

STRATEGY
of the Bulgarian Red Cross by 2030

"... Solidarity and mobilization, in the name of man ..."

INTRODUCTION

The BCC Strategy 2030 is based on the core principles and values, the philosophy and essence of the International Movement of the BCC/HRC and the BCC/HRC Strategy 2030. It has been developed and refracted through the prism of our achievements over the past decade, outlines the vision and strategic objectives of the National Society for the period up to 2030 and the main approaches and activities to reach them successfully at the end of the period. It is based on an in-depth socio-economic and demographic analysis of the external environment and, in particular, the risks posed by various disasters and crises, as well as a systematic review of the multifaceted characteristics and manifestations of the institutional or so-called internal environment for the development of the organization.

The strategy is characterized by a strong internal interrelationship between the elaboration of the overall framework of our "organized effort" to help those in need and the contemporary articulation of our "ideas", values and the ways in which they reach the public and become an effective means to humanize society and make a real contribution to achieving the Millennium Goals. In this regard, potential "consumers" of this document are representatives of different segments of the Bulgarian population. It is intended for our members and volunteers, for leaders and public figures, for supporters and partners at national and local level, and for them it should be convincing, inspiring and enabling for identification and inclusion in the values and causes of the organisation, but its greatest impact would be on vulnerable people and on support for them.

The honest and fair approach to the lessons learned during the period of implementation of the BRC Strategy to 2020 is combined with the clear and scientifically sound identification of global trends in the rapidly changing modern world and especially their manifestations related to large-scale and frequent disasters and crises of different nature (including climatic and environmental) affecting the health and lives of people. To this must be added pandemics (currently COVID - 19), conflicts and terrorism; huge refugee waves; economic, social and political upheavals; the rise to frightening levels of inequalities between different sections of the population; radicalisation and marginalisation; profound changes in value hierarchies leading to intolerance, aggression, discrimination and xenophobia, etc.

This enables us to articulate a Vision for our organization that reflects in a good way the principle of "Solidarity and Mobilization, in the Name of People" and focuses our efforts "towards effective outreach" - towards creating the potential and conscious attitude of members of empowered communities to struggle to reduce human suffering and become the most important resource of their own development.

The BCC's strategy to 2030 covers three Red Cross mandates - those of the 67th, 68th and 69th national general assemblies. It is a set of internally linked strategies (by activity areas) that will enable the organization to meet the humanitarian challenges of the third decade of the 21st century.

The strategy is structured in three parts:

- ***The first is a context analysis - the state of and projections for the external and internal environment of BCC. This, in relation to the second one, is in fact also the assessment of the results achieved and the evaluation of the implementation of the BRC Strategy until 2020.***
- ***the second is the core of the document and is based on the Mission of the organization and the Vision of the BRC, within the 10-year period, the strategic objectives and institutional approaches ensuring their achievement; the objectives and sub-objectives by areas of activity, describing the desired changes in the different areas of the main Red Cross activities and the directions of their implementation and development. Thus, an accessible system is presented, the aim of which is to make a logical transition to the definition of tasks, measures, activities and the evaluation of achievements. The formulations of the expected results in terms of the most important stakeholders are complemented with relevant criteria and indicators (indicators) for quantitative and qualitative measurement of change, which allows for precise monitoring and identification of adequate for the given stage adjustments in the activities and approaches to the implementation of the Strategy. The detailed analysis of the external and internal environment of the BCC in the first part also allows to identify possible difficulties and risks that could seriously hamper the implementation of the Strategy in individual stages of the ten-year period.***
- ***the third part presents the specific tasks for achieving the objectives and sub-objectives by activity area and are the basis of the so-called Strategic Action Plan, which decomposes the measures and activities, by chronology of their implementation milestones and gives an idea of the overall delivery mechanism and specific tasks for each year. These influence the construction of the BCC Work Plan for the year, which of course has other components related to the actual or crisis moments of each calendar year.***

The process of creating the Strategy has been open and participatory - open to all ideas and opinions expressed during the discussion of the project, and participatory - in relation to the active search and involvement of a large number of Red Cross actors (leaders, managers and experts at the different organizational levels, volunteers and members of the organization, representatives of stakeholders), both with assessments of the successes and difficulties of the current activities, and with ideas, suggestions and views on possible risks for the future. The broad consultative process (elicited expert opinions and official statements, surveys, diagnostic sheets and interviews with key figures and functionaries, focus groups, on-line conferences, in different formats) was combined with the spontaneous participation in the discussion of the delegates of the 28 regional/local general assemblies, of the participants in the BMRC forums and in numerous Red Cross workshops and gatherings, with a heterogeneous focus. The full use of all modern formal and informal digital means of communication also contributed to

expanding the scale and scope of the discussion in the highly complex restrictive conditions of the COVID-19 pandemic.

The process of building the Strategy involved a wide range of innovative working methods, enabling the views of key figures from the most important organisational levels on the ground to be researched and presented correctly to the expert team by their supervisors and managers, and the information to be representative and reliable, reflecting directly both problem areas and challenges and achievements from real Red Cross life.

Thanks to this whole process, the strategic goals of the Red Cross were identified as those Red Cross activities that have the greatest impact on the lives of communities and the vulnerable people in them, and where it is justified, with priority, to invest efforts, time and resources. It was appreciated that this would make the organisation more effective in its support to the community, enhance its capacity and image, develop its services and activities and the potential of the Red Cross as a whole, which definitely depends on the support of the communities.

This, in turn, is a prerequisite for the BHRC Strategy 2030 to fulfil its functions as a leading planning and coordinating document to support the National Society at all levels in the planning and implementation processes, to contribute to the development at the community level, to provide an opportunity for more focused work on the specific problems there and to have an impact on the real life of the vulnerable person. The implementation of the expected results will achieve the desired meaningful social inclusion of the different layers of society, based on the understanding that people themselves are the most important resource for the development of the communities in which they live.

PART ONE

SITUATIONAL ANALYSIS

EXTERNAL ENVIRONMENT: SOCIO-ECONOMIC AND HUMANITARIAN ASSESSMENT OF THE COUNTRY

The assessment of the external environment is taking place under unprecedented conditions related to the global spread of the Covid-19 infection. We now know that its specificity is unknown and unmatched by the course of development and manifestation of other infectious diseases. It has unnatural twists and turns, often putting the experience and knowledge gained over the years, even in recent months, and the concepts built up for treatment and a return to normal life, in doubt and torpedoing the prognosis, leading thousands of people and to a feeling of intense anxiety, even of hopelessness. In addition to

the health problem thus described, the combination of negative factors, of an economic, social, values and lifestyle nature, disaster, crisis and other situations, both internationally and for our country, is currently aggravating to high levels.

Today, the world continues to struggle, with hopes of tackling the pandemic (if vaccines created in the world build the necessary immunity to reduce disease). We are also witnessing how difficult it is, even for prosperous societies with advanced health systems, to respond to the needs created by large-scale outbreaks in different communities. At the present time, our health system is clearly failing and there are serious problems associated with covering the more severely ill of COVID - 19. Due to a shortage of medical personnel (with a high incidence of people also stimulated by non-compliance with preventive measures of using protective equipment, keeping distance and disinfection) and an unreformed health system, the possibility of effective outpatient treatment is often put at risk.

Things are no less problematic in the corporate and public sectors, unemployment is rising, and diseases of various kinds are worsening due to the inability of medical services to be fully functional at these moments. Psychological problems are also emerging, some of them related to social distance and isolation and the need for serious prevention (so necessary to deal with contagion).

In relation to the pandemic, measures of a more general nature in 2020 have put the world economy to a very severe test, to the extent that economic processes have slowed down, even stopped, which has not happened in peaceful times. The world is already in recession.

Although the pandemic crisis in Bulgaria came later, its negative consequences affected the country severely and were felt most acutely by Bulgarian citizens and businesses. The decline in the Gross Domestic Product (GDP) is already a fact, government spending has increased strongly and financial revenues have decreased. Unfortunately, the value of foreign direct investment has fallen sharply in recent years. According to official statistics, the unemployment rate continues to rise and, in fact, more than 10% are currently unemployed and this figure continues to rise.

Undoubtedly, the most sensitive problem facing the country is that the efforts made are not achieving the expected effects in the social field. Unfortunately, the economy is "difficult to predict" and growth can be expected at the earliest in 2022. All this creates the possibility of new patterns of vulnerability, marginalisation and impoverishment of the population. Bulgaria continues to rank last in Europe in terms of GDP per capita, and the poverty rate in the country, according to Eurostat, is a real problem for 32.5% of the population, which is around 2 million 300 000 people . The most frequent categories of the poor, apart from the elderly, are those without education or those with a lower level of education. In this connection, we should bear in mind that, in general, there are strong problems in education in Bulgaria, and vocational education and training is significantly less developed than in other European countries.

Single mothers are particularly vulnerable, where the poverty rate is nearly three times higher than the national average. The fact that poverty is widespread among families with children, especially those with three or more children, is worrying for the

future demographic development of Bulgaria, which, often complemented by an unhealthy family environment, creates conditions for social marginalisation of large groups of young people. Child poverty in the country is among the highest in Europe. The country's low level of income, and hence demographic behaviour, continues to have a significant impact on limited employment opportunities, especially among young people, and low pay levels, manifested in the depth of impoverishment of the population. In recent years, there has been some wage growth, but it has been lower than labour productivity growth.

