



Ministry of Environment and Physical Planning
The Government of the Republic of Macedonia

Climate Change Communication Strategy and Action Plan

Developed by:

Eco Ltd and Macedonian Institute for Media



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This document contributes to enhancing the outreach, action-research and raising awareness agenda, to implement an action-oriented and community based national outreach programme with the aim to engage key and target groups on the national and local level and to raise their awareness on issues pertaining climate change.

For copying/using information please use following reference "Climate Change Communication Strategy and Action Plan", Ministry of Environment and Physical Planning, 2013

Executive Summary

The Climate Change Communications Strategy and Action Plan ('Strategy and Action Plan') outlined in this document aim to *enhance the outreach, action-research and raising awareness agenda in order to raise awareness among and engage key stakeholders at the national and local level on issues pertaining climate change.*

Climate change is a complex problem, which requires action at multiple levels of human social and economic life. This strategy is geared towards providing the communications framework - strategic principles and concrete actions - based upon which the need for action should be communicated to key stakeholders in the Republic of Macedonia

Section 1 begins by outlining the background to the development of the strategy - processes feeding into the drafting of the "Third national communication to the UNFCCC" implemented by the Ministry of Environment and Physical Planning (MoEPP) of the Republic of Macedonia¹ and UNDP; a background is given on best practice communication principles (**Section 2**), a description of the institutional background (**Section 3**), and perceptions and initiatives relating to climate change in the country (**Section 4**). The emphasis of the document is on Sections 5 and 6, which constitute the Climate Change Communication Strategy and Action Plan, and set out potential implementation arrangements, respectively.

Section 5 develops a series of cost-effective, targeted specific communication activities to raise awareness and catalyse action amongst key stakeholders. This section first describes the overarching communications activities which would be necessary to carry out the communications strategy – including communications activities within the state-level government actors. The next level is to clearly define the key target audiences which will be targeted by communication activities. For this, a *first order distinction* is made between three broad levels of engagement – the city (related to municipal level activities), the workplace (related to businesses) and the household (related to the activities of private citizens). These constitute the optimal entry point for targeting climate change communication activities as they are the principal loci in which resource consumption takes place and is organized. A *second order distinction* further specifies the individuals to be targeted as those persons who are responsible for making important decisions relating to resource consumption at the city, workplace and household levels:

- *The city* – Mayors, Deputies, Advisors, Planners and Procurement Officers
- *The workplace* – Executives, Business and Resource managers, Division Heads
- *The household* – present and prospective heads of family (and non-family, e.g. single or collective) households

At each level and for each specific target audience there are three general desired outcomes, which are closely related and constitute ascending levels of engagement and action.

1. *Knowledge and awareness* of the city, workplace and household's impact on and vulnerability to a changing climate.

¹ The Project consists of financial and technical support to prepare the republic's Third National Communication (TNC) and as its main aim is to integrate climate change priorities into country development strategies and relevant sector programs by strengthening the information base, analytical and institutional capacity of the key national institutions.

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2. *The capacity to develop and implement strategies* to reduce impact on, and vulnerability to, climate change at the city, workplace and household level.
 3. *The development of a proactive attitude* to the mainstreaming of climate change considerations into city, workplace and household routines and processes.

For each target audience Section 5 describes the current situation in the Republic of Macedonia, their motivations as different groups of stakeholders, and a number of specific activities that have been specifically designed *to have maximum effect by employing minimum resources*.

In Section 6, activities are set out in a table summarizing, indicative costs, indicators of success, examples of how they've been implemented elsewhere and proposed implementation arrangements. Main implementing entities and prospective partners are identified, and indicative monitoring arrangements are outlined.

Annexes 1.-7. provide additional resources and it is flagged up in the relevant passages where consulting a particular Annex will be useful for complementing the main text of the document.

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1 Introduction

This document is deliverable of the assignment “**Consultancy services for development of climate change communication strategy in the country**” under the Project “Third national communication to the UNFCCC” implemented the Ministry of Environment and Physical Planning (MoEPP) of the Republic of Macedonia along with support from UNDP².

This document has been prepared on the basis of the recommendation from a stocktaking exercise on activities for raising public awareness on climate change conducted over the course of the Project³. The specific recommendation is:

to enhance the outreach, action-research and raising awareness agenda in the Republic of Macedonia, with the aim to engage key and target groups on the national and local level and to raise their awareness on issues pertaining climate change.

To achieve these goals, UNDP and Ministry of Environment and Physical Planning (hereafter MoEPP) contracted the Macedonian Institute for Media and Eco Ltd to develop a comprehensive communication strategy on climate change with a detailed action plan. In accordance with the recommendations from the stocktaking exercise and the terms of reference of the assignment, the present document sets out a number of key communication activities to be geared towards specific target audiences.

To do this, the document describes in detail:

- The target audiences;
- The rationale for including them in communication activities;
- A number of more general principles that underlie successful communication strategies.

Put together, the strategic principles and detailed activities in the action plan will enable the MoEPP to discuss communications internally as well as implementing a series of targeted specific communication activities to raise the level of awareness about climate change among key target audiences, and encouraging action by different stakeholders. The document is structured in the following manner:

- **Section 2** provides an overview of the principles used to formulate the Communication Strategy and Action Plan, which are based on best practice in communication strategy formulation.
- **Section 3** provides an overview of the institutional and legal background to the communications strategy.

² The Project consists of financial and technical support to prepare the republic's Third National Communication (TNC) and as its main aim is to integrate climate change priorities into country development strategies and relevant sector programs by strengthening the information base, analytical and institutional capacity of the key national institutions.

³ This is the context for this document in the absence, up to date, of a general Government strategy on climate change, which would otherwise have served as a foundation for this communication strategy.

- **Section 4** provides an overview of baseline attitudes to climate change in the country, based on publicly available sources (e.g. Eurobarometer publications) and primary data collected during the assignment⁴.
- **Section 4** details the Climate Change Communication Strategy and Action Plan for target audiences at three main levels – the city (i.e. municipal level), the workplace (i.e. among businesses) and the household (among citizens). It includes a detailed discussion of the characteristics of the target audiences, desired outcomes and communication activities.
- **Section 5** describes possible implementation arrangements.
- Additional information on background and communication tools is available in the Annexes.

⁴ Primary data includes individual structured interviews, questionnaires, focus groups and group interviews with representatives of the institutions, relevant experts, journalists, different organizations and ordinary citizens.

2 Communication Strategy principles

The content of the Climate Change Communication Strategy and Action Plan is based on expert knowledge of communication principles, best practice analysis on communicating climate change in the world and on specialist knowledge of the local and regional context. Based on international best practice, the formulation of the strategy and action plan is guided by a number of principles that are integral to a sound communication strategy – these are stated here and applied throughout the document:

1. **A cost-effective action plan** – given the often limited funds and other resources that are available for communication activities, an action plan, implemented at the appropriate scale, and drawing together knowledge of the target audience, “sticky” messages (that is, memorable), and communication tools to meet the communication objective must be designed to have maximum effect by employing minimum resources. In the context of this communications strategy, resources are assumed to be marginal increases in resources from the MoEPP, from UNDP, potential additional donor resources.
2. **A thorough understanding of the target audience(s)** – to have impact, communication activities must be focused on specific audiences rather than general groups (i.e. ‘high schools students’ and ‘working mothers’ rather than ‘the general public’). Understanding the target audience – in particular their motivations and communicative patterns – makes it possible to define desirable outcomes that are realistically achievable. There are a number of target audiences thoroughly defined as they relate to climate change within this communications strategy.
3. **Clearly defined desirable outcomes** – to generate meaningful outcomes, objectives need to be formulated with sensitivity to the status quo and make use of indicators, such as SMART⁵ or QQT⁶. A clear definition of desirable outcomes makes it possible to translate often abstract messages into concrete images that are memorable and that “stick”.
4. **Sticky messages** – to be retained by people and become accepted – to “stick”, messages must be tailored to the target audience’s reality and routines. According to research on international best practice⁷, messages must resonate with the agency of the target audience (that is, their ability to act) and be formulated as Simple, Unexpected, Concrete, Credible, and Emotional Stories (this is called the SUCCESS model).
5. **The right mix of communications tools** – to reach their target audience, and thus produce maximum impact, an appropriate and mutually reinforcing suite of communication tools needs to become inserted into existing communicative patterns. The tools of communication for high school students will be different from those for decision-makers in municipalities, business-people, etc.
6. **Simple and systematic monitoring** – while essential for evidencing the success and cost-effectiveness of communication measures, the complexity and sophistication of any monitoring system needs to reflect its particular purpose. In the context of communications, where budgets for monitoring are frequently limited, this means that a simple yet systematic approach *that is actually implemented* will be most likely to generate meaningful evidence.

⁵ Specific, Measurable, Attainable, Realistic and Time-bound.

⁶ Quality, Quantity, Time.

⁷ Heath C. and Heath D. (2008) *Made to Stick. Why some Ideas take hold while others come unstuck*. Arrow Books/Random House Books, London: UK.

3 Institutional and legal background to the Climate Change Communication Strategy

The Republic of Macedonia ratified the UN Framework Convention on Climate Change (UNFCCC) on December 4, 1997, and the Kyoto Protocol in July 2004. The Ministry of Environment and Physical Planning (MoEPP) coordinated all activities related to ratification of the Convention and Protocol including activities on raising public awareness.

The MoEPP has been designated as the National Focal Point to the UNFCCC and as Designated National Authority (DNA) for the Kyoto Protocol implementation (Figure 1). It is the key governmental body responsible for policy making and coordination of implementation of the provisions of the UNFCCC and Kyoto Protocol. In January 2000, the Climate Change Project Office was set up within the MoEPP. Furthermore, a National Climate Change Committee (NCCC) was established as an advisory body for policy-making related to climate change issues. It is composed of thirteen representatives of key governmental agencies, non-governmental organizations, private entities and the academia. The Committee is chaired by a representative of the Macedonian Academy of Science and Arts.

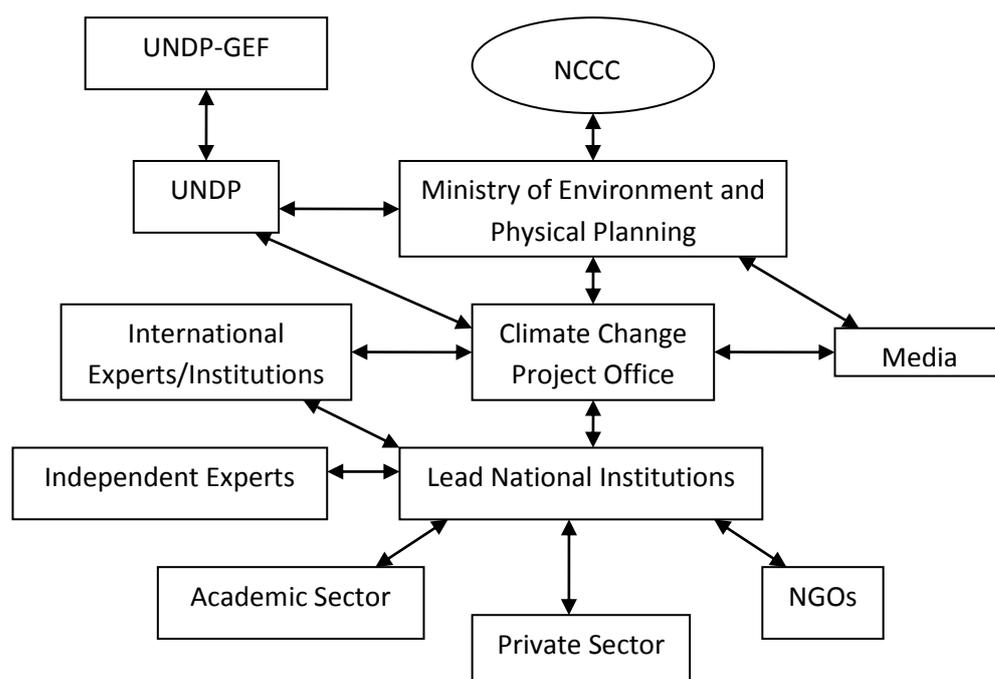


Figure 1: Flow-chart of the relevant sectors included into climate change issues

As a non-Annex I party to the Kyoto Protocol – a country which does not belong to the group of highly industrialized countries – the Republic of Macedonia shares the common commitment for response to climate changes: establishment of inventory of greenhouse gas (GHG) emissions and national reporting on the actions taken in compliance with the Convention. The First National Communication on Climate Change (FNC) was adopted by the Government of Macedonia and submitted to the UNFCCC Secretariat in March 2003. Its preparation was supported by UNDP/GEF. In December 2003, it was presented to the Conference of Parties (COP) to the UNFCCC. All components of the National

Communication are reviewed and approved by the NCCC. Five years later the country submitted its Second National Communication on Climate Change (SNC). This communication strategy builds upon communication recommendations of the **First** and the **Second** National Communication on Climate Change (produced in 2003, and in 2008 respectively by MoEPP).

In reply to the clearly articulated need in the SNC, which has also been reaffirmed by the European Commission, UNDP in cooperation with the MoEPP initiated the preparation of this Climate Change Communication Strategy under the ongoing project for the Third National Communication.

This communication strategy takes into consideration all key legal provisions and strategic documents in crucial sectors that relate to climate changes. Besides the Law on Environment, the key legal provision in the area, which defines competent CC authority at central level/CDM, establishes the system for GHG emissions inventory and anticipates adoption of NP and coordination of the preparation process and relevant stakeholders, the strategy also assumes relevant internal knowledge of all legal provisions and strategic documents among Macedonian institutions that tackle climate change, whether directly or indirectly. These provisions and documents, listed below, are taken into consideration in producing this strategy.

Strategic documents – sustainable development and environment

- National Strategy for Sustainable Development (adopted in 2010)
- Water Management Strategy
- National Environmental Investments Strategy;
- the National Environmental Approximation Strategy (2008);
- the Waste Management Strategy (2008);
- the National Waste Management Plan (2008);
- the National environmental action plan; and
- National environmental health plan.

Strategic documents – energy sector

- The “Strategy for Energy Development in the Republic of Macedonia for the Period 2008-2020 with a Vision to 2030” (adopted in 2010);
- Renewable Energy Sources Strategy of Macedonia until 2020 (adopted in 2010);
- National Strategy for Energy Efficiency in the Republic of Macedonia till 2020” (adopted in 2010); and
- National Program for Energy Efficiency in Public Buildings in the Republic of Macedonia, 2012-2018.

