as an intermediate link between citizens needs and business opportunities</b>	Organization of meetings with other municipalities; strengthening the cooperation with neighboring municipalities and smaller settlements in the region of Vratsa; capacity building in the field of public issues identification and solutions finding.	Exchange of good practices within the URBACT network and between local stakeholders. Communication and shared experience with other municipalities	Development of CSR strategy.	Provision of bicycles, scooters and electric ones; development of bike lines and safety urban area; Installation of parking stations for bicycles; development of composting installation; Provision of underground waste bins for separate waste collection.
5.	<b>Further development of the online platform for green economy CEMIS</b>	Organization of regular meetings with people responsible for the web site maintenance; provision of up to date information for the web site.	Upgrading the existing web site with more opportunities for businesses and citizens as well. Attracting more municipalities to take part in the platform.	Updating relevant municipal ordinances in the field of waste management.	Provision of underground waste bins for separate waste collection.

**Action Table for Key Transformation Area 1**

ACTION	Intended Result/s	Resources /Assets	Lead Agency	Key partners	Timescale (short-term, midium-term, long-term)
<b>1. Organization of awareness rising campaigns about green economy, sustainable development and alternative transport</b>	Promotion of the benefits for healthy way of living; changing people's minds about green topics; promotion of environmental responsibility	Existing good practices in the organization of awareness rising campaigns;  Good presence of stakeholders and business support;  The close relation between municipality and the public trade company for public transport as well as the Municipal enterprise "Sport and tourism".	The Municipality of Vratsa and the ULG	ME "Sport and tourism"  ME "BKS"  "Trolleybus transport Vratsa" Ltd.  Cember of commerce and industry  Youth center  Youth house  Kindergatens and scools	<u>Short-term:</u>  promotion of the idea for alternative transport, separate waste collection, environmental protection, recycling and composting through demonstrations and awareness raising campaigns  <u>Medium term:</u>  Development of culture for using public instead of private transport in the urban area  Provision of more underground waste bins for separate waste collection; provision of recycling instalation.



					<u>Long term:</u> Development of bike lines
<b>2. First steps for the implementation of alternative public transport</b>	Promotion of alternative types of transport in the urban area; increased level of use of the public transport.	Provided bicycles; Good presence of stakeholders and business support.	The Municipality of Vratsa, ULG and “Trolleybus transport Vratsa” Ltd.	ME “Sport and tourism” “Trolleybus transport Vratsa” Ltd. Cember of commerce and industry Youth center Youth house Kindergatens and schools	<u>Short-term:</u> promotion of the idea for alternative transport through demonstrations and awareness raising campaigns <u>Medium term:</u> making more people to choose bicycles and/or walking (or for long trips public transport or shared trips) <u>Long term:</u> Development of bike likens
<b>3. Community building within the ULG and higher stakeholders engagement through their inclusion in decision making</b>	Strengthening the connection between the Municipality and the ULG; Attracting more stakeholders and involving	Good presence of different stakeholders in the ULG	The Municipality of Vratsa, ULG	ME “Sport and tourism” “Trolleybus transport Vratsa” Ltd. Cember of commerce and industry	<u>Short-term:</u> Regular meetings within the ULG and other relevant stakeholders at least once a month

	them in the decision making.			Youth center Youth house Kindergatens and scools Magisterium Ltd. Holcim Ltd. Neighbouring municipalities	<u>Medium term:</u> Meeting stakeholders expectations <u>Long term:</u> Sustainable inclusion of the stakeholders in decision making
<b>4. Promotion of good practices in the field of CSR and strengthening the role of the Municipality as an intermediate link between citizens needs and business opportunities</b>	Active stakeholders' inclusion in the public life; Easy understanding the citizens' needs and expectations; Finding the best solutions for the urban issues.	Existing good practices in the communication with the ULG and other stakeholders; sustainable methods of communication with citizens - a Facebook group for signals and suggestions to the local government	The Municipality of Vratsa, ULG	Responsible departments within the Municipality according to the defined needs and problems to suggest and provide suitable solutions	<u>Short-term:</u> Regular meetings with the stakeholders; Keeping the ULG active; Exchange of good practices with foreign projects partners. <u>Medium term:</u> Development of CSR strategy <u>Long term:</u> Attracting new and bigger business organizations to the city and CSR
<b>5. Further development of the online</b>	Promotion of a web	Existing web platform for	The Municipality of	Magisterium	<u>Short-term:</u>