The phenomena described so far determine the strong migration processes in the country. This will affect population reproduction not only in the next 10-15 years, but for a much longer period of time, i.e. it will lead to long-term changing demographic patterns associated with population ageing and unplanned urbanisation. Migration among young people is accompanied by the risk of involvement in various forms of illegal and forced trafficking. *Long-term projections indicate that by 2030 the population will have declined sharply, with more than half (0-14 and over 65) dependent on the family and the state for their livelihood, which once again underlines the crucial importance of the employability and behaviour of people of working age.* The ageing of the population (mainly concentrated in non-urbanised areas), the helplessness, poverty and loneliness of older people, combined with the low opportunities of the working age population and the current problems in the country, pose serious challenges to the health and social systems and to the rest of society. To this picture we can add the situation related to the low social status and complex vulnerability of refugees and asylum seekers in our country.

We can summarize that against the backdrop of the dramatic manifestation of COVID-19 in terms of the health of the people in the country and the high mortality rate (among the highest in Europe) and the intensive and unremitting struggle to reduce the incidence and its adverse course, with the implementation of various prevention and treatment measures, the economic environment in the country as a whole is deteriorating and poses risks to the employment opportunities and income of the population. The number of people in need, including children at risk, is increasing, the population is ageing and the capacity of protection systems is limited due to lower revenues from taxes, social and health insurance contributions. Therefore, the serious consequences of crises in different spheres of social life will be the major challenge for communities in the next decade.

Socio-economic conditions, coupled with the underperformance of certain structures and some behavioural factors, have also negatively impacted the nation's health related to chronic distress (especially, during the state of emergency and isolation). The abuse of a number of negative habits related to the use of cigarettes, alcohol, drugs continues; domestic violence, risky sexual behavior, and irrational diet and exercise are clearly on the rise. The incidence of cardiovascular and pulmonary diseases, musculoskeletal disorders, endocrine and some communicable diseases has increased. Various accidents and injuries also play a major role in premature mortality and disability. Children, low-income people and some ethnic communities are most exposed to these factors. The poor health status of the Bulgarian population is reflected in low birth rates, high morbidity and mortality, including, logically, those infected with COVID-19. In view of the facts about the poor health of the population, the need to

promote healthy lifestyles and reduce health risk factors (environmental, economic, social and behavioural) clearly emerges. Road traffic traumatism is also a major cause of mortality and permanent disability in the working age population, both globally and in our country, with an increasing number of young victims.

At the same time, disasters occurring globally are causing increasing damage, loss and displacement of human groups. *Climate change is a major challenge that will increasingly have implications for the economic environment and the ways in which we seek and share expected future economic growth. The trend towards increasing numbers of disasters and their impacts is, in effect, expanding the type, magnitude and scope of vulnerability in our society that we as an organization are called to work to reduce.*

Climate change will not limit its effect to the increased intensity and extent of damage caused by disasters resulting from global warming. They will lead to ecological changes that have a direct impact on the environment and on people's livelihoods, and also to changes in the trends in the spread of various types of disease.

Bulgaria's place in the Balkans, on the path of large migration flows from Asia, the Middle East and Africa, will bring new challenges and uncertainties in the future, which is related to Bulgaria's place as an external border of the European Union and the resulting insecurity from possible terrorist and criminal activity, the need to accept refugees and migrants seeking a better place to live. The conflicts in the Balkans, although they have subsided, are still too recent and have associated vulnerabilities typical of post-war periods, which negatively affect the standard of living of neighbouring countries, including the EU. Bulgaria.

As a member of the European Union, the Republic of Bulgaria has specific commitments to assist these countries, enshrined in its Policy for Participation in International Development Cooperation. This policy will have specific dimensions and a budget, which will place Bulgaria in the position of a donor country, providing assistance in solidarity to other countries in need.

The recent and the upcoming years are characterised by profound structural and political changes in the large European space (Brexit), new priorities of the Union are being established (Bulgaria contributed by being the President of the EU Council for six months), most European programmes will be restructured, new member states may be included. This will have an enormous effect on the way the European Union and the Bulgarian state will function, on the whole of civil society and the citizens.

Within the near-term forecast period, the country is expected to fully join the Eurozone and, accordingly, abolish the Currency Board (the adoption of the euro and the abolition of the lev as a common currency). In this regard, the economic and financial shocks are expected to be smaller compared to other countries and the period is expected to have a positive impact on Bulgaria's development (it is likely to lead to an encouragement of investment inflows to the country). The most important macroeconomic effect, however, is the possibility of a faster and sustained growing economy (with a high degree of security, increased production and consumption, reduced unemployment, increased living standards and rapid income growth of the population), which will motivate foreign investors and the development of Bulgarian corporate

structures. This would lead to maintaining low tax rates and reducing VAT, which would reduce inflation and stimulate consumption and production.

Our view of the future is also linked to the development of the tourism sector. Equally important will be the need to increase environmental investment and to tackle the problems of energy sources and technologies and increase their efficiency.

Serious development is also expected in the NGO sector, as well as commercial structures offering various activities and services to support citizens. A more visible and positive development of the country is expected towards the middle of the strategic period, when, in addition to the growth of the economy, there will also be a greater development of the structures of the civil sector, although there are already visible signs of joint activities and coalition in order to strengthen their positions in support of citizens and their rights. This would be stimulated by a favourable climate for development, with the adoption of laws on voluntary work and service provision, support for community initiative and social inclusion, and a marked change in attitudes towards NGOs by the state and the corporate sector. This will increase competition between them and create a real market for services and activities with citizen participation.

The complex changes and challenges of the present and the future, in terms of achieving our goals, require change in ourselves, in our relationships with each other, with society and with vulnerable people. This, in turn, increases the value of the principles and values that the Red Cross proclaims and creates a need to affirm the role of the Red Cross and its place as an organization that assists the state in addressing the challenges of a rapidly changing world, which we are all witnessing, especially at present.

Undoubtedly, contemporary trends in the process of globalization, in their entirety, have a positive impact on human development, but they also lead to deepening inequality. The gap between the 'haves' and the 'have-nots' is widening - globalisation is deepening inequalities both between countries and between citizens of a country - and new dividing lines are emerging, including in terms of perceptions of values and ways of achieving prosperity and sustainability. These trends are redefining a new role for the Red Cross Movement - that of a unifying force. It is expected to become a bridge between divided communities and states, both nationally and globally.

INTERNAL ENVIRONMENT

The Bulgarian Red Cross, as the largest long-standing and recognizable humanitarian organization in Bulgaria, can rightly be proud that it has served society and the suffering, in accordance with the traditional foundation of humanitarian values for our society. They are the ideological basis of the multifaceted support of vulnerable people throughout the different stages of Bulgaria's history. This also applies to the current critical moment of the COVID - 19 epidemic in our country, where the successful implementation of the organization's mission enables the BHRC to make its humanitarian contribution to support the suffering and marginalized people and, with its role and activities, to help mobilize many volunteers from the communities and make them more solidary and active in the common front against the disease. This will also have its future impact, so that in

different situations and disasters, the humanitarian response of society, as a whole, can be more successful and more effective.

Within the framework of the BRC Strategy until 2020 (during the mandate of the 64th, 65th and 66th General Assemblies), BRC, every year, implemented numerous projects, programs and activities in the communities and assisted hundreds of thousands of vulnerable people, both in disaster situations and in their daily lives. During this period, the organization managed to defend its name as a leading NGO providing effective services to vulnerable citizens and at the same time - building social structures that strengthen civil society. The increased organizational, functional and financial capacities have significantly changed the position of BCC in public life. Increasingly, it has focused on important social issues and those related to humanitarian values, prevention and respect for citizens' rights, and it has also largely changed the nature and broadened the scope of its activities and focused on advocacy and lobbying (humanitarian diplomacy) for the interests of the vulnerable. The successful positioning and realisation of this role over the past ten years has enabled the organisation to increase its contribution and adequately engage in societal processes, as well as to take its rightful place among the national societies that have contributed to improving approaches and enriching forms of Red Cross activity on a European scale.

It was realised that HR policy was a key factor in optimising the capacity of the organisation and the successful delivery of activities. It was agreed that volunteerism is the undisputed strategic component of the BRC, which influences all aspects of its activities and in which it is justified, moreover, mandatory, to invest efforts, time and resources. The Volunteer Development Policy and the Strategy for its implementation, developed and implemented locally throughout the country, have been the basis for the subsequent global recognition of the work of the BRC for its achievements in introducing modern volunteer management, especially at the local level and for youth volunteering.

The traditions, the established structure and the internal normative base are a prerequisite and a basis for a stable and long-term development of the processes related to modern volunteering in Bulgaria. These internal organizational documents and processes have been systematically updated, in sync with the times, and unified electronic platforms have been developed, enabling the organization to be modern and attractive to young people. The changing world of communicating, learning and working online is now a factor and a condition for development, to which the structures of BCC are gradually adapting. This trend will be the basis for the next strategic period.

Thanks to the renewed training system, especially for young people, the BRC took a step towards increasing the quality of their training, which would also lead to an extension of the volunteering period, within its interests. As one of the providers of non-formal training, the BHRC applies the current state-of-the-art methods and systems, which also provides a basis for the development of new programs and the introduction of new interesting and important topics related to the lives of young people.