Strategic documents – health

- National Health Strategy for Climate Change Adaptation in Health Sector (NNSAHS) (2010).

Communication aspects of the legal framework and policy challenges related to good governance in climate changes in the Republic of Macedonia

Regarding the need for communicating the climate change issue, the SNC recommends the following: “...the overall Communication Strategy on Climate Change...after its implementation stage will bring change to our behaviour and way of doing things. The main goal of the strategy will be not only to raise visibility in this direction, but also to mobilize and promote new partnerships in order to achieve a higher degree of general awareness and encourage actions to be taken by all stakeholders (Government, private sector, donor community, civil society, media and general public). The partnership-building component will aim at creating synergies with all the interested parties, a range of actors whose contribution is critical and in particular the private sector. By such approach, better mutual understanding between policy-makers and the public on climate change issues, with a special focus on the private sector as key driver, will be achieved.”

In this context, in addition to national activities related to climate change communication, Macedonia should follow the relevant international process in line with the provisions of the Article 6 of the UNFCCC.

Moreover, the European Commission’s 2012 Progress Report for Macedonia (Chapter 27 Environment and climate change) also strongly recommends intensification of awareness raising activities: “...Initiatives to raise awareness and promote cooperation between stakeholders were launched, but efforts should be intensified. In this area, preparations are at an early stage.”

3.1 Institutional and sector structure and their competencies at national and local level in the Republic of Macedonia

This communications strategy acknowledges the complicated structure and a large number of official institutions from different sectors at national and local level that directly or indirectly deal with the issue of climate change (see Figure 2 below).

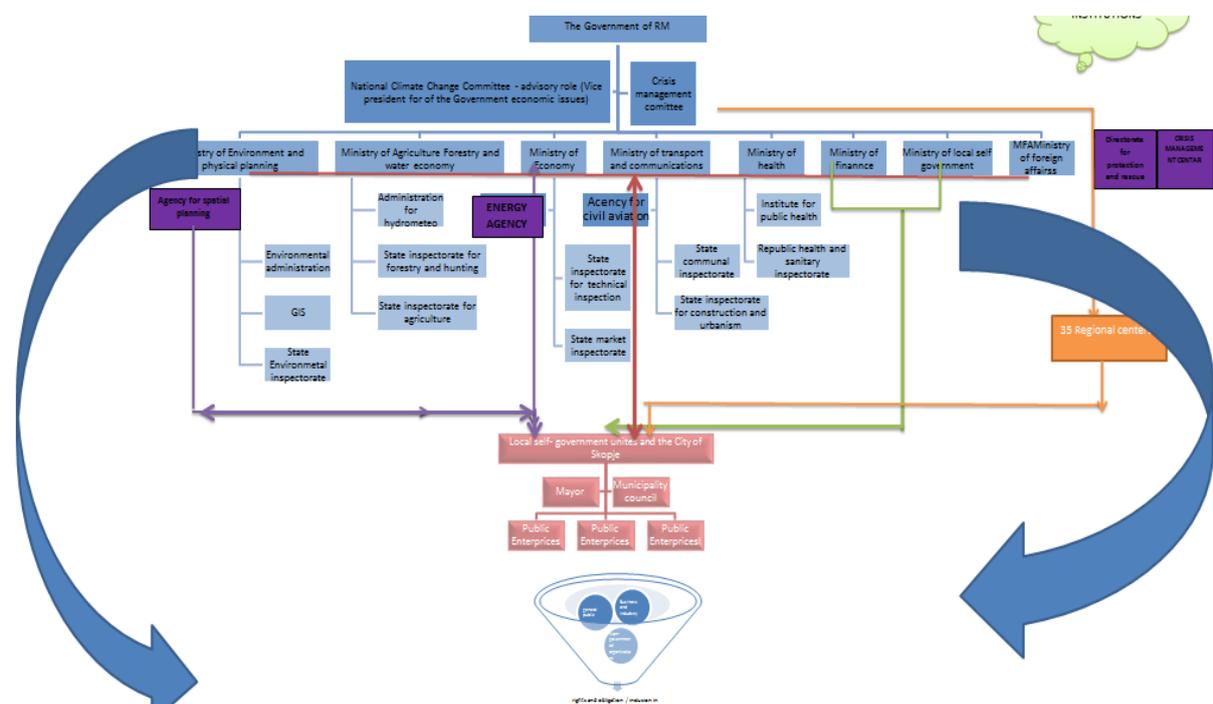


Figure 2: Governing structure at national and local level regarding climate change

Furthermore, at an operational/ sector level, the structure is characterized with an even more fragmented scheme of direct and indirect links between various institutions at national and local level, including the Government, several ministries (sectors and departments within these national institutions, and other organizational units of public administration at national level), inspectorates, local government (municipalities, including their adequate sectors and departments, public enterprises, etc.), which deal with issues of environment, quality of air, water management, waste management nature, energy, urban planning, communal activities, transport, protection and rescue, agriculture and forestry. These institutions all tackle, through their competencies and activities, directly or indirectly, the topic of climate change.

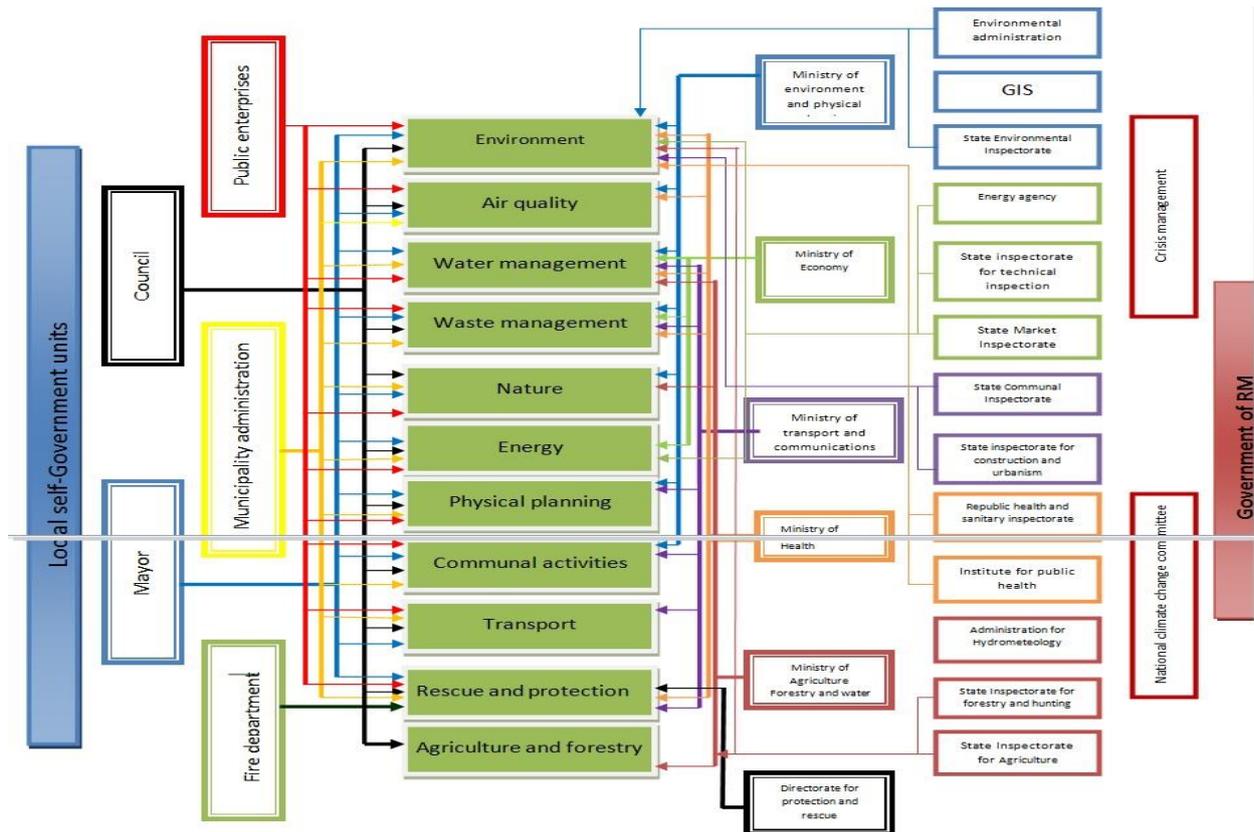


Figure 3: Sector structure at national and local level regarding climate change

4 Baseline attitudes, perceptions and initiatives relating to climate change in the country

What is known about Macedonian attitudes to climate change comes from two main sources – a review of the Eurobarometers publications and from primary research conducted by the Macedonian Institute for Media during the assignment. From these sources the following baseline can be constructed for general attitudes to climate change (Section 3.1), and stakeholder specific perceptions (Section 3.2) Existing activities in the Republic of Macedonia (Section 3.3) related to the general public are included in Annex 2.

4.1 General attitudes to climate change

In reviewing the Eurobarometer survey results from 2008⁸ and 2009⁹ of over 1000 citizens related to climate change, the following information on public attitudes is most important for this strategy:

- **‘Climate change’ is the third most serious problem** currently facing the world, according to Macedonians (after ‘Poverty, lack of food and drinking water’ and ‘A major global economic downturn’).
- **Over half the population considers Climate Change to be ‘a very serious problem’** (62%), while for 24% it is ‘a fairly serious problem’, for 8% it is ‘not a serious problem’ (and the remainder ‘don’t know’).
- In 2008, about half (51%) of Macedonians felt generally well-informed about the causes of climate change. In contrast 39% felt well-informed about the ways in which to fight climate change, and 55% felt well-informed about the consequences of climate change.
- On a pan-European level, **men** generally felt better informed about causes, consequences and interventions. The same trend was observed for those younger than 55 years of age and with higher education levels, especially among managers, students and white collar workers in general. **There is a positive correlation between peoples self-perceived information levels and their perception of climate change as ‘a very serious problem’**
- When asked which actions they themselves had taken to fight climate change, most Macedonians cited reducing energy consumption (60%) and water consumption (48%) at home, environmentally friendly transportation (40%), waste recycling (25%), purchase of local products and environmentally friendly cars (both 16%) and reducing the consumption of disposable items (15%). Less than 5% each cited reducing short haul air transportation, switching to green energy tariffs and installing renewable energy.
- **45% would be willing to pay more for energy produced from low carbon sources** (an average of 16.1% more), compared to 18% who would not be ready to pay more and 37% who ‘don’t know’.

⁸ Eurobarometer (2008) Europeans’ attitudes towards climate change. Special Eurobarometer 300 / Wave 69.2 – *TNS opinion & social*. Available at http://ec.europa.eu/public_opinion/archives/ebs/ebs_300_full_en.pdf

⁹ Eurobarometer (2009) Europeans’ attitudes towards climate change. Special Eurobarometer 313 / Wave 71.1 – *TNS Opinion & Social*. Available at http://ec.europa.eu/public_opinion/archives/ebs/ebs_313_en.pdf

- When asked about the reasons for taking actions aimed at fighting climate change, 68% cited as reason a 'duty as a citizen to protect the environment', 63% because they think that if 'everybody changed their behaviour, it will have a real impact', 44% because they are concerned the world left for 'the young and future generations'; compared to 18% who thought acting would save money and 12% had been directly exposed to the consequences of climate change.
- When asked about whether particular groups were doing too much, about the right amount, or not enough to fight climate change, **69% believed that corporations and industry were not doing enough, 68% believed the government was not doing enough, 72% believed that citizens themselves were not doing enough**, and 41% believed the EU was not doing enough.
- When asked about the reasons for not taking actions aimed at fighting climate change, 50% of the population thought 'it is governments, companies and industries that have to change their behaviour', **47% 'would like to take action but do not know what to do'; while 36% thought changing one's own behaviour will 'not have a real impact'** and 11% that it is 'too expensive to take actions that fight climate change'. Only 4% stated that they were 'not concerned about climate change (6% 'don't know')'.
- From a pan-European perspective, those who consider climate change to be 'a very serious problem' (in particular among men, people aged 40-54, and those in higher education the longest) more frequently pointed to the responsibility of 'governments, companies and industries'. Women more often said that they 'would like to take action but do not know what to do'.
- Those who do not consider climate change to be a serious issue state that they do not take action because they do not believe that their individual behaviour change will have any impact.
- Self-reported levels of access to information about climate change (causes, consequences and action to combat it) were found to only have a marginal impact on reasons for not taking action against climate change¹⁰.

4.2 Stakeholder specific perceptions

In addition to analysing aggregated statistics about the population's attitude towards climate change, the Macedonian Institute for the Media also collected evidence about different groups' perception of climate change-related needs.

The following remarks were presented at the National Workshop on a Governance Assessment on Local Action for Climate Change, and represent challenges that can be starting points to be addressed, especially in the context of internal communication and coordinating of efforts on climate change within institutions:

The following distillation is based on individual interviews, questionnaires and focus groups with over 100 representatives of four groups (see Annex 7.):

Public institutions:

- Stakeholders cited a need for better internal communication and coordination of various institutional actors at national and local levels – in particular because coordination across ministries at the national level seems complex and fragmented;

¹⁰ With the exception of those explicitly citing a lack of knowledge as a reason for not acting.

- Stakeholders stressed the need for better external communication and coordination of efforts with NGOs, involving the civil sector in the activities at the very beginning (planning phases), and the need to demonstrate success in achieving climate change goals as stated in international and domestic compulsory documents.
- Additionally, it was noted that the Republic of Macedonia currently implements a nationally led or top-down enabling framework with the predominant influence moving from national to local action. There are currently no avenues for substantial involvement of local self-governing units in the planning process. This makes this process top-down without taking into consideration that climate change impacts are at the local level and that the information gathered in the local level is indispensable for policy designs at the central level.
- Stakeholders felt that relevant actors both at the central and local level need to increase institutional, organizational and individual capacity. In particular, climate change ought to be an important factor in the local planning, local service delivery and local budgeting.
- Stakeholders felt that there is a lack of political will for prioritizing climate change in the political agenda at the local level.

Industry

- Stakeholders emphasized the need to maximize the efficiency of resources, cutting down expenses and maximize profits and the need to demonstrate corporate social responsibility and improve the public image of the company in the local community and society.