<p><b>platform for green economy CEMIS</b></p>	<p>platform for waste management in the region of Vratsa; increased amount of recycled and separate collected waste.</p>	<p>waste management - CEMIS</p>	<p>Vratsa, ULG</p>	<p>Ltd. ME BKS Ecopack Ltd.</p>	<p>maintaining the existing web platform; provision of up to date information; organization of awareness raising campaigns about separate waste collection;</p> <p><u>Medium term:</u></p> <p>Provision of more functions within the platform for citizens and business as well.</p> <p><u>Long term:</u></p> <p>Increased amount of separate waste collection; increased amount of recycled waste; No more unregulated landfills in the region of Vratsa.</p>
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## Part 2b Small Scale Actions (SSA)



### SSA-Logic

SSAs implemented in the city of Vratsa were selected with a view to achieve the most direct impact both on companies' CSR activities and the local society via quick interventions that were related to green economy and sustainable development. Awareness rising campaign and event for promotion of alternative transport were conducted in the frame of the project.

### SSA-Detail

During the awareness rising campaign composting materials and recycling were promoted in order to encourage local citizens to separate their waste so it can be reusable.

For reaching the goals of the Municipality for increasing the volume of recycled waste, bigger supermarkets were invited to put vending machines for glasses, plastics or metal cans in their area, but they weren't interested in that idea for that moment.

The event for promotion of alternative transport was conducted with the aim to present local citizens the new bicycles bought in the frame of the project, which will serve as alternative transport in the urban area. The local NGO – Vratsa Velo- Society took active part in the initiative by assembling the bicycles, testing them and conducting demonstrations, as well as maintenance and repair works in case of need.

### SSA-Lesson learnt

The Cities4CSR project team expected to involve bigger businesses into the SSAs, instead of that we met support by many NGOs, which provided not financial but human and technical support and its very valuable. Further actions will be related to the development of integrated platform which will include the whole urban transport – electric busses, trolleybuses, bicycles and it is expected to have new electric bicycles and electric scooters.

One of the most important problems that were identified within the project as a whole and the SSAs is related to the behavior of the citizens, so the main objective of the Municipality is to make them more responsible to the environment. The conducted awareness raising campaign showed that there is a lack of information among the society about recycling, separate waste collection and alternative types of transport in the urban area.



## Part 2c Resourcing





## Resources

For the implementation of further activates related to SSAs will be needed:

- Software that will integrate the whole transport network and which will provide information to the citizens and city guests;
- More bicycles incl. electric ones and also electric scooters for the development of the network of alternative transport;
- Bike and scooter stations for charging and for picking up and dropping off the shared means for transport;
- More information campaigns and demonstrations for citizens how to be more responsible to the environment and what they can actually do in their households.

## Sources of Funding

The Municipality of Vratsa will rely on funding through:

- EU funding;
- Business organizations through CSR;
- Municipal budget.

## Links to other European Programs

EU programs that can be source of funding include:

- Interreg IPA CBC Bulgaria – Romania - <https://interregrobg.eu/en/>
- Interreg IPA CBC Bulgaria – Serbia - <http://www.ipacbc-bgrs.eu/en>
- Danube Transnational Programme - <https://www.interreg-danube.eu/>
- Operational programs – OP Regions in growth; OP Environment; OP Human resources;
- Financial Mechanism of the European Economic Area – Norwegian Financial Mechanism - <https://www.eeagrants.bg/en/>

The Municipality of Vratsa has previous experience in the submission and implementation of projects within all of the abovementioned EU programs which is a prerequisite for future success in this regard.

## Part 2d Framework for Delivery



### **Who will deliver Actions?**

The main active role (until now) was performed by the Municipality of Vratsa in the face of the different responsible departments. Local management is trying to attract relevant stakeholders for active participation in the public life regarding their sphere of work. For the promotion of the green topics the Municipality relies on MP BKS, MP Sports and tourism, Magisterium Ltd., Ecopack, Chamber of commerce and industry-Vratsa, Trolleybus transport Ltd., Holcim Ltd., Youth center, Youth house, Vratsa Velo Society. This way different types of stakeholders will be actively involved in the finding solutions for urban issues and every one of them will be able to have their own significant contribution.

### **Further Important Information on Delivery**

Every stakeholder will engage their partners and then together (the ULG) will address its actions to the wide audience. Every one of the stakeholders is involved to the topics of the ULG and they are promoting the ideas for better understanding and reaching more people thru their followers.

## **Part 2e Monitoring**



### **Monitoring Framework**

The more the public is involved through different channels, the greater the opportunity is to achieve common goals.