Tradition and innovation in work are, to a large extent, the basis of the popularity and interest in the BCC, both of young people and of those of other ages, which affirms and objectifies humanity as a real human expression and is the goal of modern volunteer management. As a result of a global analysis, in the framework of the creation of the

IFRC/HRC Strategy 2030 and correlated with national surveys, it became clear that the number of people volunteering organizationally is decreasing, while volunteering in society as a whole is popular and growing, having an informal character. It can be said that patterns of volunteering, too, are changing. It is important that *the BHRC has a significant role to play in working with volunteers during crisis situations, and the available capacity in this area enables the organisation to be a leader in establishing rules and systems for working with volunteers in conditions of objective difficulties and situations concerning the life and health of themselves and their loved ones.*

The solid internal organizational basis established in the BCC (more than 74 internal documents) and the formulated expected results, indicators and criteria for activity, enabled objective reporting and measurable evaluation of the achievements in terms of strategic objectives and those by areas of activity. The principle of "management and management by results" also contributed to this.

Through its network of structures, with national coverage (28 regional organisations, 265 municipal/territorial organisations, 2,844 societies, about 150,000 members and over 17,000 volunteers), the organisation ensures its activities reach the most vulnerable in a timely manner. In this period, the municipal level has been a priority in terms of building and strengthening the capacity of the BRC and has established a close, coordinated and effective interaction with local authorities, state institutions and services, which has allowed it to protect in a good way its key role as their partner in preserving the life and health of people in extreme situations and in their daily lives, in accordance with its legal auxiliary mandate.

District organisations are positioned in such a way that, alongside traditional humanitarian assistance and service delivery activities, they are increasingly taking on the role of public advocate and an important factor in humanising communities. Their role in creating innovative ideas and models for the successful implementation of the BRC's strategic objectives at different levels is significant. Focusing their activities on local vulnerability, working with partners, mobilising resources and achieving the characteristics of "well-functioning Red Cross structures", enable organisations to reposition themselves from those primarily providing aid and services to those initiating and involving communities in developing local social strategies and creating local models of assistance, with the potential for sustainability. An example of this is the sustainability achieved by the alternative food assistance model for the vulnerable under the Food Bank Facility, which involves local community stakeholders with resources and capacities, and implements a successful volunteer model.

During the decade, the organization's efforts were focused on reducing social and health vulnerability and improving the quality of care for people in need. BCC offers a variety of social services for children and adults and is officially licensed by the Social Assistance Agency to provide such social services (family-type accommodation centre for children up to 18 years of age; centre for work with street children; community support centre; home for the elderly; day centre for the elderly; home assistant for the elderly; personal assistant for the elderly; social assistant for the elderly; home social patronage;

community dining room; social services bureau). The organisation also owns the Red Cross Hospice, which operates in accordance with the Medical Institutions Act.

During the period there was a development of project activities for the vulnerable and the provision of social services in the community, financed by European funds. However, an important task of the BCC is to properly argue the community or state interest, and especially the vulnerable, in order for these projects to find continuation and sustainability through state and municipal funding. The Licensed Centre for Vocational Education and Training has 9 branches, in different regions of the country, which allows training in the profession of "social worker" in two specialties - social services for children and families at risk and social services for persons with chronic diseases and physical and sensory disabilities. To the second specialty the modules "home helper, carer and orderly" and "social assistant" have been developed. *Hundreds of thousands of citizens and numerous social institutions and institutions are assisted annually, including through the distribution of EU foodstuffs* (the programme "Provision of individual food packages from the OP for food and/or basic material assistance to the most deprived persons" - OP FEPNL and "Distribution of food from EU intervention stocks" - until 2013) and related accompanying measures. *The established network of Home Care Centres operates under a unified system and provides services for the elderly chronically ill and permanently disabled in a home environment.* There are such centres in Sofia, Blagoevgrad, Varna and in 4 municipalities of Vratsa region. The newest are the centres for integrated health and social services opened in Vidin, Belogradchik and Montana. They have been accepted by the communities and supported by the local authorities, and the BCC is recognized as an institution responsibly engaged in the problems of the elderly at national and international level.

The BCH is a leader in training the population in First Aid (FAD), with the largest share of training for would-be drivers. A well-functioning training structure (facilities and qualified lecturers) is in place, and in addition to the candidate drivers, teachers, parents and caregivers for children up to 8 years of age and in the workplace are trained. The quality of the training is in line with European and global standards (BCC is licensed by the IFRC/HRC European Reference Centre). The organisation trains hundreds of thousands of people every year and continues to be a key partner of the state in implementing road trauma prevention.

Although the organisation has a long-established tradition in the field of free and voluntary blood donation and focuses mainly on the promotion of free blood donation and the organisation of donation campaigns among young people, there is still much to be done in terms of promotion to reach the European benchmarks in this field.

In the field of protection and assistance to refugees and those seeking humanitarian support, the work of the BHC is carried out in close liaison and cooperation with a number of international and state institutions, local structures and NGOs, and along with the provision of specific assistance, the BHC is delegated activities related to the integration of the above-mentioned contingents. In the context of declining funding for UNHCR activities, the efforts of the BMS are focused on preparing for functioning in such an environment.

In the crisis situations that arose during the period, the BRC, as a partner of the state institutions and in fulfilment of its auxiliary role, successfully mobilized its staff, public and voluntary personnel and effectively engaged in activities to prevent and mitigate the consequences of disasters and crises (floods, fires, unprecedented heat and cold, etc.), participated in the Unified Rescue System of the country and the National Disaster Protection Programme and its annual plans, initiating, in certain cases, national and international sub-contracting. The activity is characterised by good partnership with government authorities, local authorities and NGOs, which contributes to timely and adequate assistance to the affected population. In parallel to the assistance, the organization is working hard to enhance its capacity to work in BAC/C. An intensive process is underway to build, train and effectively engage volunteer disaster response teams, whose number has reached 28 DERBAC and 21 MAE. The four inter-district warehouses as well as the Central Warehouse Base - Lozen have contributed significantly to the rapid and efficient assistance.

The Disaster Management (DM) activity has also taken on new dimensions and significance given the climate change over the last decade, the increase in disaster situations and their consequences and will have a tremendous development both in the wake of the pandemic and the predicted severe trials and challenges for humanity. Efforts should be directed towards expanding and strengthening volunteerism and civic engagement, developing the skills and capabilities needed to respond in complex humanitarian environments, diversifying the forms and methods of training and conducting drills, with a focus on the local level, using modern equipment and innovative technologies to diagnose and predict risks, leading to an increased level of preparedness, including the use of the latest technologies. This includes the NOC and district/city staffs for BAC/C work and the exchange of good practices with both in-country and ICRC partners.

The implementation of the activities to ensure and maintain the disaster reserve for immediate assistance to affected populations will continue, and opportunities will be sought to increase and update it.

In line with the adopted official documents in the country, the supporting role of the organisation and given the specific context and risks for Bulgaria, advocacy objectives, programmes and projects, partnerships for adaptation and to address climate and disaster risks, should increasingly respond to the differentiated needs, capacities and vulnerabilities of affected populations, pre- and post-disaster, and aim to put the focus on empowered communities at the local level being able to successfully manage rapidly changing. This will ensure the dignity, access, participation and safety of all, especially vulnerable and marginalized groups, and ensure that no one is left behind.

The partnership and assistance provided by the BRC to state, governmental and non-governmental institutions in the process of prevention and preparedness for response as well as in disaster relief is highly appreciated. The BHRC has also established itself as a sought-after partner for conducting IFRC/CP international training exercises. The activities of the BRC related to prevention and disaster risk reduction and providing assistance to disaster

victims have established the role and place of the organization as a reliable partner that can be relied upon to protect health and life, to reduce damage in crisis situations

The Mountain Rescue Service's (MRS) drive to modernise and develop its regulations, facilities and training programmes according to the latest requirements has led to increased public confidence. The volunteer and full-time mountain rescuers, organized in 32 rescue squads, and their contribution to saving the lives of thousands of victims in the mountains, as well as their competent participation in the emergence of the BAK, have earned recognition from the state institutions.

The Water Rescue Service has worked hard to reduce water-related injuries and to create regulatory, governmental, and public safeguards to prevent and prevent water-related incidents. Its staff has been instrumental in concretely increasing the number of people rescued.

Over the ten-year period, international work has successfully supported the implementation of the organisation's priorities and has led to the development of effective long-term partnerships with other IFRC/CP National Societies in areas of mutual interest and has actively participated in the work of the International Movement of CHCs and CHPs. After the accession of Bulgaria to the European Union and the change of vulnerability of large population groups, a new context of the activities of the BRC has been created, influencing the areas of activity, the type of partnership and the structures with which the organization cooperates internationally (participation in different partnership networks). Increasingly, from being a national aid society, the BRC is becoming a support society, both in terms of providing humanitarian aid to other countries and in providing expertise and modern models for the implementation of Red Cross activities.

Leading in public relations is the search for new ways to promote the significant activities and programs of the organization and increase public interest in the mission and values of the BRC. The celebration of the 140th anniversary of the BRC was successful and received wide media and public coverage, and was also an occasion for the Bulgarian public and visitors from abroad to demonstrate their respect and support for the organization.

The fundraising activities of the BRC are aimed at providing greater financial opportunities to help vulnerable groups in society. Only through the campaign "Bulgarian Red Cross Charity Partner Network" over the last 15 years the "Hot Lunch" programme has provided free school meals to 17 600 needy children across the country, worth BGN 2 611 330, which is the equivalent of 1 305 665 lunches. It is important to note that while at the start 15 years ago the Partner Network provided all the necessary funds, now the district/ capital organisations contribute approximately 40% of their own funds.

The Bulgarian Youth Red Cross (BYRC) is an organization with a long history (almost a century), and for its humanitarian work among children and young people has repeatedly received recognition and high praise, both at national and international level. Its membership makes it the largest youth NGO in Bulgaria, with a national reach. With its well-functioning network of regional organizations and clubs, the YYMC works throughout the country. The Bulgarian Youth Red Cross is a highly recognizable organization, with an established image, public authority and capacities that make it a suitable alternative for the public expression of young people. It is a reliable partner of

the state and local authorities in the implementation of various strategies for working with young people.