NGOs

- Cited the need for better coordination with responsible state institutions at national and local level, the desire to be involved in government initiatives addressing climate changes in the planning phase and the need for better coordination and information on the activities regarding climate change within the non-government sector itself.
- They also cited the need to improve skills of NGOs for public outreach and need to demonstrate success in achieving climate change goals according to NGOs missions, and international and domestic compulsory documents.

Journalists – A focus groups and responses with journalists revealed the following perceptions about climate change among this group of professionals:

- **Lack of knowledge of and expertise** on climate change affects citizens, public institutions (even those with an environmental mandate), the private sector, as well as the media;
- **Low media literacy** among general population (to access information) and NGOs (affecting the provision of information);
- **Lack of credibility and proactivity** of NGOs (respectively, because of donor-dependency and lack of media literacy);
- **Lack of transparency** affects both public institutions and the private sector – making it difficult to access for journalists to access institutional data and statistics on climate change
- **Lack of exemplary leadership** by the public sector at national and local levels (e.g. in energy efficient and solar buildings) – because climate change is seen as a ‘luxury’ policy area rather than with urgency;

- **Lack of funding** for climate change-related activities and projects, especially regarding promotion advocacy and public outreach;
- Experts are thought to be hesitant or unwilling to speak to the media on climate change issues;
- **Lack of climate change coverage** in the media itself, as other topics takes precedence (mainly economic topics relating to money – and climate change is framed as an ‘environmental’ topic);

4.3 Existing Communications Activities in the Republic of Macedonia

Overall, there is a lack of communications activities related to climate change currently taking place in Macedonia. There have been various public events and public education activities, but communication with specific stakeholder groups has been lacking.

At the same time, the Association of the Units of Local Self-Government of the Republic of Macedonia has developed an “Action Plan on Development of New Policies and Promotion of Local Initiatives in Climate Change Management 2012 – 2015” which includes a number of communications-related activities and shows a significant interest on behalf of many municipalities to take action related to climate change.

USAID is also sponsoring the Municipal Climate Change Strategies Project – geared towards preparing municipal stakeholders for managing local climate change challenges.

5 Climate Change Communication Strategy and Action Plan

This section describes a series of cost-effective, targeted specific communication activities to raise awareness and catalyse action amongst key stakeholders. It was developed by applying the Communication Strategy Principles outlined in Section 2 to achieving the objectives of the Strategy as set out in the Terms of Reference and in the context of what is currently known as the baseline (explored in the previous section).

From the baseline it is clear that levels of awareness of climate change in the population at large and across all sectors are relatively low. In addition, the size and diversity of the population seems to present a considerable challenge to the targeting of communication activities – which have up to date focused either on schools, on the one hand, and ‘the general public’ on the other hand (see Annex 2).

The present strategy is based on the principle that target audiences must be defined much more narrowly in order to produce meaningful outcomes. Therefore, the Strategy and Action Plan make a **first order distinction** between three broad levels of engagement – the city (related to municipal level activities), the workplace (related to businesses) and the household (related to the activities of private citizens). These are derived from their importance to climate change: they are the principal loci in which resource consumption takes place and is organized – and as such they constitute the optimal entry point for targeting climate change communication activities. Targeting communication activities at these levels raises the potential for positive spill-over effects into other areas of Macedonian life.

The general desired outcomes in each case are threefold, and closely related to another:

4. Knowledge and awareness of the city, workplace and household’s impact on and vulnerability to a changing climate.
5. The capacity to develop and implement strategies to reduce impact on, and vulnerability to, climate change at the city, workplace and household level.
6. The development of a proactive attitude to the mainstreaming of climate change considerations into city, workplace and household routines and processes.

A **second order distinction** is further introduced to specify the precise target audiences at the three levels. In general, the target audiences are those persons who are responsible for making important decisions relating to resource consumption at the city, workplace and household levels:

- **The city** – Mayors, Deputies, Advisors, Planners and Procurement Officers
- **The workplace** – Executives, Business and Resource managers, Division Heads
- **The household** – present and prospective heads of family (and non-family, e.g. single or collective) households

Each of these will be discussed in more detail over the course of this section.

From understanding the target audience, a number of activities are suggested for each level and audience, along with implementation considerations, such as prospective implementing entity and activity costs. Each activity was designed to have maximum effect by employing minimum funds. These are summarized in Table 2 under the implementation plan, which

provides an overview of the Action Plan contained in this document (see Implementation plan).

The remainder of the section outlines the strategy and activities for each level audience separately. As a starting point, the following section, Section 5.1, sets out some general framework and overarching activities that would be an optimal basis for the targeted communication activities in Sections 5.2-5.4.

5.1 Framework and overarching activities

Activity #1 – A focal point for climate change communication is an essential entity for coordinating diverse communication activities and in order to establish a single national information point for all stakeholders in national and local government, industry and services and different civil society groups and individual citizens. This would probably be comprised of 1-3 staff people and could be established under the leadership of MoEPP or the National Climate Change Committee and could serve as a focal point around which the national climate change strategy could be developed. Value added will be if this focal point also serves as focal point for UNFCCC - Article 6: education, training and public awareness.

Activity #2 – The development of a brand, using a logo and strong ('sticky') slogans, for the climate change communication initiative could serve to support and unify activities, including those of third parties who can use logo and slogans as part of their activities. Logo and slogans should be in Macedonian, Albanian and in other key languages for the citizens of Macedonia. A website would serve as the virtual home of the communication initiative and act as an information portal for the target audiences, implementing partners (see Section 6) and other stakeholders. A PR/design firm should be engaged to develop this combination of a brand/logo/slogan which would then be tested in focus groups. The latter is important as at present there appears to be a strong perception of climate change as an environmental 'luxury' issue that has little relation to the crucial processes of cities, workplaces and households. Sections 5.2-5.4 cover these levels of activity in more detail – and refer to Annex 4. Example Key Themes for Public Campaigns for potential campaign themes and slogans. While an important feature that will unify efforts across the country, it is strongly recommended that limited funds be allocated to such an activity, in order to avoid distraction from the main objectives of the communication strategy.

Activity #3 – Strengthening of internal communication at state-level; to develop a clear and shared understanding of the overall direction of government policy and action, bringing a range of stakeholders together at the state level, a deliberate communication initiative should be implemented. This could be carried out by the National Climate Change Committee (NCCC)¹¹, the principal entity tasked with consulting and informing relevant stakeholders of climate change issues, policy development and strategic management, or alternatively by MoEPP – and should take into seek to establish, maintain and deepen communication activities in two streams:

- A 'working level' stream targeting technical and operational ministry staff (see Annex 6. for a list and description of relevant ministries), consisting of series of meeting, presentations, mailing lists, and informal discussions on climate change topics related to relevant policy areas (e.g. 'brown bag lunches'), between counterparts in different Ministries' units; and

¹¹ Chaired by the Ministry of Environment and Physical Planning, the NCCC comprises 30 other members, including representatives from the Ministry of Agriculture, Forestry and Water Economy, the Hydro meteorological Institute, the Ministry of Finance and the Regional Environmental Center (NGO) and others.

- A ‘higher level’ stream targeting senior staff and heads of unit in the form of a periodic strategic ‘roundtable’, which creates a forum for higher level decision-makers to discuss developments at ministry and policy area levels, and based on which items such as memoranda, strategic statements, position papers, etc. can be generated.

In both streams the NCCC should aim to draw on its wide ranging network of stakeholder contacts in relevant sectors to engage relevant organizations, companies, associations and other relevant actors (e.g. municipalities) in the policy dialogue. The activities in the streams would usefully focus on climate change policy development, instruments (such as EU-Emission Trading Scheme, ESD, REAP etc.) and data management (including UNFCCC reporting), sectoral policy implementation, etc.

Activity #4 – Consultation and targeted capacity building of potential partners (media and NGOs) is an essential overarching point which emerged as an important need relating to climate change communication in focus groups and questionnaires with both NGOs and the media. Consultation could take the format of roundtables with the explicit aim of establishing key activities, needs and points of fruitful collaboration between public administrations and other public bodies, journalists and NGOs; leading to, for instance, the co-production of a joint climate change media toolkit, with contributions from the media, NGOs and government stakeholders (including ZELS (the Association of the units of Local Self-Government of The Republic of Macedonia) and the Chamber of Commerce).

As well as constituting a channel for dialogue, this will also increase networking opportunities and foster a closer working relationship between these groups. In the process, these groups’ capacity in either climate change or communications will be enhanced, equipping them with the necessary skills to become implementing partners should they be willing to do that (see Section 6). For example, NGOs and journalists will benefit from capacity building of different types – while journalist (as well as ZELS and the Chamber of Commerce) may learn about the different climate change areas that the press could cover, NGOs will develop better media literacy for communicating their activities to the media and the public.

To better harness the media sector it will be important to develop an organized lists of journalists, their interests, and then ensure that the various stakeholders (especially from within government and municipalities) have access to and reach out to these journalists (and vice versa – journalists must seize this opportunity to develop innovative stories and outreach methods). In concrete terms, this would include an itemized and detailed list of journalists who cover topics related to climate change, carrying out meetings with these journalists, and then updating them with media releases, phone calls, and quick emails when issues arise that are relevant to their interests.

5.2 The municipality

It is increasingly acknowledged that municipal-level action is critical for tackling climate change and often the most effective place to make actions happen¹². In Macedonia, Local Self-government Units (LSGUs) are potentially pivotal stakeholders in the sphere of climate change action. On the one hand, they have a mandate (and legal obligation) to deliver

¹² For example, see Local Governments for Sustainability (<http://www.iclei.org/> - “the world’s leading association of cities and local governments dedicated to sustainable development”), the EU initiative The Covenant of Mayors (www.eumayors.eu - “the mainstream European movement involving local and regional authorities, voluntarily committing to increasing energy efficiency and use of renewable energy sources on their territories”), and the global city initiative C40 (, Cities Climate Leadership Group).

several critical public services – such as water and sanitation, waste management, urban planning, protection and rescue of citizens, and goods and environmental protection¹³. On the other hand, they are situated at an intermediate position between national and the local levels at of the workplace and the household. Through public services and proximity to citizens and business, they could therefore have significantly positive impact in terms of helping their constituents to understand climate change at a local level, both in terms of mitigation and adaption. They are also uniquely placed to feed back local or regional environmental priorities into national decision making processes.



Figure 4 Municipalities in the Republic of Macedonia (Source: <http://mls.gov.mk/map/>)

At the municipal level, communication activities should focus on the key message *that local action need not wait for national level interventions and the legal framework to be put in place*. That local action works in parallel, and often more effectively, than national and multi-lateral processes is very clearly demonstrated by trans-municipal movements such as ICLEI and the Covenant of Mayor (see footnote 10) – and empowering municipalities to act on climate change also resonates with national processes of political decentralization and the granting of greater fiscal autonomy to municipalities in recent years.

It is important to keep in mind when doing outreach to municipalities that they are guided by the following primary motivations:

¹³ The Republic of Macedonia is divided into 84 municipalities and the City of Skopje (a special self-government unit) – of these 33 municipalities have seats in cities or towns, 41 in villages, and 10 make up the city of Skopje. The decentralization process introduced a model known as symmetrical transfer of the competencies which implies that all LSG units have the same competencies including those that are relevant for the area of climate change. The Law on Local Self-government has transferred the competencies for the environment and nature protection (measures for protection and prevention against water, air and soil pollution, nature protection, protection against noise and non-ionizing radiation) to the local level. Municipalities are also responsible for communal services, protection and rescue of citizens and goods, and spatial planning. (Source: Maaskant W. et al. (2012) *A Governance Assessment on Local Action for Climate Change*. Prepared for UNDP Macedonia)

- Their principal mandate of public administration, including the management of their respective areas of responsibility (thematic and geographical) and the setting of administrative policy priorities;
- Providing the appropriate framework for enabling other actors, as well as fulfilling the role of exemplary leaders;
- The need to avoid duplication between and coordinate action across institutional, non-profit and for-profit entities, including better internal communication and coordination of various institutional actors at national and local levels;
- Local economic development combined with promoting suitable living circumstances for the inhabitants of the city.

Importantly, in order to mainstream climate change mitigation and adaptation into municipal government, communication activities must target key staff at the municipal level – specifically, **Mayors, Deputies, advisors and technical staff**. These are some of the central roles in local government that significantly affect resource and allocation, in areas including urban planning and development, infrastructure services (energy, water and waste), as well as municipal procurement. The three desired outcomes for this target audience are:

1. **Knowledge and awareness of the city or town’s impact on and vulnerability to a changing climate.**
2. **The capacity to develop and implement local climate-related strategies:** including to reduce impact on, and vulnerability to, climate change at the local level.
3. **A proactive attitude to the mainstreaming of climate change considerations into municipal processes.**

Through a range of activities it will be possible to work towards these outcomes. The following activities have been singled out as cost-effective and particularly impactful¹⁴:

Activity #5 – Inter-municipal portal on climate change communication focal point website, for Macedonian municipalities, as a port of call for local government practitioners. Fostering inter-municipal communication is perhaps the most critical activity at the municipal level – on the one hand, it enhances cooperation and learning through the exchange of knowledge and skills, and on the other hand it leads to the creation of a potentially unified representative voice of municipalities in the national policy arena. The portal would leverage existing inter-municipal structures such as the Association of the units of Local Self-Government of The Republic of Macedonia (ZELS, see Annex 6. Stakeholders, their roles and responsibilities) and Network of Association of Local Authorities of South-East Europe (NALAS, see Annex 6.)

In particular, the portal would facilitate the coordination of activities between different stakeholders, such as through the recently drafted *Action Plan on Development of New Policies and Promotion of Local Initiatives in Climate Change Management 2012 - 2015* (see Annex 7. for a summary overview). The Action Plan, prepared by ZELS with UNDP foresees some important measures at the municipal level, such as strengthening local capacity (including for financing energy efficiency measures), analysis of legislation and reform, multi-stakeholder cooperation across sectors, leadership in climate action; and best practice dissemination and multimedia campaigns

¹⁴ In the planning phases of activities implementing entities and partners should seek coordination and cooperation, if relevant, with other organizations and projects – for example, the recently launched USAID Municipal Climate Change Strategies Project (MCCSP), which aims to prepare municipal stakeholders to manage local climate changes (see <http://macedonia.usaid.gov/en/sectors/democracy/MCCS.html>)

The communication activities outlined below will assist in delivering the objectives of the ZELS/UNDP Action Plan. The portal would collect resources relating to local government activities, and make it possible to join groups of colleagues in different municipalities in Macedonia working in similar areas and to keep up to date with developments. A regular newsletter would be sent out (either electronic or via existing print publications), updating on activities, best practices and latest thinking in municipal climate change management; including the feeding back of different municipal voices to national policy audiences (e.g. through tasked representatives).

