



Co-funded by the Intelligent Energy Europe  
Programme of the European Union

## ***BUMP – Boosting Urban Mobility Plans***

### ***COMMUNICATION GUIDELINES***



## Communication strategy

These communication guidelines are aimed at leading and supporting communication activities to be planned and implemented jointly by the partnership and by each partner at a national level to foster the accomplishment of short-, mid- and long-term project goals.

To follow an outline of the BUMP communication strategy, with a listing of the specific objectives related to relevant target groups, measures to be adopted and channels to resort to, expected outcomes.

| Communication objectives  | Target Groups   | Communication methods  | Call for action   |
|---|---|--|---|
| <ul style="list-style-type: none"> <li>Encourage local authorities to participate in:               <ol style="list-style-type: none"> <li>training course (incl. action plan preparation) and/or</li> <li>study visits.</li> </ol> </li> </ul> | <ul style="list-style-type: none"> <li>Head of department and team leaders responsible for transport / mobility planning in local authorities (40.000 and 350.000 inhabitants).</li> </ul>                                    | <ul style="list-style-type: none"> <li>Project website;</li> <li>Direct email;</li> <li>Phone calls;</li> <li>Meetings;</li> <li>News items in newsletters of existing network, specialized press and portals;</li> <li>Presentations in conferences and workshops;</li> <li>ICLEI network.</li> </ul> | <ul style="list-style-type: none"> <li>Register for training and /or study visits.</li> <li>Develop a Sustainable Urban Mobility Plan.</li> <li>Join a SUMP network.</li> </ul> |
| <ul style="list-style-type: none"> <li>Involve suitably qualified professionals as BUMP trainer / facilitator (in case partners don't have the required internal expertise)</li> </ul>  | <ul style="list-style-type: none"> <li>Transport / mobility / city planners with experience in developing and implementing urban transport / mobility plans (integrated city-planning comprises mobility policies)</li> </ul> | <ul style="list-style-type: none"> <li>Project website;</li> <li>News items in professional publications and social media;</li> <li>News items in newsletters of professional bodies and other existing networks.</li> </ul>   | <ul style="list-style-type: none"> <li>Apply to become BUMP trainer / facilitator.</li> </ul>   |



|  |   |  |   |
|--|---|--|---|
| <ul style="list-style-type: none"> <li>Involve stakeholders in the process of preparing a Sustainable Urban Mobility Plan.</li> </ul>  | <ul style="list-style-type: none"> <li>Local, regional and national stakeholders (to mention just some, non-exhaustive examples: local government, associations representing economic interest groups - trade, crafts, etc. - citizens in general and special needs – disabled, elderly, students, parents – environmental associations and other groups -supporting cycling, car-pooling, public transport, walking, etc.</li> </ul> | <ul style="list-style-type: none"> <li>Direct mail using local authority contact lists;</li> <li>Phone calls;</li> <li>Local media (newspapers, magazines, TV, radio, websites).</li> <li>Consultation events and meetings</li> </ul>  | <ul style="list-style-type: none"> <li>Participate in Mutual Learning Workshops.</li> <li>Support local authority efforts to prepare a Sustainable Urban Mobility Plan.</li> </ul>                    |
| <ul style="list-style-type: none"> <li>Engage third parties in follow-up BUMP training.(meaning parties not involved in the partnership, but possibly contacted in the framework of project activities)</li> </ul> | <ul style="list-style-type: none"> <li>National / international professional associations.</li> <li>National / international city networks.</li> <li>Regional, national and international bodies that fund or "demand" urban mobility plans.</li> </ul>   | <ul style="list-style-type: none"> <li>Project website;</li> <li>Direct email;</li> <li>Phone calls;</li> <li>Meetings;</li> <li>Presentations at specialized events &amp; conferences;</li> <li>Mutual learning workshops;</li> <li>International workshop in Brussels;</li> <li>Training Path Report;</li> <li>“The future of BUMP training path” record;</li> </ul> | <ul style="list-style-type: none"> <li>Cooperate with BUMP partners to set up training schemes.</li> <li>Identify funding streams (after the end of the project) for such training schemes</li> </ul> |

### 1. Target groups and relevant actions

Communication and dissemination activities will be subdivided into two complementary categories: those supporting the implementation of the BUMP approach (e.g. recruitment of cities, experts and followers) and those seeking to ensure the replication of the BUMP approach (e.g. winning over ministries or professional bodies to continue delivering national training). To follow a description of the planned measures.