BMRC, as a part of the Bulgarian Red Cross, is a strategic partner of the public authorities and is a nationally represented youth organization that meets the criteria set by the state institutions. It has a high level of competence in various topical issues, taking into account new trends and also basing itself on the opinion of young leaders in the field of volunteering, which is a necessary condition for the BMRC to maintain the good reputation it has achieved and established as an organization partner of the NGO sector and public institutions.

The BCRC works hard to increase the health awareness of children and young people, prevention of addictions (HIV/AIDS, alcohol, smoking, etc.); implements activities and programs to reduce vulnerability among children (family-type accommodation center for children and day center for work with street children, day center for children at risk and community support center). The significant contribution of the BCRC, and especially the Youth Emergency Teams, to overcoming the consequences of the disasters that have affected the country is also an expression of the responsibility and strong interest of young people in providing first aid, first psychological care and psychosocial support.

The volunteers of the youth organization express their impulse towards humanity and care for others and are among the most recognizable and well-received ambassadors of the noble mission of the Bulgarian Red Cross. The youth organization is among the flagships of the BRC in innovative behavior and activity and has digitized its functions on the largest scale. The aforementioned was critical to fulfilling its Mission and retaining its volunteer staff.

During the decade, the trend of financial stabilization and expansion of the range of income-generating activities (PDP training, NUC - Lozen, water rescue activities, social shops, assistance provided in the mountains, rents, etc.) was consolidated. Decentralization and the channeling of financial flows to priority activities and district organizations have provided a level of stability and security so that even in times of crisis the organization can carry out its core functions and not limit its humanitarian response in times of disaster and crisis.

Some modern approaches have been introduced to assess and improve the effectiveness of risk management processes, management control (especially in finance).

Of utmost importance are the challenges facing the international community and the Red Cross Movement regarding the role and application of international humanitarian law and the attempts to displace, even to de-emphasize, the essence of international humanitarian law and its universally accepted basic principles, which determines the need to further intensify our efforts for their effective promulgation and observance, in the context of our country. In the context of the described strong migratory processes worldwide, the BRC continues to actively work to search for separated family members.

The crisis and disaster situations are unfortunately accompanied by no less spiritual crisis and displacement of moral values, which makes it a priority task of the Bulgarian Red Cross to humanize the society, fight against alienation, violence, aggression, stigma, discrimination and marginalization of vulnerable groups. This would strengthen the position

of the BRC as an institution that not only supports the physical survival of the vulnerable, but also one that makes a distinct contribution to the harmonisation and self-development of communities.

Contemporary challenges and crises, and those related to human health, obviously put on the agenda, also in the new strategic period, issues relating, above all, to the training of human resources. Proceeding from the basic nature of the changes in the socio-economic and spiritual life of the country and the profound institutional and socio-psychological consequences of the crises, in its work, an organization such as the BHRC should, we will emphasize again, even more strongly focus its attention on the human resources development policy as a key factor in optimizing its capacity and its development. The main groups that the organisation needs to target, besides the most vulnerable, are volunteers and full-time staff, taking even greater care to attract prepared and committed people and to systematically motivate, train and develop them. In terms of volunteering, the organisation has adopted and successfully implemented its Volunteer Development Policy and Strategy, but greater investment needs to be made in their implementation at national and district/local level. It is very important for the staff to be systematically informed and evaluated, to create career development prospects, delegation of authority and direct participation in the decision-making process. The role of remuneration in motivating and developing staff should not be underestimated. Such a policy underpins both the retention of suitable staff and to a large extent determines their loyalty to the institution. Our European membership has posed major challenges in terms of even better training of human resources and in terms of knowledge of the procedures for applying for European programmes and the possibilities for their effective implementation. There is a need to intensify training and broaden qualifications for strategic and operational planning, project development and implementation and, to a much greater extent, to introduce digital working methods that complement traditional ones and create the conditions for gathering reliable and trustworthy information that will also be the basis for determining the contribution of volunteers and staff in introducing new more effective and efficient working methods.

In the new environment, not only compliance with laws and internal organizational documents, but also compliance with ethical norms and rules will become increasingly important. Moreover, over the strategic period, their value will become increasingly important. One of the leading aspects is the creation of a climate of transparency and direct access to information about the activities and resources of the organisation, not getting involved in partisan causes and those with personal financial interests, which will reduce the possibilities of creating situations of conflict of interest. There should also be an increasing responsibility and attention to the protection of personal data and the avoidance of deviations from the requirements of Regulation (EU) 2016/679 of the European Parliament and of the Council.

The available capacity of BCC for its various activities, the financial stability and strategic reserve of the organization in the form of cash resources, as well as the

availability of properties whose exploitation provides income, enable the organization to have anticipatory capabilities for adequate response to dynamic social processes. If the capacity capabilities of the organization lag behind the requirements of the time, they will very quickly weaken the potential of the BCC and its full expression in society. This, once again, proves that a situational analysis and analysis of the organisation's potential capacities should be made permanently throughout the period and in any case part of the resources should be directed to its activities and another, and not a small part - to its anticipatory self-development and increasing the potential of volunteers and employees in terms of training, equipment, career development and empowerment and delegation of responsibilities and rights, measures to strengthen the sense of belonging and inclusion, with various forms of p

In the context of the most life-threatening and large-scale (since the end of World War II) Covid pandemic in the country, the quantitative and qualitative capacity-building of the BHC and the changes in the way it has functioned in the last decade have been critical to the organisation's real contribution to vulnerable people.

The Bulgarian Red Cross has reorganized its activities in an urgent manner, with the main human, financial and logistical resources being redirected to assisting lonely elderly people, people with disabilities and chronic diseases, quarantined and isolated, poor and unemployed; families with children at risk; refugees and those seeking humanitarian support and many others in distress and crisis situations. Various humanitarian programmes were implemented throughout the period, bringing to the attention of the population information on disease and prevention, concerning behaviour and the application of protective and disinfecting equipment, social distance, etc. In parallel, programmes of a daily planned (conventional) nature (the EU FEPNL food programme) continued, as well as those relevant to the specific situation - some of them with resources provided by the State, others supported by donors. Highly useful were activities such as the "hotlines" opened to overcome anxiety, stress and psychological trauma exacerbated by isolation, etc., as well as certain logistical care - purchase of medicines and food products ordered and paid for by people under quarantine and isolation.

The so-called "battle arsenal" included many innovative working methods for psychological and emotional support of the vulnerable, such as the "BMRC chat" for free and confidential personal counselling of those who want it. Young Red Cross members created and implemented many interesting and unconventional projects and activities aimed at children and students isolated at home and suffering from lack of communication.

Already in the first days of the epidemic emergency, the BCC launched the classic in such situations National Charity Campaign "Together against Covid - 19", which was supported by many donors, despite the complex and severe crisis and the feeling of hopelessness of a certain part of the population. It was aimed at supporting Bulgarian medics on the "front line" as well as highly vulnerable communities and was closely consulted with the Ministry of Health and the National Operational Headquarters. Thanks to it, many state and municipal health facilities received life-saving equipment, tools, medicines, supplies, disinfectants and personal protective equipment upon request. In line with the situation,

the BRC provided a large part of its disaster reserve to medical facilities and vulnerable communities.

Of course, along with these routine actions of the organization in extreme situations, many other actions valuable for the suffering people in the communities were implemented, which are possible thanks to the strong volunteer participation, both in the planning processes and in their implementation, together with the professional staff at the relevant levels throughout the country. Their example was followed by many spontaneous volunteers and informal groups, spurred by their sheer human solidarity and will, translated into real action of support. All these people are rarely the focus of public attention, but in extreme situations they are called upon to help the suffering, the sick and the marginalised because of their selfless and self-sacrificing acts - they do it for free and do not expect a return, it is important to them that suffering and lonely people are assured that they are not forgotten and that someone cares for them. That's the way it has been for 142 years, that's the way our ancestors did it at all the dramatic moments in history for this country, and that's the way it is today - until it's needed.

PART TWO

MISSION AND VISION OF BHC; KEY STRATEGIC OBJECTIVES AND INSTITUTIONAL APPROACHES TO THEIR IMPLEMENTATION; OBJECTIVES AND SUB-OBJECTIVES BY ACTIVITY

MISSION

The Bulgarian Red Cross is a voluntary organization that is part of the international Red Cross movement and is guided by its basic principles: humanism, impartiality, neutrality, independence, voluntariness, unity and universality.

Through its network of volunteers across the country, it supports vulnerable people in disaster and crisis situations and works to self-develop communities and increase their resilience to adverse social and natural factors, including climate change and related health challenges. Through training programmes and activities, it contributes to the alleviation and prevention of suffering in all its forms, protects health and life and demands respect for the human person.