Activity #6 – Designation of local focal points within each municipality should be encouraged (e.g. in municipal communications or planning departments), who would deal with climate change related issues, including communication activities, coordination across the different departments within the administration as well as with other municipalities.

Activity #7 – National workshop on best practice in urban and municipal planning that brings together the practitioners that are members of groups on the virtual portal on an annual or biennial basis, in rotating locations in the Republic and around new themes in climate change related planning issues. This could be a side event (or additional day) at any other events that bring in such stakeholders in order to minimize costs. Themes could, for example, focus on the integration of climate change issues in other plans and policies, the leading to the preparation of a local climate change strategy (with commitments to concrete actions and targets), the implementation of national laws and progressive environmental by-laws at the local level.

Activity #8 – Publication (electronic and possibly in print) of a local government manual on climate change issues, collecting experiences from across the Republic, best practice and key challenges. The possibility to make this a regular publication should be considered, soliciting contributions on for example an annual basis, from across the Republic. Alternatively, it could be done via a listserve on LinkedIn (or something similar). Themes to be focused on could include integrating climate change into Local Environmental Action Plans (LEAPs) and Strategic Environmental Assessments (SEAs), which are good entry points for mainstreaming climate change into planning processes (that have however not, up to date, tended to be used for this purpose).

Activity #9 – Awards for excellence in local government management, including environmental and climate change; or alternatively select a proactive municipality in the Republic to become recognized as a leader in climate change transformation (such as the Eurosolar and Managenergy Prizes). These could be cash awards, material awards (such as solar panels for a building), or simply a press event. A potential precursor to such awards could be a strategy of encouraging “champion” municipalities which can demonstrate the importance of climate-change related programmes and communicate to other municipalities (for example, a number of municipalities – e.g. the municipalities of Jegunovce and Shuto Orizari – have already been involved in energy efficiency and renewable energy promotion campaigns).

Activity #10 – Public consultations and participatory events; such as those of a participatory Agenda 21 process¹⁵; in the form of public events, solicitations to submit

¹⁵ Agenda 21 is an initiative dating back to the 1992 Rio Earth Summit. As proponents of the Agenda 21 process state, “seldom have a few brief lines of a formal declaration provoked such an enthusiastic reaction. At present, over 5,000 cities around the world are drawing up their own Local Agenda 21s through mechanisms involving participation by the local community, with the objective of establishing shared objectives and milestones to contribute locally to the sustainable development of our planet's society. Local Agenda 21s are a good example of the old ecologist maxim “think globally and act

opinions, participate in surveys, etc. to engage the community (citizens and local associations of housing, leisure, parents, etc.) in the development of municipal priorities and directions. Participatory processes are uniquely suited to opening up a dialogue on societal issues in general, and the climate change in particular, given that citizens have a high stake in their health and cleanliness of their immediate. Dialogue should focus on concrete local issues (i.e. translating the abstract 'carbon' metric of climate change into locally meaningful measures – see also Section 5.5)

locally". (see this link for an account of the Agenda 21 development process in Barcelona (Spain): http://www.bcn.cat/agenda21/english/A21_AGENDA_ENG.htm)

5.3 The workplace

The workplace is a crucial nexus for resource consumption (including universal goods such as energy and water but also the sector-specific procurement of goods and services), as well as waste generation. In addition, employees (who are further discussed under the banner of The Household in Section 5.3) are exposed to the daily conduct of business practices and organization, through which they in turn may internalize behaviours and values related to resource consumption - potentially leading to a greater reflection on the climate impacts of not just business, but also personal routines. This spill-over effect may be particularly relevant in the Republic of Macedonia, where enterprises are small (compared to the European average) – of all enterprises in the republic of Macedonia, 99.8% are SMEs with an average size of 3.97 employees (compared to the European average of 4.2), employing two thirds of the population (the remainder of the employed population is employed by large companies¹⁶. Small workplaces increase the chance that positive resource consumption behaviours and values will be transferred from business management to the individual, and from one individual to another.

Table 1: Basic figures on structure of private sector - number of companies and employment

	Republic of Macedonia		EU27	Republic of Macedonia		EU27
	Number	Share (%)	Share (%)	Number	Share (%)	Share (%)
Micro	57,775	93.3	92.2	112,037	23.9	21.5
Small	3,361	5.4	6.5	69,9975	20.3	18.6
Medium-sized	658	1.1	1.1	63,235	21.5	18.3
SMEs	61,794	99.8	99.8	245,247	65.7	58.4
Large	131	0.2	0.2	315,553	34.3	41.6
Total	61,925	100	100	560,800	100	100

(Source: SBA Factsheet 2012 Former Yugoslav Republic of Macedonia. European Commission.)

In order to mainstream climate change mitigation and adaptation into the workplace and business practice, communication activities must target the relevant professionals in SMEs and large enterprises in a cross-cutting manner across all economic sectors – services, manufacturing, and agriculture. Specifically, knowledge capacity and proactive attitudes must be fostered **among Executives, Business and resource managers, and Division managers**. It can be expected that other employees will be influenced favourably if these key professional positions buy in to climate change mainstreaming.

The three desired outcomes for this target audience are:

1. **Knowledge and awareness of the climate related aspects of their businesses:** resource intensity of their businesses, including but not solely climate change impacts, and the potential risks to the business in the future (including for instance resource shortages and other supply chain risks) that may arise from a changing climate.
2. **The capacity to develop firm-level climate related strategies:** including those to reduce resource intensity and vulnerabilities, including through fostering skills such as integrated resource planning, environmental procurement policies, energy and water efficient resource use, etc.

¹⁶ Source: SBA Factsheet 2012 Former Yugoslav Republic of Macedonia. European Commission. Available from: http://ec.europa.eu/enterprise/policies/sme/facts-figures-analysis/performance-review/files/countries-sheets/2012/fyrom_en.pdf. Accessed February 2013.

3. **Foster a proactive attitude of anticipating and acting upon climate-related risks and opportunities** in order to increase the business' resilience and efficiency; including encouraging and incentivizing employees to adopt environmentally respectful behaviours within the firm (e.g. energy saving, recycling, transportation).

Through a range of activities it will be possible to work towards these outcomes. In doing outreach to executives and resource managers of companies, it is important to keep in mind their primary motivations which are:

- The need to generate profit, including efforts to keep business expenses as low as possible and maximizing resource efficiency;
- The need to risk proof the business against supply chain risks and other potential sources of uncertainty (this includes risk proofing against both potential climate change risks, as well as avoiding potentially unviable investments into climate change measures); and
- The desire to demonstrate corporate social responsibility and improve public image of the company in the local community and the society.

At the level of the workplace, a range of potential activities can contribute to these desirable outcomes by clearly linking the importance of mitigating and adapting to climate change to efficiency and resilience gains in organizational routines:

Activity #11 – Cross-sector virtual portal for businesses, and creation of relevant sector specific communities of practice groups on crucial issues facing business, including (but not exclusively) relating to climate change. The portal would include resources relating to resource efficiency and resilience (e.g. performance benchmarks, typical risks, typical improvement technologies), information on potential financial resources for climate-change related business improvements, contact details of climate sector professionals (e.g. energy auditors) and up-to-date developments related to climate change and businesses (potentially through a regular newsletter). It should be investigated with other international organizations – in particular International Finance Institutions – whether these can be coupled with information about potential investment opportunities/sources of investment funds and how to apply to them.

Activity #12 – Information and best practice learning events in climate relevant business and enterprise areas¹⁷; conducted on sectoral basis, these will broaden the knowledge of business executives and managers and illustrate the benefits to businesses who implement resource efficiency activities at the firm-level, in particular those that are compatible with business priorities of profitability, appropriate risk, and visible corporate social responsibility. Depending on the sector, these can include events hosted by national or international sponsors, be a part of international projects, and EU TAIEX workshops and study tours, which promote the sharing of EU best practice in a particular area of policy or expertise.

Activity #13 – Specialized workshops on financing climate change mitigation and adaptation projects; as a follow-up to Activity #9 that is specifically targeted at generating concrete viable projects in the private sector through making available a range of information on potential sources of funding sources for energy efficiency and renewable energy investments for businesses – for example via EBRD's WEBSEFF fund -

¹⁷ According to a recently drafted document *A Roadmap for the Republic of Macedonia in introducing the Monitoring, Reporting and Verification of Greenhouse Gas Emissions under the EU Emissions Trading System*, the introduction and implementation of the EU ETS requires building and continuously improving the expert capacity of all stakeholders - this means there is an important role for communication activities in this area.

<http://www.webseff.com/> which is active in Macedonia. This would most likely be more successfully carried out in conjunction with the appropriate line ministry – such as the Ministry of Economy for energy, and the Ministry of Agriculture, Forestry and Water Economy for agricultural issues, forestry issues, and water issues. While UNDP could help facilitate this – especially in connection with activities related to the national GHG inventory – they might also enlist the assistance of the World Bank, IFC, or EBRD who are active in these issues and have a long track record of working with private industries and investments in the country.

Activity #14 – Dedicated training course on climate sensitive resource management for businesses and enterprises, rewarded with certificate and endorsement. For example in the form of a short weekend course or summer school, with site visits and guest speakers. This could be done in partnership with, for example, the Macedonian Academy of Sciences and Arts¹⁸ – Research Centre for Energy, Informatics and Materials, which has done extensive work in these areas. For SMEs this could include a free ‘green audit’ by which a (e.g. municipally) subsidized company provides green business advice to local businesses, such as the Smart Green Business initiative in London (UK, <http://www.smartgreenbusiness.co.uk/>).

Activity #15 – Error! Not a valid bookmark self-reference.; local and national businesses could benefit from the visibility that they can gain from being seen as a green leader of the nation. For instance, consumption-orientated businesses, such as supermarkets could promote green household practices (for instance through launching their own competition and showcasing of climate sensitive practices), and become sponsors of a particular green technology – such as a set of businesses (e.g. banks, beauty product retailers, etc.) who have become sponsors of installing solar photovoltaic systems in schools in the UK (see <http://www.solarschools.org.uk/>).

5.4 The household

On a daily basis, households¹⁹ deal with issues that are very much related to climate change – namely, through purchasing decisions that are made, and consumption practices more broadly, including resource use (e.g. energy and water) and disposal (e.g. recycling and waste).

Similar to cities and workplaces, therefore, there are three desirable outcomes that are specific to this households as a target audience:

1. **Knowledge and awareness about the impact that a different household practices have in terms of contributing to climate change**, especially consumption practices (including purchasing decisions) and resource use and disposal (in particular water, energy and waste).
2. **The capacity to recognize, change and develop existing and new routines that reduce the household and the community’s impact on, and vulnerability to,**

¹⁸ A member of this organization is the chair of the National Climate Change Committee (NCCC)

¹⁹ According to the 2002 Census “A household is considered to be a family or some other community of persons who declare themselves to be living together and spending their incomes collectively for their basic living needs (housing, food and other)... A household is also considered to be any person who lives alone... A household is also considered the so-called collective (institutional) household, i.e. a household consisting of persons who live in institutions for permanent care of children and adults, in monasteries, convents and hospitals for incurable persons.” (page 16) Census <http://www.stat.gov.mk/Publikacii/knigaXIII.pdf>

climate change – for example as relates to improving the climate-resiliency of their homes via weatherizing.

3. **A proactive attitude through which sustainable living becomes the principle upon which household practice is based.**

In many ways mainstreaming climate change into households follows similar principles as in municipalities and business, through targeting activities at those people who are in charge of the important 'executive' and 'managerial' tasks at the household level. In the Republic of Macedonia, households vary in composition and size (e.g. families, couples, single person households and different constellation in between). Who precisely assumes the key role of resource manager is much less clearly defined than in formal organizations. In the context of Macedonia demographics²⁰, two features stand out:

- **Over 70% of all households consist of either married couples with children (54%) or married couples without children²¹ (16.4%)** – see Figure 1. The 2002 Census shows that there are a total of 56,4237 households in Macedonia with an average of 3.58 people per household. The vast majority of these are so-called 'Family' households (comprised one, or two and more families) – almost 90% - while the remainder are 'Non-family households' (single, or multi-person households).
- **45% of the population is between 15 and 45 years old.** The figure increases to over 50% for the age range between 15 and 55 years old population and to over 66% of under 45 year olds if the under 15 category is also taken into account (see Figure 2).

Based on this simple characterization of the Macedonian population, it is possible to draw out, as a target audience **family households (with or without children) in the age ranges between 15 and 55 years old**. Targeting these is likely to have the greatest impact, given their dominance in household composition in the Republic and therefore their importance for making household consumption decisions in the present and the near future.

In doing outreach to these households, it is important to keep in mind their primary motivations which are:

- Desire to live in healthy and clean environment (clean and unpolluted air, water, surroundings);
- The need to keep household costs as low as possible (e.g. expenses on fuel, shopping, maintenance of the home and leisure activities)
- A likely resistance to radical change of household routines (e.g. waste disposal habits, water and energy consumption), in particular without the ability to see tangible results quickly

Through a range of potential activities it will be possible to work towards increasing knowledge and awareness, capacity to change household consumption routines and cultivate a proactive attitude towards climate change:

Activity #16 – Multi-media campaign on the relationship between households and climate change on, for example, "my habit, my impact": using posters and flyers in public spaces, messages and discussions on local and national radio stations, newspapers and glossy magazines provide households with 1) concrete images and figures of how household consumption in Macedonia is making inefficient use of resources, and 2) specific

²⁰ State Statistical Office, Republic of Macedonia (2005) The Census of Population, Household and Dwellings in the Republic of Macedonia 2002.

²¹ This includes childless couples and those with married children.

tips and concrete actions that can be integrated into daily household routines to reduce these impacts. The message to be conveyed is that climate change is relevant, considering that 'resource efficiency' is already very much a part of daily routines and that there are important benefits to be derived from making conscious adjustments, such as savings, pride in good organization, economy and environmental safety²². In addition, this activity could include highlighting first-hand experiences of climate change impacts such as floods to be used as 'testimonial' type campaign through different media.

Activity #17 – Enrolment in Activity #13 of popular individuals (e.g. national and local celebrities, intellectuals), influential organizations and other sponsors as participants in Activity#1 or another campaign – such champions can add legitimacy and impetus to the message of the campaign.