#### 1.1 Stage 1 - Implementation of the work-plan

The successful implementation of project activities requires the effective involvement of 2 main categories: *local authorities* to participate in the training phase and the subsequent development of pilot actions; *local, regional and national stakeholders* (see table) to gain their active participation in the preparation and implementation of suitable SUMP.

The goal is to collect applications and select the most promising local authorities to participate in the training (WP 3), and the best of them later on in the development of pilot actions (WP 4). The second, though not less important, target group (the stakeholders) is an essential component both in



the devising and in the actual implementation of SUMP, providing wide-range, shared and feasible solutions. The goal is to involve them in mutual learning workshops and obtain their support and contributions to local authorities in the preparation and accomplishment of their SUMP.

Both target groups will be contacted using a whole set of measures and channels (direct email, phone calls, meetings, press releases, press conferences, participation in dedicated events, project website, leverage on existing networks - ICLEI, ELTIS, EPOMM, CIVITAS AND CIVINET, the Covenant of Mayors, MANAGENERGY, the REC network with national offices in 17 different countries).

In some of the involved countries, a further target to be addressed through dedicated communication measures is that of *qualified transport and mobility experts* to provide their specialized expertise contributing to the training and facilitating the exchange of knowledge and mutual learning among participants, to ultimately foster the development of SUMP. These subjects, reached through ad-hoc measures (news in professional publications, social media and newsletters of appropriate networks, besides the BUMP website) will apply to become BUMP trainers/facilitators.

### **1.1.1 Recruitment of local authority representatives and the involvement of stakeholders**

Based on previous experience accrued through the development of similar actions, the most effective channel to credibly approach officers and decision makers working for local authorities, as well as the relevant stakeholders, and involve them in project activities is through direct measures. Typically, the communication mix deployed for BUMP and aided at all stages by the project website will comprise:

- direct emailing and follow-up phone calls to monitor feedback and provide additional information when required (meetings may be also arranged when deemed necessary);
- presentation of the opportunities offered by BUMP in relevant conferences and workshops: once contacts are established, follow-up measures will be implemented through email/phone calls/meetings;
- promotion of the BUMP package and all its advantages in newsletters of existing networks, soliciting further contacts;
- promotion through dedicated national and international networks, at once disseminating the information and enhancing the credibility of the initiative.

### **1.1.2 Recruitment of focus group participants: conclusions from dedicated work group sessions during kick-off meeting**

Focus on who to invite to participate in the focus groups sessions and how to organize their work with the purpose of customizing and adapting the general training model to national specific requirements and features, with the ultimate goal to maximize success chances and optimize efforts and results.

#### **WHO**

**National level:** ministries (where applicable) and their departments dealing with transport planning, regional and urban development and planning, energy, environment, health – in some cases influential MPs and civil servants; public transport operators, NGOs (passengers, environment,



sustainable mobility), CIVITAS and CoMa networks, national trade associations; national associations of mobility managers (where applicable)

Local level: regional and local government/planning authorities, senior LA officers and specific officers dealing with mobility, energy agencies, public transport operators, associations and networks of LAs, universities, research organizations, consultancies, one or two representatives from best practice LAs, cycling groups, car-pooling groups, demand organizations, cycling groups, urban planning trade bodies, professional associations of planners regeneration agencies

#### HOW

2 meetings – Each partner will have to decide whether to involve the same or different people. A different approach may be used on a country basis.