VISION

As a "well-functioning national society", with a leading role in the humanitarian sector in the country and with a worthy place in the European Red Cross community, the BHRC has the capacity to be a key partner of the state and other societal actors to overcome

contemporary social and natural challenges, including climate change and health issues; to humanize Bulgarian society and to contribute to improving the quality of life of individuals and communities, strengthening their resilience and opportunities for prosperity, the

MAIN STRATEGIC OBJECTIVES

In order to respond to the humanitarian challenges of the third decade of the 21st century and to successfully fulfil its mission, the BRC will focus on three main strategic objectives, namely:

- **Engaging empathetic and active individuals to overcome vulnerability and build real integrated, prosperous and sustainable communities.**
- **Focusing efforts on substantive activities for successful intervention in disaster and crisis situations and preserving the health and lives of affected community members.**
- **Significant contribution to the reduction of poverty and social exclusion and the inclusion of society in humanitarian values to reduce negative social phenomena (xenophobia, discrimination, intolerance, aggression).**

MAIN INSTITUTIONAL APPROACHES TO THE IMPLEMENTATION OF THE STRATEGIC OBJECTIVES

The objectives will be achieved by using the following institutional approaches:

- **Conducting humanitarian diplomacy (advocacy and lobbying) to prevent and reduce vulnerability - engaging in negotiations and persuading decision makers and opinion formers to act in the interests of vulnerable people, with respect for fundamental principles. Red Cross structures strengthen their relationship with state authorities, ensuring a balanced relationship based on mutual trust, dialogue and cooperation, with the most sensitive humanitarian issues being addressed in an environment of confidentiality, constructiveness and independence.**
- **Participatory approaches - involving and stimulating the active participation of different stakeholders to solve significant social problems of the community, developing sustainable support mechanisms and mobilizing local resources. Particular attention is paid to the partnership with state and local authorities in fulfilling the auxiliary role of the organization in the implementation of the social and health policy of the state, especially in disaster and crisis situations**

and public presentation in various forums, in a befitting manner of the position of the BRC on key humanitarian issues, linked to the contemporary understanding of the fundamental principle of "neutrality" in the International Red Cross Movement, reflected in the Strategy 2030 of the IFRC / HRC.

- **Consultative approach** - increased exchange of information, sharing of knowledge and good practices (throughout the implementation process) to improve coordination and achieve common objectives effectively and efficiently.
- **Positioning the BRC at national and local level as a responsible social institution with a distinct identity and significant practical contribution to support vulnerable and other humanitarian initiatives to develop communities into prosperous, safe and sustainable social systems.**
- **Resource development: human (staff, personnel, volunteers); financial and material; information; clear and open communications to involve staff and communities.**
- **Optimize internal organizational processes to build adequate, for different stages of the period, capacity and organizational status: expression, systems and procedures; functions and structures.**
- **Increasing the effectiveness of achieving the objectives:**
 - **Democratisation, deinstitutionalisation and decentralisation of activities (effective delegation, empowerment and participation of organisational levels and structures in decision-making);**
 - **Improve strategic, operational and integrated planning;**
 - **Permanence analysis, prioritization and focus in the core Red Cross tasks;**
 - **Leadership and results-based management;**
 - **An intensive process of seeking partners to implement common causes, by sharing responsibilities, functions, standards and cooperating resources. Improving negotiation processes to avoid unfairness and non-compliance with agreements;**
 - **Modernising methods and maintaining a high level of qualification through training, mentoring and methodological support, including "on the ground";**
 - **Measures to digitise processes and implement innovation.**
 - **Improve coordination of activities, control and risk assessment;**
 - **Easing administrative and organisational burdens, especially at grassroots and community level; reducing vertical programming and design at the expense of horizontal;**

- **Supporting and involving informal civic groups and spontaneous volunteers to reduce vulnerability and humanise institutions;**
- **Stabilise the internal regulatory framework by introducing mandatory impact assessment and stakeholder communication.**

These approaches also require the implementation of modern and innovative mechanisms and systems of Red Cross work, the adoption of more comprehensive (holistic) and flexible capacity development models, longer-term and proactive partnerships and funding.

SPECIFIC OBJECTIVES AND SUB-OBJECTIVES PER LINE OF ACTION

The achievement of the specific objectives, respectively sub-objectives, in each field of activity is related to the main strategic objectives of BCC and their arrangement in this section does not mean prioritizing or neglecting any of them, but is rather conditional and is related to the degree of urgency and urgency and determining character in terms of the realization of the Mission of the organization.

Objective No. 1

Preparing the BRC to effectively perform its supporting role as a partner of the state for adequate response to disaster and crisis situations at national and local level to protect the life and health of the population, build resilience of vulnerable individuals and communities, reduce damage and recovery, and prevent, recognize and mitigate the risks and impacts of climate change.

Subgoals:

1. Increase and improve the capacity of the organization at all levels to respond in a timely and adequate manner to disaster and crisis situations, to address and respond adequately to new risks in a complex humanitarian environment:
 - Maintaining and improving the skills and capabilities of the human resource through specific training, drills and simulations for staff and volunteer teams;
 - Improvement and adaptation of the internal organizational documents and methodological materials/policies, plans, programs, SOPs, Training System, etc./ in line with the requirements of the BRC as part of the ECS of the Republic of Bulgaria, the adopted declarations and commitments at official international and national forums; integration of climate change issues;
 - Maintaining and improving the facilities /reserve, Crisis Operations Centre, equipment and facilities, etc./, communication system, digital skills, use of technology and innovation, etc.

2. Active partnership and joint actions with state and local authorities to implement the auxiliary role of the BRC, engaging new partners and joint actions with all stakeholders (academia, meteorological services, etc.), as well as with partners from international Red Cross structures and regional networks. Humanitarian diplomacy, participation in commissions and working groups, influencing and promoting positive changes in legislation, strategies and policies, in favour of risk reduction, resilience building, with a focus on the local level and for an adequate response.
3. Disaster risk reduction and resilience building at community level. Action to build resilience of communities to better cope with the humanitarian impacts of climate change:
 - Strengthening awareness-raising activities on the humanitarian impacts of climate change, increased disaster risks and challenges, mitigation and adaptation measures;
 - Involve communities and the most vulnerable groups in the preparation and establishment of an effective mechanism to deal with disaster and crisis situations;
 - Partnership in the development of early warning systems, in disaster and crisis situations.

Objective No. 2

Establishing the role of the Mountain Rescue Service at the Bulgarian Red Cross as a leading structure in prevention, assistance and rescue of the victims in the mountains and a partner of the state in the liquidation of the consequences of BAC/Q.

Subgoals:

1. Continued work on the development and improvement of the legal base and regulations to recognize the leading role of the SAR in mountain rescue activities.
2. Improving the qualification of the members of the SAR teams in rescuing victims in the mountains and in providing assistance to those affected by BAC.
3. Modernization and development of the material and technical base of the ASF.
4. Improvement of the internal organizational methodological documents for the successful operation of the PSS as an integrated structure in the single European emergency call system 112.
5. Active participation of the PSF in inter-agency expert councils for building a system for rescue and assistance in the mountains, from the air by helicopter.
6. Participation of PSS in institution-wide actions for legislative support of volunteering.
7. Building and improving strategic partnerships with international rescue services and organisations.

Objective No. 3

Increasing the effectiveness of the BHRC water rescue activities and partnership with institutions to reduce water trauma in the country.

Subgoals:

1. Optimize the scope of trainings on water trauma prevention among adolescents and citizens. Introduce compulsory swimming training in schools.
2. Improving the quality of training of water rescue personnel and optimizing the conditions for training of trainees.
3. Expansion of sport and competition activities at regional/local, national and international level.
4. Provision of methodological assistance to the water area owners by maintaining good cooperation with the state and municipal institutions related to the implementation of water saving activities on water areas.

Objective No. 4

Significant contribution to reducing poverty and social exclusion and creating the conditions and conditions for inclusion, sustainable growth and opportunities to improve the quality of life of vulnerable groups, by tapping into new reserves, resources and means to unleash their potential, with the aim of their full participation in society.

Subgoals:

1. Identification of measures and implementation of activities to reduce poverty and social exclusion among vulnerable people and create conditions for their full realization and participation in public life through adequate support and provision of information on opportunities for qualification and retraining.
2. Analysis and evaluation of the implemented social activities and services and creation and development of new ones, adequate to the problems of the society and in line with the changes in the state regulations in the social field.
3. Ensuring equal access of vulnerable groups to quality and innovative social services (including teleassistance and telecare) in order to prevent poverty and social exclusion and overcome the negative consequences.
4. Raising awareness and actively working to change public attitudes towards disadvantaged people and protecting their rights.
5. Creating conditions for an active, healthy and dignified life of the elderly by ensuring equal opportunities for their full and active participation in society.
6. Development of volunteering and intergenerational solidarity. Building a positive image and understanding of the social value of older people.

Objective No. 5

Raising the health awareness of the population and active actions to build a responsible health position and promote a healthy lifestyle - health promotion, education and disease prevention.

Subgoals:

1. Raising the population's health awareness of lifestyle risk factors, including socially significant diseases, communicable diseases leading to epidemic spread, addictions , unhealthy lifestyles and forms of prevention and prophylaxis.
2. Increasing the motivation of the population for voluntary and free blood donation and organ, tissue and cell donation.

Objective No. 6

Strengthening the resilience of communities and training them in first aid, coping with different types of trauma and building habits for safer living.

Subgoals:

1. Enhance the organization's capacity for first aid training, expand and improve training.

Objective No. 7

Strengthening the role of the Refugee and Migrant Service as an important partner of state institutions, local authorities, international and non-governmental organizations in the reception and socio-economic integration of refugees and migrants, in the formation of a tolerant social environment and in the processes of empowerment of refugee and migrant communities.

Subgoals:

1. Strengthening the capacity of the BRC to work with refugees and migrants.
2. Assistance to refugees and migrants to access social services, humanitarian assistance, education, health, housing, labour market.
3. Raising public awareness of refugees and migrants and advocating for their social inclusion.
4. Participation in government resettlement and relocation programs.
5. Ensuring the financial stability of the BMS through EU funds, the state budget and other sources to ensure the sustainability of the work with refugees and migrants.
6. Empowering refugee and migrant communities.
7. Active cooperation with institutions, local government structures, NGOs, and international organizations on policy development and programme implementation in the field of asylum, migration and integration, as well as expanding cooperation with national associations of HR/CSOs working with refugees and migrants.