Activity#18 – Climate Change Community Champions – an initiative combining voluntary training and engagement activities for members of the local community, for instance via, for example, home-owners associations. At the local level, a Community Climate Champions Group can be set up to meet at regular intervals during the year and members pledge to serve the needs of their communities by undertaking training in climate change issues and representing their communities to the municipality. A programme could be funded by the MoEPP or UNDP and implemented by local NGOs which would put out an initial appeal for volunteers to undergo training on climate change and civil society representation. These trainings could include climate change causes and consequences, simple steps that can be encouraged to reduce GHG emissions (e.g. at home, at work), and simple steps that can be encouraged to adapt to climate change. This activity could be piloted for one area, municipality or region in Macedonia, to ensure lessons are learned and applied ready for nationwide roll-out.

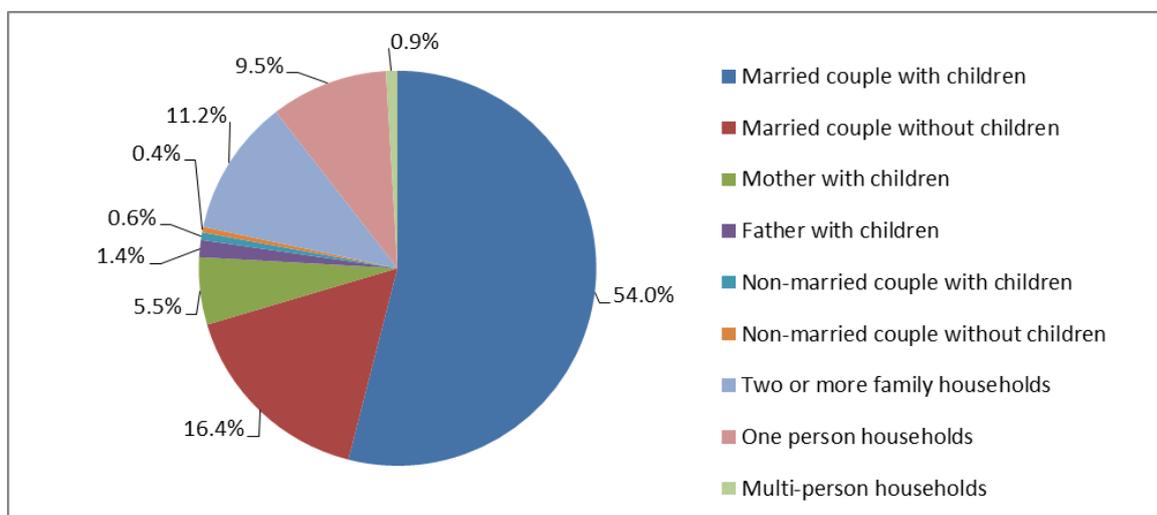


Figure 5 Household composition in the Republic of Macedonia based on 2002 Census data

²² For more Example themes for multi-media campaigns aimed at more broadly at the general public, see Annex 4.

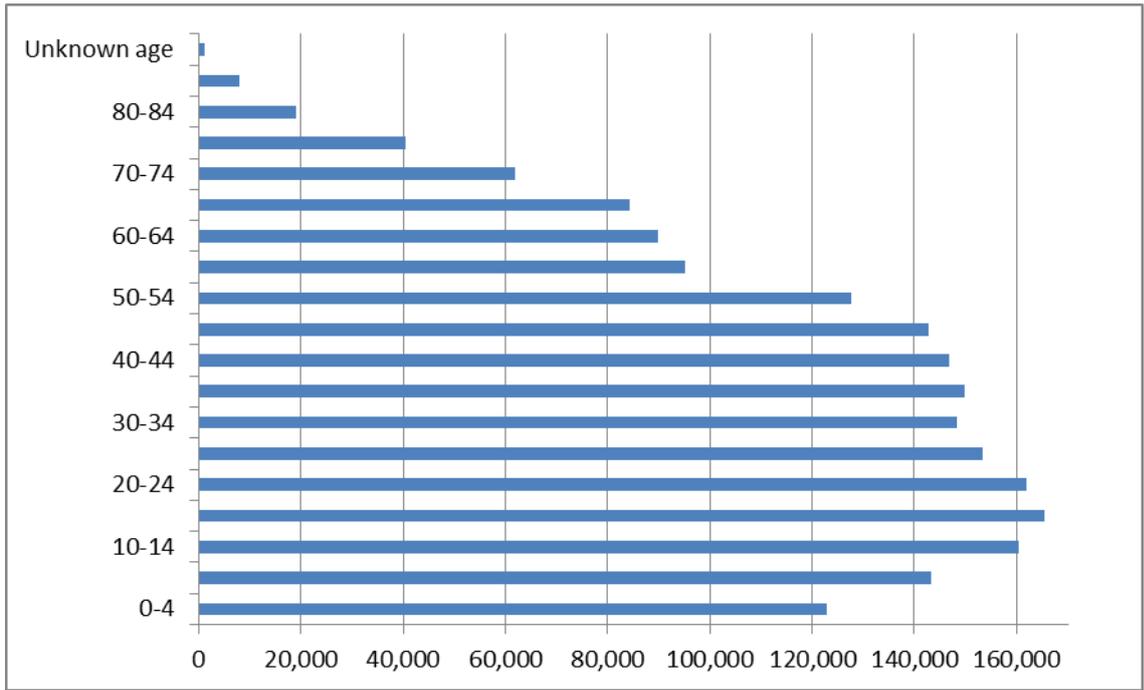


Figure 6 Population by age in the Republic of Macedonia based on 2002 Census data

6 Implementation plan

6.1 Implementing entities

The proposed principal implementing entities proposed for the activities in Section 4, are the following

- MoEPP - we recommend nomination/creation of a small official section of 2-3 staff people – perhaps within the Public Relations Office of the Ministry) which will serve as a National Focal Point for Climate Change Communication and Information.
- ZELS – the Association of the Units of Local Self-Government of the Republic of Macedonia (ZELS), a single association of municipalities is, among other things, actively devoted to providing support to the process of climate change management at local level ZELS in collaboration with the UDNP project, TGDL (Think Globally Develop Locally). ZELS with UNDP prepared the *Action Plan on Development of New Policies and Promotion of Local Initiatives in Climate Change Management 2012-2015* that defines solutions and activities in the areas of climate change management and energy efficiency.
- Journalists/ media for dissemination and coverage of activities; including dailies and weekly, radio and TV stations and web platforms.
- Macedonian Chambers of Commerce (MCC) - is Macedonia's leading business network (founded in 2004) with over 1,000 members and composed of eight Chambers (Industry Chamber, Trade Chamber, Services Chamber, Agro-business Chamber, ICT Chamber, Tourism Chamber, Accounting Chamber and the Construction Chamber). There presently no official activities relating climate change, however given capacity building, the MCC would be an important stakeholders to involve in climate change communication campaigns.
- NGOs – a range of NGOs that are activity in climate change communication, public awareness raising and other climate change-related projects will be valuable project partners for implementing communication activities.

Possibly for Annex 3. For the purpose of coordination and cooperation between interested stakeholders, especially those conducting activities, it would be beneficial to develop formal communication channels, such as in the shape of a pan-stakeholder communications committee on climate change (e.g. as a part or sub-group of the National Climate Change Committee) and operating through the climate change communication portal. Such a group would be able to encourage partnerships and foster community groups' inclusion and participation in the process, as well as facilitating the coordination of monitoring activities.

6.2 Monitoring and review

Monitoring should be simple in terms of procedures and cost-effective given limited budgets. It should focus on two aspects of the Communication Strategy, which should both be employed to assess activities, overall strategy progress, and review targets and objectives:

- Process monitoring: relating to the effectiveness of messages, channels of communication and indicators employed; and
- Outcome monitoring: of the progress in reaching the communication objectives, including quantitative and qualitative assessments of whether targets are being met.

The timeline for carrying out these activities is not included, as this will depend upon resources available and which activities will be chosen.

Potential indicators of success are listed below. The baseline levels and targets have not been established within this strategy, but for every activity undertaken the baseline levels and targets should be established along with appropriate timelines for implementation.

A more detailed work-plan which includes the timeline, baseline, and targets should be developed by those who will carry out the work.



Ministry of Environment and Physical Planning
The Government of the Republic of Macedonia

Table 2: Overview of Action Plan for City, Business and Households

1	A focal point for climate change communication	All stakeholders, including key/non-key target audiences, implementing partners etc.	See websites: http://ec.europa.eu/climateaction/index_en.htm , http://www.number10.gov.uk/	MoEPP Public relations office (liaison with ZELS and Chamber of Commerce)	1-2 staff people per year plus office space and travel as necessary	*Presence of focal point *# of information requests received and responded to
2	The development of a brand, using a logo and strong ('sticky') slogans	All stakeholders, including key/non-key target audiences, implementing partners etc.	For example, EE campaign labels in Croatia: http://www.energetska-efikasnost.undp.hr/	MoEPP	~USD 5,000 – 10,000 for design, focus group testing, finalisation.	*Branding/slogans developed and tested *High ratings by test audience
3	Strengthening of internal communication at state-level	Government stakeholders	Sustainability Committee in Montenegro	MoEPP, Ministries	Some staff time for organizing (see item #1) plus occasional costs for refreshments for meetings, brown-bag lunches, etc.	*Roundtables held *Members of mailing list *Production of Memoranda
4	Consultation and targeted capacity building of potential partners	All stakeholders via the media	Could take the form of a multi-stakeholder roundtable or other forms of networking (to identify mutual needs and establish a dialogue), and then training in the form of joint production of climate change media toolkits	MoEPP Public relations office	Included in item 1 on an ad-hoc basis.	*Consultations held with media/NGOs *Co-production of media kit *#networking events held *increase of climate change

						press stories
5	Inter-municipal portal on climate change communication focal point website	Local government professionals	For local government professionals (UK): https://knowledgehub.local.gov.uk , This can also be done on a smaller scale on LinkedIn (www.linkedin.com)	ZELS /MoEPP	Creation of a bottom-up comprehensive portal is estimated to cost USD 10,000 – 20,000. While less potent, LinkedIn user groups are free to create and only require staff time to manage (see item 1) – could be a worthwhile start before upscaling, if effective.	*Trialling of LinkedIn group *# of relevant members joined *# of independent conversations started/replies
6	Designation of local focal points within each municipality	Municipalities	See The Association of Climate Change Officers http://www.accoonline.org/about.html	Municipalities (supported by ZELS) MoEPP	Some staff time from the focal point for climate change communication Staff time from the municipalities	*Focal point established *Focal point active
7	National workshop on best practice in urban and municipal planning	Local government professionals	See, for example: http://www.energetska-efikasnost.undp.hr/konferencije	ZELS /Local government executives, NGOs, researchers	Typical 1-day workshop costs are made up of: ~USD 1,000 for venue rental plus travel costs and internal staff time (see item 1). Consultants engaged for trainings according to UNDP rates - *Macedonian consultants - ~USD 750 per workshop (including preparation) *International consultants - ~USD 3,500 per workshop (including 4 days of preparation, 1 day of workshop, 1 day of follow-up)	*Workshop held *# of participants from different Macedonian municipalities *feedback form on workshop *# of LinkedIn/portal conversations on workshop *# of press releases and qualitative evaluation of press coverage

					plus travel. International assistance from the EU may be available from the TAIEX programme (http://ec.europa.eu/enlargement/taieux/)	
8	Publication (electronic and possibly in print) of a local government manual on climate change issues	Local government professionals	See for an example of a toolkit for planners, developers and consultants (integrating renewable energy into new developments in London): http://legacy.london.gov.uk/mayor/environment/energy/docs/renewables_toolkit.pdf ; https://knowledgehub.local.gov.uk/c/document_library/get_file?uuid=4ea76ce0-81d7-4171-a84e-9f74ef2669ca&groupId=5919398	ZELS / MoEPP	Costs of compiling – uncertain at this stage but likely ~USD 20,000 Publication costs: electronic costs are minimal to non-existent; print costs vary	*# of contributions submitted for publication *#number of print copies distributed/electronic downloads *feedback by readers on quality of articles
9	Awards for excellence in local government management	Local government professionals	Eurosolar (category: “Towns/municipalities, council districts, public utilities”): http://www.eurosolar.de/en/index.php?option=com_content&task=view&id=573&Itemid=24 Local government awards (UK): http://www.lgcawards.co.uk/categories	ZELS / MoEPP	Staff time from focal point for climate change communication in organizing (~2 months per event). Venue rental, refreshments as necessary. Prizes could be non-monetary or related to goods or cash (estimated ~USD 30,000 would be sufficient for 1 large prize such as putting PV on a building)	*# of submission to awards *# of engaged municipalities *quality and innovativeness of submissions
10	Public consultations	Local government	Barcelona (Spain): http://www.bcn.cat/agenda21/english/A2	Municipalities, NGOs	Staff time for the focal point for climate change	*Rates of participation

	and participatory events	professionals, companies, households	1_AGENDA_ENG.htm		communication. Staff time for local municipality staff.	from different societal groups *Production of an Agenda 21 (including degree of ambition)
11	Cross-sector virtual portal for businesses	Business executives and managers	Optimally, to be integrated into web focal point for climate change communication (Activity#1) Also possible to do this from LinkedIn (www.linkedin.com)	MoEPP/ Chamber of Commerce	Development of a professional web-site could probably be done for ~USD-10-15,000, including initial content. Ongoing content would require staff time.	*# number of members *cross-sectoral coverage *see Activity#4
12	Information and best practice learning events in climate relevant business and enterprise areas	Business executives and managers	National or international sponsors (e.g. global private sector companies, MDBs such as EBRD, etc.) EU TAIEX: http://ec.europa.eu/enlargement/taix/	Organized by MoEPP Supported by consultants (e.g. UNDP and others)/ Chamber of Commerce	Staff time from focal point for climate change communication in organizing (~1 months per event). Staff time from other sponsors/organizers. Venue rental and refreshments.	*# events held *feedback through forms *# of Macedonian best practices collected
13	Specialized workshops on financing climate change mitigation and adaptation projects	Business executives and managers	EBRD's WEBSEFF fund: http://www.webseff.com/	Organized by MoEPP International consultants and other stakeholders (e.g. EBRD)/ Chamber of Commerce	Staff time from focal point for climate change communication in organizing (~1 months per event). Staff time from other sponsors/organizers. Venue rental and refreshments.	*# of applications to workshop (popularity and need) *# of projects concluded following workshop *feedback on

						workshop
14	Dedicated training course on climate sensitive resource management for businesses and enterprises	Business executives and managers	SME environmental management accreditation: http://www.greenmark.co.uk/ Green audits for SMEs: http://www.smartgreenbusiness.co.uk/	Organized by MoEPP International consultants, local specialized companies, national universities and institutes/ Chamber of Commerce	Typical 1-day workshop costs are made up of: ~USD 1,000 for venue rental plus travel costs and internal staff time (see item 1). Consultants engaged for trainings according to commercial rates - *Macedonian consultants - ~USD 1500 per workshop (including preparation) *International consultants - ~USD 7,000 per workshop (including 4 days of preparation, 1 day of workshop, 1 day of follow-up) plus travel. International assistance from the EU may be available from the TAIEX programme for publicly owned enterprises (http://ec.europa.eu/enlargement/taix/)	*# of SMEs who receive a 'green audit' *# of SMEs with environmental accreditation *self-reported monitoring of environmental improvements
15	Error! Not a valid bookmark self-reference.; local and national businesses could benefit from the visibility that	Local and national businesses in all sectors	E.g. Sponsorship of solar PV installations on schools in the UK http://www.solarschools.org.uk/	Private sector organizations (supported by MoEPP)/ Chamber of Commerce	Staff time from focal point for climate change communication in organizing (~2 months per year). Costs of sponsorship for the sponsoring organizations.	*# and magnitude of sponsorships *tangible results (e.g. # of solar schools) *beneficiary and public perception of these