The results will be measured by the number of participants in the campaigns, the amount of recycled waste, the amount of mixed waste, both in colored containers for separate collection and in general.

The other topic for alternative transport will be measured by the interest in bicycles and citizens involvement organized campaigns.

### Key Output Indicators

Action	Definition	Baseline Value	Target Value	Source of Information
Recycling/composting	Spread composters for the households	3000	10 000	Participants lists in different campaigns
Provision of alternative transport	Promoting the idea for using bicycles as a healthier and eco-friendly method for transportation	15 bicycles	70 bicycles and scooter and electric ones	Statistics of the Trolleybus company Ltd., ME "Sport and tourism" and interested citizens
Information platform about green topics	Further development of the already existing web platform for waste management	1 CEMIS platform	1 CEMIS platform developed with separate sections for citizens and businesses	Reporting document presented by Magisterium Ltd. that is responsible for the web platform management.

### Key Results Indicators

Specific Objective	Definition	Baseline Value	Target Value	Source of Information
Recycling/composting	Includes smart waste collection and recycling; implementing the composting method	0	7200 tons of green waste composted per year	Statistics of the waste depot, Ecopack and number of engaged people in the CEMIS platform
Provision of alternative transport	Annual use of the alternative transport	No information for now	At least 30 000 citizens using alternative transport	Statistics of the Trolleybus company Ltd., ME "Sport and tourism" and

				<b>interested citizens</b>
<b>Awareness raising about green topics</b>	<b>Promoting the ideas for environmental protection and responsible citizens behavior</b>	<b>150 citizens and city guests</b>	<b>15000 citizens and city guests</b>	<b>Statistics and participants lists from information campaigns conducted in the region of Vratsa</b>

### Evaluation of Monitoring – Describe Process

Citizens involvement will be reflected in the results that will be provided by our partners in the form of official statistics that will measure the effectiveness of ULG’s campaigns and actions.

Such results will express the mixing of total waste in separate collection containers and vice versa. At present, this is a common phenomenon, which is explained by the lack of interest of citizens in recycling, as well as the proper disposal of contaminated packaging, which also affects the effectiveness of separate collection. The purchase of brown containers for organic waste is pending, for which it is yet to be determined what percentage will be used adequately and how regularly they should be disposed of.

With regard to alternative urban transport, the above indicators are similar, but will be provided by the relevant responsible stakeholders.

## Part 2e Risk Analysis



### Description of Type of Risk

The main types of risk regarding the planned activities include:

- Operational risk – some problems with the urban waste management system and integrated transport; Technology risks tied to automation, robotics, and artificial intelligence; IT Implementation;

- Financial risk – lack of funding or not enough financial resources;
- Behavioural and social risk - rejection, lack of interest, unwillingness to change;
- Partnerships/Stakeholders risk sources - Lack of stakeholders engagement; Misunderstanding and non-acceptance of the proposed ideas and objectives by the local governance; Capacities of the partners /mainly SMEs with small capacity/; Media that influences public opinion;
- Organizational risk sources - Changes of the local governance and the priorities and ways of working as well; Organizational change and Talent Retention; Employee trainings; Procurement which sometimes reduces the cost of delivery or service at the expense of quality; lack of competition between the offers received from public procurement contractors; inability of the selected contractor to implement the assigned public procurement.
- Technical risk – software breakdown, cyberattacks.

### **Categorisation into Low, Medium or High Risk**

Operational risks and Technical risks are with medium impact because in case one of them appears they will cause some issues and process delay, but won't stop the whole implementation of the activities.

The rest abovementioned risks are with high impact because they can stop the whole implementation of the defined priorities, For example very high risk that can be caused is a change/ turnover in local government depending on the forthcoming elections and the probability for new local government and new policies with new priorities and objectives that are not related to sustainable development and environment protection. Also social risks in the face of rejection, lack of interest and unwillingness to change can stop the processes of implementation because the biggest efforts for the planned activities are focused on the citizens.

### **Risk Mitigation Strategies**

Finding the appropriate ways to reach citizens and to make them change their behavior to the environment can prevent the social risks. Also the national policies in the field of environment protection can put the basis of this transformation on local level. Better control on waste management both in local and national level can also prevent the social risk.

Technical risk can be avoid through some changes in the procurement so that the procedures can select reliable contractors who provide quality services and goods.

For the financial risk it is important to be provided more sources for funding not only through EU Programs but also from the national budget.