Objective No. 8

Building on the organizational capacity development of the Red Cross structures and maintaining the standards of a "well-functioning society" at national and district/local level to mobilize local resources for sustainable humanitarian contribution to vulnerable people, for the relevance and effectiveness of the activities of the Red Cross as a meaningful partner of the government and local authorities and other societal actors

in everyday and extreme situations and crises, and for community and civil society development.

Subgoals:

1. Enhancing the capacity of the BRC to function in unpredictable changing conditions, through the application of modern organizational models, leading to the expansion of local resource mobilization, advocacy and lobbying activities to build resilient communities able to effectively and wisely develop their resources and apply them to improve the quality of life and to assist vulnerable people.
2. Implementation of a scientifically based human resources policy as a decisive factor for optimizing the capacity of the organization in the implementation of the essential tasks of humanitarian, organizational and financial nature (modern volunteer management, including spontaneous volunteers, permanent training, attractive conditions and rates for professional development and realization; spiritual stimulation, if results are achieved; maximum inclusion and commitment and delegation of responsibilities to volunteers, and with a motivating system for the
3. Implementation of a broad consultative process and training program to strengthen the capacity and Red Cross competence of the leadership, management and control bodies and rank-and-file volunteers, related to their full realization as Red Cross activists, with a democratic style of work and leadership, committed to the Mission and embracing the values of the organization and contributing to the development of civil society.
4. Further consolidation of the process of introducing common terminology, organizational culture and systematicity in the planning and implementation of Red Cross activities as an integral part of the overall positive development processes of the BRC, ensuring the realization of its Mission in the changing conditions.
5. Strengthen the role of organizational evaluations as a tool for enhancing the effectiveness and efficiency of activities and programmes by building a culture of evaluation, knowledge sharing and collaboration, strengthening planning capacity (strategic, integrated and operational); commissioning evaluations; providing data needed for evaluation purposes and using evaluation results for future policy and activity reform.
6. Further strengthening of the capacity for adequate implementation of a model of organizational behavior, in the conditions of specific economic, social and demographic situation in the different communities of the country, based on decentralization and deinstitutionalization of activities and strengthening of the voluntary principle, as well as promoting organizational discipline, optimal use of available resources, coordination and efficiency of joint work, including with partners - for the application and implementation of projects for the absorption of funds under various programmes.
7. Expanding the process of dissemination, exchange and implementation of good practice models (domestically and internationally), in line with the dynamics of the processes and the need to manage change and risk, at a high level of competitiveness in the NGO sector.

Objective No. 9

Maintaining the characteristics of the BMRC as a "well-functioning youth national society", with the participation of young people in humanitarian education, health and first aid programmes and a significant contribution to changing the social environment.

Subgoals:

1. Sustainability and development of the organization by increasing the motivation of volunteers and staff responsible for the BMRC; development of the organizational structure and adaptation to modern volunteering - development of volunteering in the community, promotion of different and flexible forms of volunteering.
2. Development of traditional activities and introduction of innovations by developing traditional activities of the organization, expanding and adapting the thematic areas of the organization's activities, applying new methods, approaches and themes in the activities of the BMRC, promoting online training and developing online materials.
3. Positioning the BMRC by ensuring the financial stability of the organization and promoting different forms of funding and resource mobilization, promoting and reflecting the activities of the organization, expanding the partner network of the BMRC.

Objective No. 10

Quality management, updating and upgrading of information and communication processes in the organization and active partnership with key actors of the state, NGOs, media, corporate sector, communities and vulnerable groups in order to turn humanitarian causes, advocacy and lobbying in favor of the vulnerable, adequate response to climate change and its consequences on human health, promotion of healthy lifestyles and prevention of negative social processes into a commitment to

Subgoals:

1. Identifying and adequately considering the interests, needs and priorities of stakeholders, with a focus on the specific individual needs of each person.
2. Attracting public attention and creating positive attitudes towards the problems of vulnerable groups, provoking a sense of empathy and active civic participation, creating motivation for volunteering, charity and philanthropy. A segmented approach to working with different target groups.
3. Increasing the efficiency and expanding the scope of fundraising activities in favour of the humanitarian causes and activities of the BRC.
4. Extensive use of traditional and alternative media channels to constantly promote the values, principles and activities of the organization and its ability to mobilize resources for the benefit of everyone in need.
5. Development and optimal use of information resources and new technologies to build sustainable societal attitudes, to support humanitarian causes and to advocate and influence decision makers at national and local level, to improve the quality of life of the vulnerable and preserve their dignity.

6. Strengthening the image of the organization by promoting the rules for the use of the Red Cross emblem, the Fundamental Principles, the history of the International Movement and the activities of the Red Cross.
7. Strengthening media presence and direct engagement with partners as guarantors of transparency and accountability in activities and campaigns.

Objective No. 11

Strengthening strategic partnerships, representation in global and regional groups and networks, developing bilateral and multilateral relationships and establishing the BRC as a valued and sought-after international partner, highly effective in delivering aid at home and abroad to reduce vulnerability in today's globalised world.

Subgoals:

1. Improve coordination and cooperation with international Red Cross partners to exchange experiences, good practices, joint actions and in international decision making.
2. Strengthening cooperation and strategic partnerships with national societies of CHCs and CHPs from the European Union, Balkan region, Eastern Partnership, etc.
3. Active action to promote civic participation, engagement and solidarity of the country's population and effective cooperation with the Bulgarian state to support affected people in regions of conflict, disaster and crisis.
4. Exchange of good practices, ideas and know-how in key areas between the BRC and other national societies and organizations, international networks, etc.
5. Advocacy and Humanitarian Diplomacy to explain the auxiliary role of the National Society through systematic proactive consultation and collaboration with government institutions, international and non-governmental organizations, the corporate sector, diplomatic services and key partners to change policies, participate in decision-making processes and leverage resources to help the Bulgarian population and to assist other National Societies.
6. Achieve international recognition of the role of the BRC as a leading institution for the dissemination of the norms of international humanitarian law.
7. Providing timely and effective assistance to protect vulnerable persons and to restore and maintain family ties between members of separated families.

Objective No. 12

Increasing the financial capacity and stability of the BRC, creating a financial basis for the future development of the organization, providing financial resources to respond to humanitarian problems on the agenda of society.

Subgoals:

1. Strengthening and expanding existing and adding new sources of funding for activities.
2. Restore and increase the strategic reserve of funds for crisis response for the BRC.

3. Active and full involvement of the capacity of the national BRC training centres as a source of funding for Red Cross activities.
4. Attracting new corporate partners to fund BCC causes. Increasing the number of citizens donating to the organization's campaigns.

Objective No. 13

Development of logistical capacities for more effective implementation of humanitarian activities.

Subgoals:

1. Optimize and increase storage capacity for disaster preparedness and social action materials.
2. Phased renewal and maintenance of the organization's vehicle fleet.
3. Establishment of a crisis management coordination centre in the Bulgarian Red Cross - Lozen.

Objective No. 14

Updating and ensuring the compliance of the BHRC environment in legal and normative aspects; active legal support for all structures and activities of the organization and sustainable development of activities on International Humanitarian Law.

Subgoals:

1. Updating and ensuring compliance with the legal and regulatory environment concerning the BCC in the national and international context.
2. Active legal support for all BCC structures and activities.
3. Sustained development of activities to disseminate the norms of International Humanitarian Law and to establish the BRC as a reference institution competent in IHL issues.

Objective 15

Enhancing the effectiveness and scope of internal audit and financial controls in the organisation.

Subgoals:

1. Improvement of the quality management policy for audit and control activities and strengthening of the audit and financial control as a reliable tool for control and analysis of the processes taking place in the organization, by strengthening the role of the "SA" and "VFC" units for good management of funds in the BHC.
2. Improve the control environment by establishing adequate and effective management and control systems based on reliable and comprehensive financial and operational information.
3. Identify risks in the organization and create an effective system to mitigate them.

Objective No. 16

Maintaining the personal data status of individuals whose data is processed by the Bulgarian Red Cross, in accordance with Regulation (EU) 2016/679 of the European Parliament and of the Council of 27 April 2016 on the protection of natural persons with regard to the processing of personal data and on the free movement of such data.

Subgoals:

1. Timely updating of the internal regulations on data protection issues in the BHR system and strict compliance with the established legal requirements, internal rules, instructions and technological procedures in the field of data protection within the organization.