	<p>they can gain from being seen as a green leader of the nation. For instance, consumption-orientated businesses, such as supermarkets could promote green household practices (for instance through launching their own competition and showcasing of climate sensitive practices), and become sponsors of a particular green technology – such as a set of businesses</p>					

	(e.g. banks, beauty product retailers, etc.) who have become sponsors of installing solar photovoltaic systems in schools in the UK (see					
16	Multi-media campaign on the relationship between households and climate change	Household decision makers	Range of media (see Annex 5.), e.g. Short television 'soap'-style educational programme (Barcelona, Spain) http://www.barcelonaenergia.cat/cas/utilidades/seriestv/diariomar.htm Documentaries concerning real –live testimonials on climate change	MoEPP-led, implemented by specialized company	Depends on the scale of the media campaign;	*survey questionnaire of public on popularity and effectiveness of different media
17	Enrolment in Activity #13 of popular individuals	Household decision makers	Use national figures or build on existing celebrity involvement, for example by linking to twitter account (e.g. Leonardo DiCaprio at https://twitter.com/LeoDiCaprio/status/274215608869064704) and/or translating foreign press releases on virtual portal and other communications to the public (e.g. http://thehill.com/blogs/e2-wire/e2-wire/282223-celebrities-to-obama-fight-climate-crisis-on-every-front)	Media-led	Staff time from focal point for climate change communication in organizing (~2 months per year). Time of the popular individuals. Expense of developing and carrying out the media campaign will depend on the scale.	*survey questionnaire of public on influence of popular individual on their behaviour
18	Climate Change	Household decision	In Wales (UK) a Community Climate Champions Group meets regularly with	NGOs-led, supported by	Staff-time from NGOs – estimated 3 months of work	*# of volunteer expressions of

	Community Champions – an initiative combining voluntary training	makers, community groups (e.g. housing associations)	Monmouthshire County Council Members and Officers (http://www.monmouthshiregreenweb.co.uk/EPBmon/energyandclimatechangestat.html)	MoEPP	time for organizing 2-3 groups. Estimated – a grant of ~USD 20,000 would yield ~5-10 community groups involved.	interest *# of volunteers active after 6 months/1 year etc. *breadth and depth of activities
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Ministry of Environment and Physical Planning
The Government of the Republic of Macedonia

Annex 1: List of types of stakeholders consulted in developing this strategy

Representatives of NGOs, state institutions, international organisations and academic experts	National workshop participants ("Assessment of managing local action for climate change", 20-21 November 2012, Skopje)	<i>Anonymous questionnaire</i>	23
Representatives of NGOs, government and local institutions	Workshop participants (9th Annual Meeting of Environmental NGOs in the Republic of Macedonia, 14-16 December 2012, Struga)	<i>Anonymous questionnaire</i>	43
Municipal level (Municipality of Aerodrom)	Employees of Municipality, NGO representatives, citizens	<i>Anonymous questionnaire</i>	12
Journalists	National print and electronic media, daily newspapers, national TV station	<i>Anonymous questionnaire, focus group</i>	1

Annex 2. Observations on media consumption and communication habits

Based on the performed interviews, focus groups and survey, some key perceptions of target groups can be pointed out:

Sites of relevant institutions provide information on climate change, but, this information is fragmented. There are no institutional communication spots that would gather ALL information on climate change efforts of different institutional actors (National Focal Point). Structured internal communication is not considered as important as it should be. Ties and channels of inter-sector communication are weak and rarely used, or forgotten after end of projects. Culture of waiting 'instructions from above', acting only upon orders of superiors and lack of initiative is omnipresent; Presence of knowledge, but lack of motivation is visible;

Search engines and web content aggregators, such as Google internationally, or time.mk or grid.mk nationally, alongside social networks (Facebook primarily, but Twitter also), are becoming the most usual places to find, disseminate and discuss information on climate changes; Most of the relevant audiences (including citizens) get information on climate change through international, predominantly online media (websites like www.350.org, www.greenpeace.com, www.peta.com, www.climatechange.com, www.globalwarming.org, www.cifor.org/adaptation, www.awaaz.org, www.umbrella.com); some of them get information from domestic media, both traditional and on the web, although almost all complain on lack of substantial and informative content on this issue especially in traditional media;

Specific institutional sites on climate change (such as www.unfccc.org.mk), are relatively well-known among representatives of relevant institutions (to a certain extent also among NGOs); Journalists and ordinary citizens are not aware of the existence of these sites; More intensive efforts should be taken to promote this e-spaces among audiences in Macedonia;

Publications, research, reports on climate change still remain a useful tool to inform certain target audiences, especially institutional actors and NGOs. There is a need for wider promotion of this content among media and journalists, industry actors, general audience;

Workshops and seminars are not only a very useful learning tool, but also a communication tool to raise awareness and motivate action on climate change. This is proven by more qualified answers to the survey by those that have attended such events; Target audiences also support efforts in education process, campaigns, addressing these issues through media content;

Media and journalists show a relatively high awareness of climate change issues, but this issue is rarely considered important in the newsroom and while setting the news agenda. Journalists that cover environment are not newsroom leaders, and usually are not specialized for covering this (they could be part of the economic section of the newsroom, journalists that cover NGO and civil activism, or journalists at the beginning of their careers). News and content on environment issues would be considered more relevant and have more chances to be published if it has an economic angle – connected to money (regardless whether from the perspective of citizens, industries, state and budget)

The internet is becoming more and more popular among audiences – as noted in most recent researches, over 90% of the population in MK at the age 15 – 40 (the most active population, also in terms of environment) use the web for receiving news daily about Macedonia and the world. This fact should be taken into consideration, and result with more presence and dissemination of information on climate changes on domestic web platforms.

Annex 3: Communications activities taking place targeting the public

The principal climate change communication activities taking place in the Republic of Macedonia have targeted the public (as opposed to non-public target audiences, such as the government and private sector). Public awareness activities have been implemented by three main actors: the ministry itself, NGOs, and intergovernmental multilateral organizations, mainly UNDP.

The MoEPP is the key governmental institution concerning awareness raising activities implementation, especially through its public relation office and through the climate change project office.

- **The Public Relations Office** within the MoEPP is a link between the Ministry and the public. The basic principle of the Office activity is the two-way communication with the public, i.e. provision of information for and receiving information from the public. The Public Relations Office incorporates a Library with librarian stock in the area of environment, thus enabling continuous cooperation with population. It responds to the interests of the public by offering domestic and foreign literature: books, magazines, reports, free brochures intended for public environmental awareness rising, CDs, video tapes, i.e. lots of publications with topics in areas closely related to the activity of the Ministry.
- In addition, by giving interviews to the journalists from different media as well as through the web-site of the Ministry, all of the interested stakeholders can be informed about current and planned activities on climate change. Climate change project office, in the occasion of European mobility week in September 2007, provided 30 bicycles to the City of Skopje. The bicycles are rented for a very small, symbolic daily sum to interested citizens.
- The MoEPP and the climate change project office periodically issue printed materials (brochures, educational booklets, picture-books) about environmental protection and climate change issues, or provide articles in the popular school magazines. The main message conveyed is that from the earliest age, children should develop environmental awareness, since environmental problems require a change of mentality and habits of population.
- A number of public awareness campaigns have been conducted, in cooperation with the Public Relations Office of the MoEPP, or via support to the local NGOs. Some of the activities were related to promotion of Earth day, Car Free Day, World Environment Day, etc. through initiating forestation activities on bare land, organizing round tables and giving lectures, promoting bicycling and public transport, as well as publishing educational brochures and cards. Since 2001, the ECO (Ecology, Culture, Ohrid) festival has been organized on June 5th – World Environment Day under the sponsorship of the MoEPP, the Ministry of Culture and the Municipality of Ohrid. Supported by national Macedonian television, this festival brings together short documentary films from all over the world with environmental themes.

For the last 13 years **UNDP** has been an active partner with the Macedonian government in the development of national policy on climate change, cooperating closely on the composition of National Communications while consistently making efforts to raise awareness of climate change and of the measures necessary to mitigate and adapt to its effects.

- The Third National Report on Climate Change currently being developed will provide further evidence of climate change and provide policy recommendations for national actions to counter the negative impacts. The document will serve as a platform for dialogue among policy-makers, the academic community and the private and civil sector.
- Numerous workshops and training sessions have been organized for various target groups on topics related to climate change in general as well as on specific outcomes and recommendations arising from the National Communications.
- The capacities of the member of the National Climate Change Committee have been improved through participation in various workshops and other training events, better preparing them to incorporate climate change considerations into all relevant policy documents.
- To help develop the country's analytical and institutional capacities to estimate the economic impacts of climate change and identify areas where adaptation may be necessary, in 2011 UNDP developed a comprehensive document entitled "National Case studies: Assessing the economic impact of climate change".
- UNDP has further facilitated and supported a wide-ranging consultative process related to climate change, helping bring together representatives from government institutions, academia, civil society organizations and the private sector to build consensus on the key challenges to the country's sustainable development. This process was informed by the priority areas identified for the *Rio + 20* conference on climate change and by the EU's position on sustainable development as laid out in the *Europe 2020 Strategy*. The policy document resulting from these consultations was adopted by the National Council for Sustainable Development and presented at Rio by the Deputy Prime Minister for Economic Affairs, who led the national delegation at the Conference. Part of the programmatic focus of this area related to disaster risk reduction was incorporated in the energy and environment programme portfolio. This strategic decision created opportunities for synergies between interventions in the area of climate change and disaster risk reduction.
- A National Roadmap for the Monitoring, Reporting, and Verification of GHG Emissions has also been prepared as an additional effective instrument to enable cost-effective reduction of industrial greenhouse gas emissions.
- A key contribution to increasing more efficient use of energy has been made through the development of an internet-based energy monitoring system for local governments. This system enables municipalities to track the energy expenses incurred by public buildings and to calculate CO₂ emissions with greater accuracy, ultimately enabling national institutions to create reliable statistics on the CO₂ emissions of all public buildings.
- For the first time in the country, UNDP has initiated a rapid governance assessment on local action for climate change. The recommendations and road map developed

as a result of this initiative will lead to a more comprehensive governance assessment with an emphasis on recommendations for enhancing local action for climate change.

- As part of its efforts to promote greater energy efficiency, UNDP has developed strong partnerships with the Skopje municipalities of Aerodrom and Karposh on two innovative pilot projects. In Aerodrom, this cooperation has resulted in the first fully energy-efficient kindergarten in the country, while Karposh will soon introduce the country's first comprehensive programme for energy management at local level.
- The targeted training sessions provided by UNDP for local governments have served to expand municipal capacities for the development and implementation of energy efficiency programmes and measures in public buildings. Guidelines for the Energy-Efficient Retrofitting of Buildings have been developed by UNDP and are being used by the Macedonian Chambers of Commerce in their courses and curricula for architects and civil engineers on energy efficiency design and the reconstruction of buildings.
- UNDP is the main partner to national institutions which support actions aimed at reducing disaster and climate risks in the country, contributing significantly to the attainment of sustainable development goals.
- As part of promotion of UNDP's Human Development Report 2007/2008 titled "Fighting climate change: Human solidarity in a divided world", several events were organized in the period from November 2007 to January 2008, involving decision makers, local governments, civil society organizations, journalist, general public, and UNDP program/project staff. A round table was organized in Strumica for Mayors and representatives of the local governments, including ZELS. At the 6th **Civil Society Organization Fair** - Forum of the Civil Society Organizations in Macedonia, attended by nongovernmental organizations, ministries and government institutions, UNDP organized a round-table discussion on the same topic as the HDR 2007 with a special focus on the climate change and human development issues in the context of Macedonia. A workshop for journalists of the main written and electronic media was also organized in Skopje, enabling the participants to better understand the issues presented at the HDR and thus inform the broader public on a more knowledgeable manner.

Media/ press: As a result of the extreme events worldwide, as well as global initiatives for raising awareness about climate change issues, local media devoted more space in reporting about climate change effects at global and national level. Daily and weekly media outlets cover a number of articles related to climate change, Kyoto Protocol and interviews with relevant national experts about the national context. National experts have participated in a number of broadcasting programs at national TV and radio programs. Special episodes of one very popular talk show (CHUMU at national TV A1 in 2006) was devoted to climate change, at which relevant experts explained possible risks in agriculture, forestry and human health. The other national television stations have also supported climate change interactive programs by organizing energy and climate change related debates, inviting the public to participate by life phone calls. National music radio stations, very popular among the youth population, in cooperation with the MoEPP and climate change office, also included one-week briefer about climate change, broadcasting facts about global warming, possible impacts and called for action among population for mitigating climate change.