The options are the following:

1<sup>st</sup> only local senior officers - 2<sup>nd</sup> other stakeholders

1<sup>st</sup> general meeting – 2<sup>nd</sup> more detailed approach

Guiding principles: make people feel they are doing something worthwhile; prepare a guiding structure allowing flexibility throughout the process; valorise individuals' contributions; summarize and recap on previous conclusions;

#### Process:

- drafting general training programme;
- develop details that are relevant to the training: length; assessment of state of the art – what is there and what is not; available good practices; who to invite; approach and tools;
- objectives, how to sell it; who to sell it to; funding opportunities; value of SUMP's at a national/international level;
- national adaptation/customization (country specific)

### **1.1.3 Defining selection criteria for training participants: conclusions from dedicated work group sessions during kick-off meeting**

#### Guiding principles:

- **local authorities and not individuals apply for participation in project activities (no exceptions);**

- select LAs that want to do strategic planning (at least want to start); 40.000-350.000 inhabitants; thinking Mayor/council leader; political will at high level; dedicated officers and willing to engage; potential budget to invest in the future; relevant city/town plans in place;

- support from technical and political players: they must be involved in delivery; mobility related departments must be involved; it is important to find out whether they have worked on a similar EU-funded project before and if the city has signed the CoMa or has developed / is developing a SEAP.

- it is recommended that 2 people be involved per L.A.: 1 political/strategic, 1 technical/expert; decision making level officer, senior enough to influence; maybe more than 2 participants depending on size; availability for the whole length of training and coaching; responsible for existing transport plans; establish minimum grade/seniority level; working in the relevant departments; adequate level of English is welcome but experience from PATRES project tells us that using it as an eligibility criteria in some country would prevent most people from attending BUMP training courses; permanent employees and available for the entire project should be preferred; (consider elections!)



### Key words/concepts for the communication campaign:

- customized training specifically formulated for local authorities' officers;
- sharing of expertise at a national and international level;
- peer know-how exchange;
- dissemination of good practices;
- professional, multi-sector assistance in the devising of SUMP;

## **1.2 Stage 2: Dissemination and replication of the model**

As for task 3 above, identifying the target groups is the first step to assess which measures, tools and channels are most appropriate to achieve an effective and satisfactory replication of the BUMP model.

The main categories here are: motivated *local authorities* (high-ranking and technical officers and decision makers) to involve in study visits to present achieved results and foster replication of implemented solutions and procedures; relevant *influential third parties* (national ministries, national/international professional associations, city networks, institutions and bodies funding and demanding urban mobility planning policies and tools). The goal here is fostering replication of the BUMP model, so that achieved results, methodology and tools may be effectively used by a growing number of local authorities both in the same countries involved in the project (national dissemination) and in new countries (international dissemination).

Here too, both target groups will be contacted using a whole set of measures and channels (direct email, phone calls, meetings, press releases, press conferences, participation in dedicated events, project website, leverage on existing networks). The measures identified for section 3 (3.2, 3.3, 3.4) apply also for this section, with the obvious necessary resetting of some specific measures, yet considering as well that some actions may well have a multiple effect, affecting both immediate implementation and potential replication. To follow, instead, the most meaningful channels and tools specifically identified to accomplish the replication goal.

### **1.2.1 Dissemination activities through European and worldwide networks**

Most of the project partners are already members of European networks of organizations working on sustainable mobility or involving sustainable cities. All these networks will be the starting point for a wide dissemination campaign to replicate and disseminate the BUMP model.

ICLEI's contribution will be essential, thanks to the over 1.200 cities, towns, counties, and their associations members of ICLEI worldwide and, above all, ICLEI's partners, such as UN-Habitat, United Nations Framework Convention on Climate Change, World Economic Forum, United Cities and Local Governments (UCLG) and many other organizations.

Creating and strengthening links with other European initiatives is crucial both in the implementation phase and for the transfer of project results. In particular, links with EU networks would encourage the spreading of the BUMP model to a large number of associations, networks of cities, associations of municipalities, organizations and single officers that are interested in implementing SUMP in their cities, but have no expertise or know-how.