EXPECTED RESULTS

**from the implementation of the BCC strategy until 2030
WITH REGARD TO INTERESTED PARTIES**

- **For beneficiaries:**
 - *more effective action and assistance before, during and after disasters, emergencies and catastrophes/crises, with reduced mortality, loss and damage and a contribution to recovery and normalisation of lifestyles, at individual and community level;*
 - *timely first aid, psychological first aid, psycho-social and specialized emotional support in various crisis and disaster situations;*
 - *prevention of vulnerability factors, better access to assistance by the vulnerable, more public and state support (resources) for the implemented auxiliary function of the BRC to the humanitarian activities of government structures and local self-government bodies;*
 - *increased knowledge, skills and changed attitudes towards positivity;*
 - *better quality, effective, inclusive, comprehensive and diverse forms of training, support and services;*
 - *Increased health literacy and health status, on a personal and community scale;*
 - *increased quality of life for vulnerable groups;*
 - *Increased capacity and social inclusion of vulnerable people, based on the humanization of institutions.*
- **For civil society:**

- *a more humane and prosperous society, with more security, respect and support for people's lives and dignity, with less violence and alienation, discrimination, xenophobia, etc.;*
 - *Increased responsibility, solidarity and tolerance of people and society, nationally and in communities;*
 - *volunteering - established as a national value, and individuals and communities - with increased state and public support for volunteering as a major form of civic engagement;*
 - *more young people involved in supporting humanitarian causes;*
 - *Stronger youth leadership and participation to address the humanitarian issues of the community and its modernization;*
 - *a strengthened and developed civic sector oriented towards the implementation of common human values;*
 - *better understood, meaningful and supported activities of the BRC.*
- **For state and local authorities:**
 - *Increased national and local capacity to manage disaster and crisis situations;*
 - *Supported activities and implemented partnerships in areas where the state and local authorities have limited capacities in extreme and disaster situations; supported national and local social and health policies and infrastructures;*
 - *Increased access to international cooperation through the BRC (more partners and support attracted, increased participation in partner networks, with the application of European standards in the humanitarian field, more and more innovative technologies in different areas of socio-economic life;*
 - *Increased capacities of the institutions for public support and development and implementation of modern standards in the social and health field, especially - in terms of prevention of communicable and socially significant diseases and prevention of healthy lifestyle, fight against addictions, etc.*
- **About BCC:**
 - *the established status of the BRC as a significant partner of the state in disasters, accidents and catastrophes/crises and in solving significant social and health problems;*
 - *BHRC - with characteristics of a "well-functioning national society", with a leading role in humanitarian activities in the country and a worthy place in the European and world Red Cross community;*
 - *established capacity and mechanism for timely, effective and efficient assistance to the vulnerable and provision of activities and services and prevention of negative social factors;*
 - *developed a system of criteria and standards to objectively identify and assess the conformity of the organization's development with changes in the*

external environment and the need for corrective action, both in risky and extreme situations and for anticipatory actions and transformations.

- **For partners at home and abroad:**
 - *an organisation working effectively in areas of mutual interest, contributing to the exchange of resources, innovation and expertise in joint activities.*

EXPECTED OUTCOMES - CRITERIA AND INDICATORS FOR REACHING STRATEGIC GOALS BY 2020.

- *Effective and quality services provided, in line with European standards, within the commitments and resource capacities of the BCC (percentage of programmes applying European standards for activities and services) - 85% of programmes.*
- *Increased number of programmes directly aimed at achieving results in line with the Strategy's objectives - 90% of results achieved contributed to achieving the objectives.*
- *Increased number of beneficiaries (comparing the number of vulnerable persons actually assisted by the Bulgarian Red Cross with the number in the previous year) or maintained, adequate number in severe extreme situations.*
- *Maintained a high beneficiary satisfaction rate (percentage of expressed beneficiary satisfaction with the training, support and services provided) - 95%.*
- *Maintained sustainability of the bulk of programmes and activities (percentage of programmes whose benefits are valid in the long term) - 60%.*
- *Implemented quality standards for the status and activities of the district/city organizations as "well-functioning structures" (developed and achieved quality standards for the development of district/city organizations, based on a serious vulnerability analysis and capacity assessment, monitoring and evaluation of performance; implemented modern volunteer management and systematic feedback between stakeholders, etc.) - in 95% of the district/city organizations.*
- *Maintained number of members and volunteers with increased number of young people and those of working age (comparing current year to previous year).*
- *Volunteers satisfied with their work in the organization (expressed satisfaction and continued activity in the organization) - 90% and retention of 60%.*
- *Mobilized humanitarian support in the community to reduce vulnerability and increased resources leveraged from public campaigns and the corporate sector (comparing current year's financial performance to the previous year) - an average annual increase of 10%.*

- *Sustainable growth rate of the organization's financial resource - by 3% (amount of the actual accumulated financial resource of the current year compared to the previous year).*
- *Increased number of partnership agreements at international, national and local scales, involving cooperation of resources and responsibilities and leading to long-term partnerships of mutual interest (comparison of the number of partnership agreements with the above characteristics for the current year compared to the previous year).*
- *Effective advocacy and lobbying for disadvantaged individuals and groups for social and legislative change (influenced policies and strategies in priority areas of work).*
- *Increased number of people trained in first aid and psychological first aid and realized skills for coping in extreme situations by working in different voluntary teams, and in relation to different social, professional and age groups.*

POSSIBLE DIFFICULTIES AND RISKS

- *Global climate change, leading to large-scale natural disasters, accidents and catastrophes /crises/, with large numbers of people affected, epidemic and pandemic outbreaks and severe loss of life and problems in various societal spheres and especially - health, education and economic systems, changes in infrastructure and lifestyles in communities;*
- *A highly degraded external environment, with problems and challenges of a health nature - COVID - 19, with an epidemic nature of spread and severe consequences for the life and health of people (especially, those of older age) and unpredictable risks for the social, economic, educational, political, spiritual and other spheres, which, in themselves, have not a few problems. The external environment described in the country corresponds to that of the world - problems of contagion of pandemic proportions are likely to reappear periodically, with a severe impact on communities and accompanied by human casualties, fear and stagnation of normal life, which will require a strong mobilization of all human resources, not only of the state but also of civil society.*
- *Improved macro-economic indicators, in parallel with continued economic and social instability in the country, marked polarization and growing disparity in the quality of life between the representatives of different social groups, between those living in large and small settlements and in the different regions of the country; strong migration processes (continued concentration of the working age population in large cities) and increased number and new groups of vulnerable people with incomes below the subsistence minimum (with the highest risk of poverty in the EU), with reduced opportunities for people to live in the EU.*

- *Serious problems and lack of adequate reforms in the economic sector, social sphere, health, education, etc.*
- *Lack of political stability and continuity in the country's governance, creating an unfavorable legislative, economic and social environment for the organization's activities.*
- *Possibility of disinterest, lack of understanding and reduced support from the state, local government and communities for the activities and programs of the organization, in case of possible inadequate response of the BRC, lack of active position or demonstrated inability to build and maintain partnerships in a dynamically changing environment, leading to a clear reduction of the impact on the situation of vulnerable groups, even more - in the conditions of increased opportunities of other entities from the NGO sector in the country, with their support.*
- *Strong external and internal migration processes;*
- *Inadequate response and lack of active position of the BRC in the dynamically changing environment, without a clear impact on the situation of vulnerable groups (social inequality and marginalization, aggression, the situation of children at risk and the elderly, disasters, discrimination, trafficking, addictions, respect for human rights, etc.), leading to insufficient commitment and support from the state and society, in the conditions of increased competition in the NGO sector in Bulgaria.*
- *Perception of the BRC by part of the society and traditional donors as an organization with sufficient resources and no need for support, with expectations for the implementation of large and unrelated to the status and capabilities of the organization.*
- *The systematic targeting of funding from EU funds mainly to state institutions and municipalities, limiting the capacity of the BRC to expand the scope and scale of its activities, and especially its services, in favour of the vulnerable, in a deteriorating social environment and strong competition from NGO and municipal service providers.*
- *Growing danger of insufficient motivation in the media to cover the humanitarian activities of the Bulgarian Red Cross, related to the continued growing dominance of the "yellow news" and its becoming a professional priority for them.*
- *Inadequacy of the regulatory framework, delaying the improvement of the Bulgarian social model and its alignment with European legislation, policies and practices.*
- *Adoption of a Law on Volunteering which does not adequately regulate the activity and does not lead to support, inclusion and stimulation of volunteering for different causes.*

- *Elimination of statutory opportunities for revenue generating activities for the organization, including the RAP training of prospective drivers, etc.;*
- *The risk of complications and difficulties in the work of the structures of the Bulgarian Red Cross with the beneficiaries of the organization, as well as with their members and volunteers, in connection with the introduction of the requirements of Regulation 2016/679 (GDPR) of the European Parliament and of the Council, concerning the protection of personal data, as well as the health situation leading to a strong reduction in the capacity of the organization.*
- *Technological disruptions, hacking attacks and digital incorrectness leading to a reduction in the possibilities of some innovative approaches.*
- *Impact of possible lack of or delayed implementation of adequate democratic changes and modern developments in the organisation itself (including decentralisation and removal of over-institutionalisation) concerning the activities of the governing, management and control bodies, members and volunteers, as well as increasing administrative burden and non-inclusive human resources policies, including for staff.*
- *Insufficient and incomplete support and training of human resources for the implementation of responsible Red Cross activities and services in different (and especially - in difficult) situations, accompanied by a lack of consideration of their attitudes and capabilities and lack of adequate incentives and empowerment, leading to demotivation and absence of "career development" in volunteer and staff staff.*

EVALUATION OF BCC STRATEGY TO 2030

Through the BCC Strategy 2030, in the dynamically changing conditions of the third decade of the 21st century (within the senior governing bodies, in the person of the 67th, 68th and 69th General Assemblies), a unified and coordinating system is being established to implement the humanitarian mandate and to anticipate the development of the organisation, as well as to assess and measure progress against strategic and specific objectives in different areas of activity and the extent to which the requirements of a "well-functioning national society" are being met. During the first session of the 67th General Assembly for 2021, in addition to the BCC Strategy 2030, a strategic action plan will be adopted, with measures for the various stages and years to meet the set objectives and sub-objectives and time indicators, which will provide a practical opportunity to periodically assess whether Strategy 2030 is being successfully implemented and the expected results are being achieved. In this regard, each year the supreme body, in the person of the relevant General Assembly, will carry out a milestone assessment of the implementation of the strategy up to that year and adopt a plan for the implementation

of the activities, in a one-year period (part of the annual work plan), as a step towards achieving the decade's ultimate objectives. It is foreseen that, in addition to the General Assembly, evaluations of the implementation of the BCC Strategy 2030 in the different areas will be carried out by internal and external experts of the organization at its different levels, which will complement and objectify the achievements, within the different stages. If adjustments are needed in some activities, they will be reflected in the annual work plans of the organization and its substructures. At the mid-point of the ten-year strategic period, namely in 2025, an interim analysis and, if necessary, a revision of the objectives, targets, expected results and their corresponding approaches and measures will be carried out. In this context, the timelines for implementation will be updated as necessary. Of course, such adjustments may also be made in the event of a sharp mismatch of the organisation's capabilities with the parameters and nature of the external environment.