Table 3 Examples of climate change awareness campaigns in the Republic of Macedonia

School children	2006-8	MoEPP	In order to reach the school children, climate change project office produced calendar for years 2006 and 2008, with animations and ecological parables for each day of the year and distributed to more than 100 schools throughout the country.
	2008-		In cooperation with the publisher, in the last four years, climate change project office made available free copies of "Ekologija", local environmental magazine, to 115 schools throughout the country, particularly in rural areas.
	Since 2006	MoEPP (in cooperation with the REC country office)	As a part of the "Green Pack", a multi-media environmental education curriculum kit primarily intended for primary school teachers and their pupils. National experts were consulted to determine the level of information to be presented, both of regional and national contexts. Although as an optional activity for primary schools in the country, it is a very useful tool which makes pupils partners with the teachers in the accomplishment of various activities, discussions, role-playing and decision making, all related to the environment and sustainable development.
Municipal		Proaktiva (NGO)	Energy Efficient Municipality, realized in Municipality of Jegunovce and Municipality of Shuto Orizari. The main project activity is abatement of CO2 emission from public objects throughout the following activities: 3 practical and 3 theoretical classes for energy efficiency; 2 practical and 2 theoretical classes for renewable energy; installation of 2 solar systems based on the principle "Do-it-yourself" and enforcement of energy efficient measures in public objects.
Municipal		Proaktiva (NGO)	Bicycle Master Plan for the City of Skopje in Practice: preparation of feasibility study for bicycles in cooperation with City of Skopje – Traffic Department, insurance of co-ordination among relevant stakeholders that support the reinforcement of good governance principles in the transport management; marking of the city bicycle paths and adaptations/constructions of the paths and preparation, printing and distributions of materials for raising public awareness (together with the City of Skopje, UN GEF, business sector and other local NGOs).
Children (5-14 years)		OXO (NGO)	The program 'We Don't Have a Spare Planet' is in accordance with the syllabus, and its interdisciplinary character allows it, as an extracurricular activity, to be compatible with the existing syllabus, and to complement it.

National		Movement of the Ecologists of Macedonia	European campaign “Carbon Dinosaur Tour 2004“, July 2004. As a member of the Friends of the Earth, Europe, DEM realized this campaign in Macedonia, which is one of the 23 targeted European countries. The City of Skopje hosted the dinosaur Dino, who visited about 60 European cities, ministries, industries, refineries, thermal power plants. As a part of the campaign, the Government was encouraged to sign and ratify the Kyoto Protocol.
National	2005	Movement of the Ecologists of Macedonia	National campaign for promotion of renewable energy sources: “Do not be a fossil, use the sun“, September 2005. The campaign was particularly dedicated to solar energy and included a variety of activities: eco-happening for the primary school pupils, exhibition of solar panels and solar dryers, round table entitled “Solar potential - challenge for cleaner and healthier future”.
National	2005	Movement of the Ecologists of Macedonia	European campaign “Europeans recommend: Fight against climate change!“ October 2005. In cooperation with the Friends of the Earth Europe, DEM organized the Macedonian citizens in conveying their message for fighting against climate change to the world political leaders.
Schools	2008	Movement of the Ecologists of Macedonia	Eco-school “Call for rescuing from the climate change – Act locally, think globally!“ March 2008. About 30 high school students and representatives of other NGOs from all over Macedonia participated at this 3-day event. They were encouraged to prepare their own presentation and share the gathered knowledge on climate change with their mates, friends and relatives.
Individual	2008	Movement of the Ecologists of Macedonia	Global action for rescuing from the climate change – translation in Macedonian and production of the interactive CD CLARITY. The CD was provided through international cooperation and with authorization of Climate Alliance, it was made available in Macedonian. Covering themes from environment, energy, geography, chemistry, biology, the CD Clarity is a useful educative tool which offers answers to many questions related to climate change – causes, effects, influences, as well as how to protect the climate and adapt to change.
Individual	2005	“Front 21/42“ (NGO)	New Year campaign “Happy New Tree!“, which was supported by the climate change office, among other donors. The specific goal of the campaign was to motivate an active individual participation. In order to achieve this goal, greeting cards, printed on 100% recycled, chlorine free paper, were packed together with Christmas tree seeds. Over 35,000 citizens received the awakening message and a total of 100 kg of Christmas tree seeds were distributed with the daily newspaper “Dnevnik”.

Municipal, schools	2006	“Front 21/42” (NGO)	Climate Change Awareness Raising Caravan in 4 municipalities (Gostivar, Struga, Bitola and Strumica). Within the Caravan the climate change poster exhibition North South East West was posted in these municipalities. Group school visits were organized and a promotional/educational brochure with a specific focus on climate change and Macedonia was published and distributed to the visitors.
National	2007-2008	“Front 21/42” (NGO)	With a financial support from the British Embassy in Macedonia work on the national climate change awareness raising campaign “Our Climate is Changing – So Must We!”

Annex 4. Example Key Themes for Public Campaigns

Below are a number of potential sub-themes that could be explored related to climate change in carrying out information campaigns for the public, for municipalities, and for businesses in particular.

Climate Change Mitigation - general thematic areas

- **Energy** - energy saving, efficiency and renewable energy generation (including energy saving behaviours, retrofitting and building energy efficiency dwellings and non-residential buildings, low energy/energy efficient appliances (energy labels, especially when purchasing white goods)
- **Waste** - recycling in the home and work place (including municipal and government), littering, re-use of plastic bags and eliminating the use of non-reusable bags, emissions from waste and energy generation from waste
- **Transport** - low carbon public and private transport (including low emission driving techniques, electronic vehicles, and carpooling), non-motor transportation (including water-based mobility), and procurement in the work place and local and national government

Climate Change Impacts, Vulnerability and Adaptation – general thematic areas

- **Flood Preparation**

Extreme weather is an unavoidable consequence of climate change. The first step for adaptation is to evaluate and share information on high-risk areas and times when floods are likely. This would only be required in targeted flood risk areas and the communication should be in support and partnership with adequate agencies, institutions and water companies.

- **Water scarcity**

As well as floods, climate change is likely to lead to more water scarcity. This theme can be connected to encouraging actions as simple as turning off the tap when you brush your teeth. It could also be a more complex message to industries and related to energy production and agricultural production.

- **Extreme Weather**

Extreme weather can have an impact on infrastructure and health. This can require better municipal and state-level planning as well as communication to households to take actions to avoid negative impacts. Extreme weather can include heat waves, cold spells, floods, etc.

- **Ecological changes**

Climate change may have significant impacts on ecological parameters which can impact tree growth, habitat for animal species, etc.

Annex 5. Overview of social media tools for potential use

Social Media and Viral Communication

There is enormous potential that Social Networking sites, such as Facebook and Twitter, and Viral multi-media platforms, such as YouTube videos, offer for delivering the campaign strategy, particularly for younger audience groups, in terms of their:

- Wide reach to allow access to target audiences across Macedonia;
- Ability to convey the key messages of the campaign in an emotional and thought provoking manner.

The Communications Plan should detail the specific use of Social Media and Viral Communication channels to be adopted for achieving the aims of the campaign. The following outlines some possibilities for the application of these tools to be considered during the campaign. The most effective communications channels to be used will be identified in the consultation phase with key target audience groups, ensuring that the campaign reaches the identified target audience(s) using tools to which they are most likely to respond.

Social Networking

Social networking websites such as Facebook and Twitter allow friends and contacts to find each other, communicate and play games with each other, share information and join common interest groups. These sites offer access to a large potential audience, although the audience type varies from site to site (different age groups and even countries have preferences for different websites). There are a number of ways that such sites could be used by the campaign, including:

- Creation of a profile or interest group that represents the campaign within the site, so that users can sign up to the cause, learn more about it and in the process promote it to their "friends";
- Creating an online application within the social network that allows participants to add to their profiles - this could for example identify and keep track of steps central to the campaign (such as allowing a patch of garden to go wild).
- Creating profile and recognizable hash-tags on Twitter

Use of Blogs

Blogging websites, where users can post articles in the style of entries in an online journal, have become commonplace across a vast range of topics, including climate change. Blogs offer the ability to rapidly disseminate information (with the opportunity to update frequently) to those interested in a specific topic. Effectively exposing blogs to Internet Search through SEO (Search Engine Optimization) and by undertaking link exchanges with other similar sites potentially increases their visibility with target audience(s). Existing blogs that cover related topics could be utilized by the campaign by linking to these blogs. There is also the possibility of delivering elements of the campaign strategy using blogs e.g., setting up dedicated blogs for the Macedonian Climate Change Community Champions.

Video Clips (e.g. YouTube)

Websites such as YouTube allow Internet users to watch video on demand - to find the content that they want to watch, as opposed to what is broadcast to them on regular TV channels. YouTube enables users to broadcast themselves over the Internet to whoever wants to watch them. Services like YouTube were initially predominantly used for personal purposes, such as maintaining contact or sharing video with friends, although it is now becoming commonplace for organizations to take full advantage of these services; particularly through the creation of "Viral" content - videos or multimedia that are engaging and users share with each other by word of mouth or by sending a message about the content. This content then spreads "virally".

Additionally, it is possible to create a "Channel" on YouTube - which is essentially a collection of video clips from one source. Users can subscribe to these channels to keep up-to-date with new videos from a preferred source.

The campaign could identify as part of its strategy the adoption of YouTube (or a similar service) - creating channel(s) with video clips that convey the messages of the campaign. Channels could be created for different audience groups, to appropriately tailor the messaging and content for each group. Creating a Viral video clip can be challenging and expensive - as there is no magic formula - therefore the strategy will have to carefully identify how appropriate Viral clips could be created.

Wiki Websites

Wiki websites allow Internet users to collaborate by editing and refining shared content. The most popular and well known of these sites is Wikipedia. Wikipedia is an encyclopedia that enables users to contribute articles, debate and refine content submitted by anyone online who wishes to participate. The campaign could utilize Wikipedia through the improvement of content on relevant European biodiversity related topics, thereby improving the availability of information on the subject. This approach suits the target audience that wants to seek out information on biodiversity but would probably not work well for other audience groups. The campaign could also create a specific Wiki for promoting biodiversity and allow for the public to discuss means of engaging in biodiversity.

Monitoring hits to the communication channels discussed above could provide an indication of the level of active engagement achieved through these online tools and could additionally be used later as a possible metric for determining the success of the campaign objectives.

Annex 6. Stakeholders, their roles and responsibilities

Extract from A GOVERNANCE ASSESSMENT ON LOCAL ACTION FOR CLIMATE CHANGE. Report Outline (v12). Draft Final. December 2012. Authors: Willem Maaskant, Shipra Narang Suri, Biljana Puleska, Memet Memeti

...what each actor actually does, in the arena of climate change. Though their list of responsibilities may be much more expansive than described below, this section only discusses each stakeholder's activities relevant to climate change.

National ministries and coordination bodies

- **National Climate Change Committee** - Chaired by the Ministry of Environment and Physical Planning, the NCCC comprises 10 other members, including representatives from the Ministry of Agriculture, Forestry and Water Economy, the Hydro meteorological Institute, the Ministry of Finance and the Regional Environmental Center NGO and others. The committee oversees national policies on climate change, ensures that these policies are consistent with national development priorities and objectives, and also ensures that relevant stakeholders across Macedonia are kept informed and consulted on the development of climate change issues, policies and strategic management of all climate related projects, programs and research activities. Although good initial steps have been taken through the establishment of this committee, there remains a need for greater funding and effectiveness of institutional arrangements with regard to climate change and adaptation.
- **Ministry of Environment and Physical Planning** – Being responsible for the climate change policy, the Ministry has assigned a specific function – i.e. State Council for climate change²³. The MoEPP also anticipates the establishment of a unit for climate within the Sector for Sustainable Development and Investments. There is an administrative structure in the EA - Department for Risk Management and Atmosphere in SIPRM competent for preparation of documents for reduction of climate change, cooperation with legal and natural persons in the development of projects contributing to the reduction of climate change, exchange of information relevant to climate change mitigation, processing of data for the purpose of providing funds and projects influencing climate change, implementation and proper registration of CC documents and projects, participation in the development of the National Plan for mitigation of climate change, in cooperation with other relevant bodies and MoEPP units.
- In order to address vertical governance issues the MoEPP has established a department for cooperation with the LSG units to support them in aligning with national policies and in implementation of their competencies in the environmental sector. The GEF Focal Points (Operational and Political), along with the UNFCCC Focal Point, UNCBD, UNCCD Focal Point are also within the MoEPP. The MoEPP is responsible for preparation of the National Communications to the UNFCCC and its submission to the UNFCCC Secretariat. It also acts as

²³The State CC Councilor: coordinates activities for implementation of the UN Framework Convention on Climate Change and the Kyoto Protocol, as well as the National Strategy for the Clean Development Mechanism, assesses of the validity of the clean development mechanism projects in terms of their compliance with the criteria for sustainable development, exchange of experiences and knowledge and cooperation with stakeholders at the national and international level, supports interested potential investors for the implementation of the project for mitigation of the climate change, provides professional and independent suggestions and opinion on the submitted proposals by the Government and the Parliament in the most complex and most responsible issues requiring special expertise, studiousness, thoroughness and experience, especially in the energy and related environmental aspects. Intervening in policy documents at national and internationally, particularly in the area of energy policy, energy efficiency and renewable energy, and industrial policy, due to the incorporation aspects of environmental protection and improvement of the same, in order to respect the principle of sustainable development of the country (Athens Memorandum Strategy on Energy, Protocol on energy efficiency and environmental aspects of Sustainable Energy Program), contributes to mitigation of climate change Proposing amended by legislative, institutional and technical aspects of the implementation of the UN Framework Convention on Climate Change and the Kyoto Protocol, coordinates the work of project offices working on Climate Change issues.

a Designated National Authority for endorsement of the CDM projects as part of the Kyoto Protocol and led the process of formally adhering to the Copenhagen Accord (2010).