European networks dedicated to mobility such as Civitas Plus, Civitas II, Epomm, Eurocities, ManagEnergy, Local Transport Planning Network, will be asked to use their channels to help in dissemination activities. The Covenant of Mayors' initiative will be invited to do the same. Existing contacts among partners and these networks will be exploited. CSDCS, the Bulgarian partner, for example is also the national contact point for EPOMM+, Civitas and Cities for Mobility. They will be able to use the communication channel of EPOMM+ to disseminate BUMP results to a targeted audience.

In addition letters, of support were received from the Municipality of Genoa, which is also the Secretariat of the Civinet Italia Network, from the Romanian Association of Municipalities, from the Association of Danube River Municipalities and from the Regional Association of Municipalities 'Trakia'. All of them have direct contacts with BUMP target groups and have themselves made themselves available to support dissemination activities through their networks.

### **1.2.2 Study visits to the cities that experimented the BUMP model**

Study visits were chosen as a specific dissemination activity because they prove to be at once targeted and cost-efficient. A public announcement for cities will be launched and the selected cities from around the EU will have the opportunity to visit one of the BUMP pilot cities, see directly what they did, how they implemented the BUMP model and how they will have developed their SUMP – all costs will be covered by the project.

At the same time, cities adopting their SUMPs thanks to the BUMP model will have the opportunity to contribute to communicate their actions addressed to the improvement of quality of life, enhancement of environmental sustainability and pollution reduction in their cities. This green attitude could indeed contribute to create a significant positive image for the cities adopting a SUMP, and is intended to trigger a “snow-ball effect” among cities not participating in the project and belonging to other countries, encouraging mutual learning and multiplying BUMP's positive effects .

Pilot cities will also make use of their institutional contacts with other cities, making themselves available to provide information and organize after the end of the project other study visits on request – this time not funded by the project. This approach would prove useful both in the case of other cities in the same country, since BUMP pilot cities could share how they solved similar problem (bureaucracy, national law, technical problems, in Italy for example old town centres), and in the case of foreign cities, since these could be twin towns or in some cases cities geographically close to each other and for this reason facing similar problems.

ICLEI will provide a strong contribution not only in drafting and promoting the call for study visits on its website (a technical expert appointed by the partnership will be available during the selection process), but also supporting this great opportunity through its network and to its members, to encourage cities of countries not directly involved in the project to participate in the study visits, thus further enhancing the transferability potential of the initiative.

### **1.2.3 Workshop in Brussels**

A workshop will be organized in Brussels by ICLEI to disseminate results at an international level. This initiative is particularly relevant, since it allows presenting BUMP results to European stakeholders, all present in Brussels with their delegations and offices. European Parliament Members working on sustainable mobility will be invited to the workshop and BUMP results



presented to them. ICLEI will use its network and its wide-ranging experience in organizing such events, thus contributing to the success of the workshop, inserting the workshop in the established Breakfast at Sustainability's morning networking sessions. ICLEI will be in charge of all practical details of the workshop.

#### **1.2.4 Definition of long term strategy**

Partners will define a strategy to ensure the future of the BUMP training path beyond the project end. Moreover the idea of setting up a network of bodies promoting study visits exchange of knowledge among officers of local authorities from different European countries will be deeply explored considering also synergies with PATRES, a project targeting also local authorities and implementing a similar methodology.

A specific business plan will be developed considering willingness of local authorities of benefitting from BUMP style services on a commercial basis and the availability of public funds. The strategy will also include a long term monitoring plan to receive updates on the implementation of SUMP. This could comprise interviews with high ranking officers, technical officers or mayors, interviews with stakeholders involved in the SUMP implementation, articles and pictures of the concrete realizations made thanks to BUMP. The most interesting accounts and testimonies will be translated and published on the BUMP website. This monitoring tool gives also a strong contribution to the dissemination and to the sustainability of the project results. Indeed cities potentially interested in adopting the BUMP model will have the opportunity to see the effectiveness of the implemented actions.

### ***2. Communication priorities***

**Centrality of communication and dissemination** - A sound communication and dissemination strategy is crucial for the achievement of both specific and strategic project objectives. The communication plan and the subsequent development of dedicated tools are the key to attract support and raise awareness and to create the conditions for further branching out of project activities at an international, national and regional level.