- **Ministry of Agriculture, Forestry and Water Economy** - The Ministry of Agriculture, Forestry and Water Management conducts a large number of activities related to agriculture, forestry and water economy. Its main efforts related to CC come in the area of mitigation (protection and extension of forest cover; forest management) and adaptation (agricultural; diversification, water management). Collection of hydro-meteorological data (through the Agency for Hydro-meteorological activities) is also an important contribution of this Ministry. MAFWE is a member of the NCCC and also coordinates the preparation of a National Agriculture Adaptation Strategy.
- **The Ministry of Economy** is in charge of planning of development of energy supply and demand projections. The national energy strategy covers a wide range of topics, including energy needs, available energy resources and power plants, needs for energy system expansion, financial matters, as well as measures and activities for the realization of the strategy. Public enterprises make detailed development programmes based on the adopted energy sector development strategy. MOE is a part of the NCCC.
- **Ministry of Transport and Communications** conducts affairs related to road, rail and air traffic and infrastructure; internal navigation; telecommunications and telecommunication infrastructure; radio broadcasting and radio broadcasting infrastructure; postal traffic and postal infrastructure; other types of transport and infrastructure which is necessary for transport. It is also responsible for housing-communal affairs, appropriate infrastructure, spatial organization and management of the building sites owned by central government. It is in charge of issuing identification documents; performing inspection over the work of the entities in the communal area; issuing building permits, and preparation of regulations related to sustainable transport, efficiency in buildings, and related issues that are relevant for GHG Abatement in the residential and commercial sectors. MTC is a part of the NCCC.
- **The Ministry of Health** is responsible for health protection and health insurance of the population; air, water, soil and life products pollution; organization and development of health services; monitoring the health condition of the population; - protection of the population against contagious diseases, harmful influence of the gases, ionising radiation, noise, air, water and soil pollution; food products and objects for general use; hygienic-epidemic conditions; medicines etc. Its main role in the CC arena relates to adaptation, i.e., dealing with the effects of CC on the population.
- **The Ministry of Finance**, in the arena of CC, is responsible for providing the resources to deal with CC issues and establishing appropriate organizational systems for the same.
- **The Ministry of Foreign affairs** is responsible for national coordination related to international cooperation, in general as well as specific to climate change.
- **The Ministry of Local Self-government** is responsible for the decentralization process, coordinating transfer of competencies and resources as well as building capacities of the Local Self-Government Units. The Ministry is leading the Working Group on Decentralization.

Other national-level organizations

- **The Directorate for protection and rescue** is an independent state body established by the merger of civil protection of the Ministry of Defense and fire safety inspection by the Ministry of Interior.
It consists of 4 sections with 11 units, 4 independent departments and 35 regional offices for the protection and rescue. It represents the operational arm of the Government responsible for the effective implementation of on-the-ground activities of protection and rescue of people, environment, material goods, natural resources, flora and fauna and cultural heritage from natural disasters and other accidents in peace, emergency and martial law.
- **The Crisis Management Center** is responsible for ensuring coordination, cooperation and communication of the National Crisis Management System. The Crisis Management System is organized and realized for timely, coordinated and proportional actions in the phases of crisis prevention, early warning and crisis response. The National Platform of Disaster Risk Reduction (according to the Hyogo Framework of Action) was established and a national policy dialogue on disaster risk reduction will take place to further develop a more streamlined approach to DRR on the national level.
- **The Agency for Spatial Planning** as an independent legal entity established by the Government with mandate to develop several spatial planning strategic documents.

- **Administration for Hydro-Meteorological Services** is a body within MAFWE responsible for atmospheric observations of the climate and other related research and monitoring. It was the main contractor for conducting vulnerability assessment and adaptation analyses. AHMS is also a member of the NCCC.
- **Macedonian Energy Agency** is responsible for supporting the implementation of the energy policy of the Government, through the preparation of the energy strategies, development plans and programs, with particular emphasis on energy efficiency (EE) and usage of renewable energy sources (RES). It is also responsible for the preparation of proposals for laws and regulations. It provides feedback on municipal programmes on EE and ensures their compliance with Energy Efficiency Strategy of the country.
- **Institute of Public Health** is responsible for the collection, processing and analysis of data, planning and organization of health care, study and monitor the hygienic and other conditions for the protection of air, foods, items for general use, drinking water, wastewater and solid waste, participation in preventive sanitary supervision over construction and other facilities, monitoring and implementation of measures for active protection of the population against infectious and other diseases, establishing and implementing measures during natural disasters, emergency accidents etc. IHP is involved in development of the National Health Strategy for Adaptation in Health Sector. It is a member of the NCCC.
- **The State Statistical Office** conducts the affairs related to collection, processing and publishing of the statistical data. It maintains and presents statistical data and determines their accuracy; gives opinion to entities authorized for conducting statistical researches related to statistical methodology; prepares statistical projections, trends and models and other analytical data and indicators. The Office was the main data provider for the GHG Inventory. Starting from year 2000, the Office has been archiving and documenting data according to EU procedures.
- **Fitosanitary Administration** is a body within MAFWM. It is responsible for protection of plant products and prevention of the spread of harmful organisms, control trade and use of plant protection products for human and animal health protection, environmental protection.
- **Water management administration** is a body within MAFWE. It is responsible for functions of irrigation in the country and is a member of the NCCC.

Local self-government units and their networks

- **Local Self-government units (LSGUs)** - With the decentralization process the Republic of Macedonia has been divided into 84 municipalities plus the City of Skopje as a special LSG unit. 33 municipalities have seats in cities or towns, 41 in villages, and 10 make up the city of Skopje. LSG Units are important stakeholders in the area of climate change. The decentralization process introduced a model known as symmetrical transfer of the competencies which implies that all LSG units have the same competencies including those that are relevant for the area of climate change. The Law on Local Self-government has transferred the competencies for the environment and nature protection (measures for protection and prevention against water, air and soil pollution, nature protection, protection against noise and non-ionizing radiation) to the local level. Municipalities are also responsible for communal services, protection and rescue of citizens and goods, and spatial planning.
- **ZELS (Association of the units of Local Self-Government of The Republic of Macedonia)** - ZELS is a non-profit union of the municipalities and the City of Skopje. The overall mission of ZELS is to advance the principles of local governance through promoting and encouraging mutual cooperation and information sharing among its members, serving as lobby group and acting as an advisory body to the central government in the arena of local government, establishing relations with national and international associations of local authorities, promoting continuous and constructive cooperation between the local governments and state authorities and organizing training and conference opportunities to its members. ZELS has created a structure of bodies consisting of the Governing Board (composed of 19 members), General Assembly (composed of all mayors), and the Supervisory Board (composed of 5 members). The association has also established 11 thematic committees and several networks of local civil and public servants, each one responsible for a separate area of the municipalities' functions. For this assessment of particular interests is the work of the Committee for environmental protection, Committee for urban and spatial planning, Committee for Energy, Committee communal activities and Committee for regional development.
- **NALAS (Network of Association of Local Authorities of South-East Europe)**- NALAS promotes the process of decentralization in cooperation with central governments and international organizations, considering local self-government as a key issue in the current

process of transition affecting the various countries in South-East Europe. It focuses to the reconciliation and stabilization process in the region and henceforth contributes to the process of the European integration of the whole region. NALAS initiates and carries out regional initiatives for its members and helps the associations to become viable representatives of local authorities' vis-a-vis central government. NALAS aims to provide services to local governments for the benefit of the citizens in the region and wishes to develop itself as the knowledge centre for local government development in South-East Europe, recognized among all relevant stakeholders. The Network was established under the auspices of the Stability Pact for South Eastern Europe) and the Council of Europe.

NGOs and independent scientific organizations

- **ICEIM-MANU-** The Macedonian Academy of Sciences and Arts (MANU) is the highest scientific and research institution in the country. It deals with strategic and fundamental research and planning, advice to governmental institutions. The Research Centre for Energy, Informatics and Materials (ICEIM) within MANU is focused on the areas of energy, environment, bioinformatics and materials. The Center was involved in the development of the previous national communications. MANU has developed all relevant strategies for the energy sector. The Center was involved in many other national, regional and international projects related to climate change. The president of the NCCC originates from this institution.
- **DEM (Environmental Movement of Macedonia)**-The Ecologists Movement of Macedonia is an umbrella organization, which incorporates 30 environmental member organizations, both regular and support organizations. It is a member of the Friends of the Earth - FoE and the International Union for Conservation of Nature – IUCN. The main principles of the DEM are environmental and nature protection, sustainable development, and increase of public awareness. The DEM aims to coordinate and strengthen the activities of its members, to exchange information and to cooperate with all relevant organizations and institutions in the area of environment and sustainable use of the nature resources. DEM is a part of NCCC.
- **Regional Environmental Center for Central and Eastern Europe (REC)**- REC country office in Macedonia is a branch office of the REC-non-partisan, non-advocacy, not-for-profit international organization with a mission to assist in solving environmental problems in Central and Eastern Europe (CEE). The center fulfills this mission by promoting cooperation among non-governmental organizations, governments, businesses and other environmental stakeholders, and by supporting the free exchange of information and public participation in environmental decision-making. REC implements projects especially as part of the REReP in Macedonia, since the country is one of the REReP's beneficiaries, etc, participation of the staff in the projects for harmonization of the national legislative to the EU's, etc. REC is a member of the NCCC.
- **PROAKTIVA** -The environmentally focused non-governmental organization has been active since 2001. The NGO is member of the SEEN (South Eastern European Environmental NGO Network) presents a first effort to develop a co-ordination of environmental NGOs on a regional level, both by creating a forum that will initiate long-term processes and by organizing and facilitating the implementation of specific tasks placed upon it by its members and broader public in the region. PROAKTIVA focuses its activities in the field of energy efficiency, promotion of renewable energies and sustainable development. It has organized number of campaigns and public awareness activities, workshops, training etc. Some of the most relevant events are its campaign for energy saving in the commercial and residential sectors through promoting improved insulation in the residential sector, and the campaign for promotion of the public transport in the city of Skopje (which was supported by the media and Climate Change Project Office.)
- **MACEF-** Voluntary scientific organization in the field of energy efficiency. Active within the country and abroad. It is a member of the international network of energy efficiency, RENEUER (Regional Network on Efficient Use of Resources). It is an associate of the Alliance to save energy, to the Association of consulting organizations, offering its professional services. It was included in the creation of the Energy Efficiency strategy of Macedonia. It has organized trainings in the municipalities related to reductions of expenses in the municipalities through energy efficiency activities. It was included in development of energy strategy programmes and capacity building activities at local level.
- **MACEDONIAN GREEN CENTER-** Macedonian Green Centre (MGC) is Centre for advocacy, lobbying and research for environmental issues. MGC was established in 2006 by the following founders: WGGLE, Eko svest-Skopje, Biosfera-Bitola, Krste Jon – Struga, Proaktiva – Skopje,

Kocka – Skopje and Eko.Net – Skopje. MGC mission is to promote concrete democratic tools that will enable citizens to play active role in the democratic and transparent decision making process, and to raise understanding of the environment as truly important political issue in the country.

- **CEPROSARD** -Center for promotion of sustainable agricultural practices and rural development NGO which aims to introduce and promote sustainable rural development. Through research and application of best practices we aim for provision of improved living conditions both in rural and urban areas.
- **CENTER FOR CLIMATE CHANGE**- Environmental NGO working in areas related to climate change (e.g. energy efficiency) and implementing relevant climate change projects.
- **CELOR**- NGO working in the field of environmental protection.
- **GO GREEN**- An independent, non-profit and non-governmental organization that focuses on addressing the issues related to climate change, global warming, sustainable development, environmental sustainability and the development of renewable energy sources.

Annex 7. Summary of Actions of the ZELS/UNDP Action Plan on Development of New Policies and Promotion of Local Initiatives in Climate Change Management 2012-2015

[Extract from the Executive Summary]

The specific goals of the Action Plan on Development of New Policies and Promotion of Local Initiatives in Climate Change Management 2012 are, as follows:

1. To support the processes which will define the policies and activities on comprehension and management of climate change;
2. To identify the areas in which ZELS and the municipalities will undertake activities improving the quality of life, gender equality and good government;
3. Improvement of the quality of adopting decisions in terms of defining processes and procedures on delivery of quality and efficient services for entities at local level, which are relevant for climate change management and energy efficiency improvement.

Areas - sectors in which the Action Plan will define intervention activities are, as follows:

1. Climate change management;
2. Increasing of energy efficiency.

In order to implement the above-stated goals in the defined areas, the Action Plan has established the following strategic framework:

Strategic goals:

1. Growth of the capacities for development of new policies on climate change management;
2. Support of the programme, management and financial aspect of the local initiatives and activities on climate change management;
3. Increasing of the awareness of the needs for proactive adjustment and climate change management;
4. Comprehensive cooperation and integrated coordination of ZELS, the municipalities and the central government on building of management, monitoring and control mechanisms;
5. Networking and increasing of the international cooperation in the area of management of climate change challenges;

For the implementation of each specific strategic goal the following priorities are proposed:

- 1.1. Strengthening of the local capacities on fulfilment of the legal liabilities;
- 1.2. Analysis of the legal framework and support and lobbying for improvement thereof;
- 2.1 Strengthening of the programme, management and financial capacities of the local self-government units for establishment and support to local initiatives and activities for climate change management.
- 2.2 Support and establishment of PPP, as alternative forms of funding and management of public facilities and improvement of the energy efficiency thereof;
- 2.3 Creating conditions for establishment of energy service companies (ESCO);
- 2.4 Improvement of the energy efficiency of publicly owned facilities;
- 2.5 Improvement of the energy efficiency of not publicly owned facilities;
- 2.6 Improvement of the municipality cooperation on climate change management;
- 3.1 Increasing the awareness of the population and entities at local level of the needs for a proactive and efficient response to climate change;
- 3.2 Cooperation of the public and private educational institutions in development and introduction of a curricular and extracurricular programme for understanding of climate change and a fast response thereto at a formal and informal educational level;

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- 3.3 Support for creation of multimedia campaigns on raising the awareness of the needs for climate change management and increasing of energy efficiency;
 - 4.1 Support in building mechanisms for conveying of best practices and dissemination of information;
 - 4.2 Positioning of ZELS as a recognised partner by the other relevant and key partners at national and international level;
 - 5.1 International cooperation of ZELS with regional, European and world organisations – networks, the mission of which is dealing with the consequences of climate change, increasing of energy efficiency and insuring gender equality regarding climate change;
 - 5.2 Building of partnership relations between ZELS and the foreign and international organisations, due to creation of initiatives for improvement of the energy efficiency, decreasing of the greenhouse gas emissions, integrating of gender equality in climate change area, as well as, access to financing sources.
- ZELS – the Association of the Units of Local Self-Government of the Republic of Macedonia (ZELS), a single association of municipalities is, among other things, actively devoted to providing support to the process of climate change management at local level ZELS in collaboration with the UNDP project, TGDL (Think Globally Develop Locally). ZELS with UNDP prepared the that defines solutions and activities in the areas of climate change management and energy efficiency.