**Progressive deployment of communication and dissemination measures** – The communication and dissemination activities start with the launch of the project and the production of the main promotional tools (project logo, website, brochures, roll-ups, social networks accounts) in all the languages of the involved countries. An attentive, well-targeted communication campaign will be carried out to involve key actors' representatives in the focus groups (WP2).

**Involving local authorities in the BUMP package** - The focus will then be on the main direct target group (high ranking officers and technical officers working for cities with a population range between 40.000 and 350.000 inhabitants) to collect applications and select the most promising local authorities to participate in the training (WP 3) (and the best of them later on in the development of pilot actions – WP 4). At the same time, awareness raising activities will draw the attention of relevant stakeholders on the project. The idea is involving high-ranking officers and political decision makers precisely to make sure that in each involved local authority those with technical skills and called to make decisions are engaged in the SUMP development process.

**Attracting and merging know-how and expertise** - Targeted communication measures and appropriate channels and tools are paramount for a successful, satisfactory outcome of a very significant phase - the organization of the 4 mutual learning workshops (WP 3)- whereby not only training participants, but also relevant national, regional, local authorities, best practices in the



sector of sustainable mobility and the general public will be involved, their feedback highly valued and their commitment and support sought.

**Constant update on project progress and achievements** - Throughout the implementation of project activities, keeping all relevant target groups updated on project achievements and developments (national, regional, local institutions and authorities, public utilities, but also the general public) is essential both to successfully implement the work-plan and to allow further replication and widening of the project impact. An integrated approach will be used here, exploiting direct (email, phone calls, meetings) and indirect communication channels (press releases, press conferences, media coverage, participation in dedicated events, project website, leverage on existing networks).

It is noteworthy that a participatory, integrated approach (collecting and sharing knowledge among participants, stakeholders' representatives, lecturers/coachers at a national and international level) is the core principle of the BUMP supporting package and that a participative, inclusive process is crucial for the successful devising and implementation of each individual SUMP.

**Fostering replication in the EU** - The study visits (WP 5) are a rather innovative, targeted and cost-effective dissemination tool: only selected, really interested and committed local authorities will be involved, whereby effective communication insisting on a wide range of networks and channels is essential.

**Disseminating BUMP in Brussels** - Finally, the international workshop organized in Brussels by ICLEI (WP 5) in the framework of the Breakfast at Sustainability initiative is a way of securing relevant, targeted communication of project results to foster further replication of the BUMP package and provide visibility for all participating authorities, which, in turn, will act as a further loud speaker for the reliability and effectiveness of the BUMP model.

### **Expected minimum outputs**

**30** press releases

**90** articles and interviews on newspapers, magazines, web portals, TV and radio

**100** posts on social networks

**12** articles disseminated through ICLEI eNewsletter, **6** articles/year featured on ICLEI website and **3** articles in ICLEI tri-annual printed version Newsletter

**4** reach-out mails to the ICLEI-managed Cities for Climate Protection campaign members over BUMP lifetime

**40** study visits in loco to BUMP pilot actions

**20.000** Project leaflets and **9** roll up posters in all national languages

**30** presentation of the project during other project events, workshops, national events, conferences etc.

**Final workshop in Brussels** with 30 key European Stakeholders

### ***3. Communication tools, reports and actions***



A consistent visual identity is currently being developed for BUMP, which will be used by all partners throughout the project. To follow the main elements:

### **3.1 Project Logo**

A project logo has been created and will appear on all communication tools together with the logo of the IEE programme (see section 4 per details and refer to the EACI website for more information)..

### **3.2 Project website**

The project website ([www.bump-mobility.eu](http://www.bump-mobility.eu)) is currently being developed and will soon be made available in all project languages.

### **3.3 Social networks**

The partnership has opted for exploiting the existing presence on social networks of its partners and of institutions giving their support to the project. Many of them already have an institutional page (on Facebook, LinkedIn or Twitter, for example) where they can publish news about the workshops, the training sessions and all other events. ICLEI will promote BUMP activities through ICLEI's social media channels. In addition, the WP coordinator, on behalf of the partnership, will take part in existing discussion groups on the specific topics BUMP is working on, after a specific research on existing discussion groups and having identified the most suitable ones. Posting interesting articles, news, spurring discussion, conveying BUMP to the community, will be the main actions. All other partners are highly encouraged to do the same. Finally, existing communities on BUILD UP will be taken into consideration.

### **3.4 Project leaflets**

Leaflets have been developed and are currently being printed.

### **3.5 PowerPoint presentations (PPT layout)**

A common PPT template has been prepared and shall be used in all public presentations of the project by all project partners and in all countries.

### **3.6 Reporting on dissemination activities**

A template to record dissemination activities is attached to the present document. All partners shall keep a record of all activities carried out during the implementation of the project and provide detailed feedback to the coordinator on the occasion of the submission of implementation reports (months 10, 19, 28, 36) or on request if necessary.

Besides the record any, additional supporting documents (copies of articles in newspapers, ads which appeared in the web, pictures, etc.) should be collected and attached to the reports.

## **4. EACI visual identity and communication rules**

[http://ec.europa.eu/energy/intelligent/managing-projects/day-to-day-management/communicating-your-results/index\\_en.htm](http://ec.europa.eu/energy/intelligent/managing-projects/day-to-day-management/communicating-your-results/index_en.htm)

### **4.1 Obligations related to Communication**



IEE contractors are required to indicate that their activities are financially supported by the European Union and release the Commission from any responsibility for the information they are providing. [Instructions for displaying the correct legal disclaimer.](#)  [112 KB]

Projects also have to set up a website at the latest six months after the starting date of the action, and it must be accessible until at least two years after the end date of their activities. This project website has to be set up in accordance with the contractual provisions specified in the grant agreement. [Guidance](#)  [125 KB] is available on how to get the best out of your website.

## 4.2 Visual identity

The European Commission introduced a single visual identity in order to have a recognisable image and a more coherent voice when communicating and to reduce costs. In this context, EU programmes should phase out their existing logos and no new logos will be created for upcoming programmes.

The names of programmes, such as Intelligent Energy Europe (IEE), shall be used as verbal brands, i.e. references to them will be made without a regulated visual mark or logo.

Beneficiaries of EU funding shall use the European emblem in their communication to acknowledge the support received under EU programmes, mentioning “Co-funded by the Intelligent Energy Europe Programme of the European Union” in their communication.

### 4.2.1 The EU emblem

The name of the EU programme can appear with the EU emblem. However, no graphical mark (i.e. logo) shall be created using the EU emblem and name of the programme. The minimum height of the EU emblem shall be 1 cm.

For Intelligent Energy Europe, two options are available. They can be downloaded below (other language versions are available on request):



Co-funded by the Intelligent Energy Europe  
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[Web](#)  [44 KB]

[Higher resolution](#)  [944 KB]



Co-funded by the Intelligent Energy Europe  
Programme of the European Union



Co-funded by the Intelligent Energy Europe  
Programme of the European Union

[Web](#)  [49 KB] [Higher resolution](#)  [988 KB]

#### 4.2.3 Slides and factsheet

Each project awarded funding has to produce a series of publishable slides and a factsheet describing the project .

- [Guidelines for slides](#)  [120 KB]
- [Template for factsheet](#)  [163 KB]

#### 4.2.4 Additional guidelines for communication tools

The following guides help you to systematically plan and carry out communication activities for your project:

- [Dissemination Guide "How to ensure impact at a wider scale"](#)  [140 KB] : developed for the SAVE II Programme, the predecessor of Intelligent Energy - Europe
- [LIFE Communication Kit](#) : developed for the Community Programme LIFE: basic communication principles, good practice examples, library to help plan communication strategies.
- [Guide to successful communications](#) : developed for leaders of European research projects: creating successful communication plans and effectively communicating project results.

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