At the national level, the responsibility for the implementation of the BRC Strategy 2030 lies with the senior management bodies, in the person of the respective General Assembly, the National Council and the Director General of the BRC, and by activity areas - with the heads of the respective areas and structural units of the Secretariat. At the district/capital level, the responsibility lies with the higher governing bodies, in the person of the district/capital General Assemblies and the district/capital Council, the Director of the district/capital Secretariat and, by activity area, with the relevant officials. The monitoring bodies at the relevant levels should be directly involved in their inherent monitoring functions, on the achievement of objectives and expected results, and on the efficient and lawful use of resources. In addition to the public control bodies, internal audit and financial control will also be involved in this function. For its part, the Ethics Committee of the BRC will monitor compliance with ethical norms and standards of conduct by BRC bodies and actors. The most significant share, however, of the activities for the implementation of the BRC's Star Strategy until 2030, falls on the thousands of volunteers, members and supporters of the organization, on the company and municipal structures, on the young Red Cross members, on the long-standing actors of the organization, forming the large humanitarian community that daily implements the activities and services objectively present in the lives of vulnerable people and the whole Bulgarian society. In this regard, we sincerely hope that the Strategy of the Bulgarian Red Cross until 2030 will inspire and engage them so that each of them will make their personal contribution to the implementation of the activities and the achievement of the objectives of the organization, for which we are convinced that we will also receive the objective and impartial assessment of Bulgarian society, and especially - of its vulnerable members, for whom we are called to work.

CHAIRMAN:

Acad. Hristo Grigorov, Ph.

DRAFT

**STRATEGIC PLAN
OF THE BULGARIAN RED CROSS
2020 - 2030 г.**

SPECIFIC OBJECTIVES, SUB-OBJECTIVES AND MEASURES	PERIOD
<p><i>Specific objective 1: To prepare the BRC to effectively play its supporting role as a partner of the state for adequate response to disaster and crisis situations at national and local level to protect the life and health of the population, build resilience of vulnerable individuals and communities, reduce damage and recovery, and prevent, recognize and mitigate the risks and impacts of climate change.</i></p>	
<p>Sub-objective 1.1. Increase and improve the capacity of the organization at all levels to respond in a timely and adequate manner to disaster and crisis situations, to address and respond adequately to new risks in a complex humanitarian environment:</p> <ul style="list-style-type: none"> - Maintaining and improving the skills and capabilities of the human resource through specific training, drills and simulations for staff and volunteer teams; - Improvement and adaptation of the internal organizational documents and methodological materials/policies, plans, programs, SOPs, Training System, etc./ in line with the requirements of the BRC as part of the ECS of the Republic of Bulgaria, the adopted declarations and commitments at official international and national forums, integration of climate change issues; - Maintaining and improving the facilities /reserve, Crisis Operations Centre, equipment and facilities, etc./, communication system, digital skills, use of technology and innovation, etc. 	
Measure 1.1.1. Updating the Bulgarian Red Cross Disaster Management Policy.	2021 - 2025 г.
Measure 1.1.2. Updating the Bulgarian Red Cross Disaster Management Strategy.	2021 - 2025 г.
Measure 1.1.3. Update the BCRC Disaster Action Plan and other internal organizational documents, including SOPs.	annually
Measure 1.1.4. Raising the level of preparedness of the National Operational Headquarters (NOC) for work in disaster and crisis situations by conducting various forms of training (seminars, exercises, simulations).	annually
Measure 1.1.5. Enhancing the capacity of disaster management practitioners through seminars, courses, trainings, etc.	annually
Measure 1.1.6. Maintain a virtual library of materials from the IFRC/CP, regional cooperation networks and partners in Bulgaria.	annually
Measure 1.1.7. Maintain a database of volunteer teams, reserve and online drive, with up-to-date information related to disaster and crisis response preparedness.	permanent
Measure 1.1.8. Maintenance and renovation of essential assets to replenish the disaster reserve.	2021 - 2030 г. Current
Measure 1.1.9. Attracting new members of DERBAC. Training and qualification of members of voluntary disaster and crisis teams.	2021 - 2030 annually
Measure 1.1.10. Organize and conduct joint trainings and exercises between the volunteer teams of the BRC to upgrade the level of training and improve the interaction between them.	annually
Measure 1.1.11. Involvement and training of professional psychologists in psychological first aid and psychosocial support for work in disasters and crises.	2021 - 2030 г. annually

Measure 1.1.12. Maintaining and developing the activity of first psychological aid and psychosocial support, with full-time specialists, members of the voluntary teams for disaster and crisis response.	2021 - 2030 г. annually
Measure 1.1.13. Participation in specialized trainings and meetings to improve the qualification of staff specialists and volunteers from the BRC at different levels (local, national and international) for disaster and crisis preparedness and assistance.	annually
Measure 1.1.14. Maintain preparedness through the provision of PPE and standard equipment to volunteer disaster response teams, including the provision of necessary equipment.	2021 - 2030 г. Current
Measure 1.1.15. Maintain a disaster reserve at the Central Warehouse - Lozen, inter-district warehouses, and those in district/capital organizations and property of first necessity in case of disasters and crises. Increase response capacity by maintaining a "Disaster Relief Fund".	2021 - 2030 г. Current
Measure 1.1.16. Maintenance and management of the vehicles of the BRC, the NSS and the district/capital organisations in readiness for operational use in case of disasters and crises.	2021 - 2030 г. Current
Measure 1.1.17. Restore, improve and maintain the radio network /HF and VHF connection/ of the ND for use in case of disasters and crises.	2021 - 2030 г.
Measure 1.1.18. Training of personnel assigned to operate the radio network to maintain radio contact and conduct drills.	2020 - 2030 г.
Measure 1.1.19. Training of personnel assigned to drone operations in disaster response and training sessions.	2020 - 2030 г.
Measure 1.1.20. Establishment of the BRC Disaster and Crisis Response Command Operations Centre (in the BRC Lozen and Hall 123 of the BRC NS Secretariat).	2022 г.
Measure 1.1.21. Preparation of NDs to use Standard Operating Procedures for the provision of direct cash and voucher assistance to needy (disaster victims).	2021 г.
<i>Sub-objective 1.2. Active partnership and joint actions with state and local authorities to implement the auxiliary role of the Red Cross, engaging new partners and joint actions with all stakeholders (academia, meteorological services, etc.), as well as with partners from international Red Cross structures and regional networks. Humanitarian diplomacy, participation in commissions and working groups, influencing and promoting positive changes in legislation, strategies and policies, in favour of risk reduction, resilience building, with a focus on the local level and for an adequate response.</i>	
Measure 1.2.1. Participation in the development of the "National Programme for Protection of the Population in Disasters".	annually
Measure 1.2.2 Participation in the development and updating of the National Disaster (Crisis) Protection Plan.	annually
Measure 1.2.3. Support the updating of the disaster protection plans of the district/capital organizations of the BRC.	annually
Measure 1.2.4. Ensure coordination and cooperation within the BRC system and with partners. Participation of the BRC in national and international forums and events: <ul style="list-style-type: none"> - Participation of the BRC in the preparation and conduct of national and international exercises; - participation in the organisation and conduct of student competitions; - participation in unscheduled events at the invitation of partners. 	2021 - 2030 г. (if necessary)
Measure 1.2.5. Signing (updating) and implementation of agreements/frameworks with state, government and local authorities, partner organisations for joint actions, in case of disasters and crisis situations, for interaction and cooperation, in the field of disaster and crisis preparedness and assistance, with clear positions and responsibilities: <ul style="list-style-type: none"> - state, government and local governance structures; - partners from the international Red Cross movement, IFRC/HRC, ICRC and other national societies; 	annually

<ul style="list-style-type: none"> - NGOs represented in the country; - international organisations and other partner bodies. 	
Measure 1.2.6. Participation in follow-up trainings, seminars, exercises and courses organized by the IFRC/HRC and ICRC, other organizations and agencies related to disaster relief and various crisis situations.	
<p>Sub-objective 1.3. Disaster risk reduction and resilience building at community level. Actions to build resilience of communities to better cope with the humanitarian impacts of climate change:</p> <ul style="list-style-type: none"> - Strengthening awareness-raising activities on the humanitarian impacts of climate change, increased disaster risks and challenges, mitigation and adaptation measures; - involving communities and the most vulnerable groups in the preparation and establishment of an effective mechanism to deal with disaster and crisis situations; - Partnership in the development of early warning systems, in disaster and crisis situations. 	
Measure 1.3.1. Participation in the development, implementation and maintenance of an early warning system for the population in case of disasters.	2021 - 2030 г.
Measure 1.3.2. Conduct and participate in public campaigns to raise public awareness and prepare for action in the event of disasters and crises.	annually
Measure 1.3.3. Involve communities and their leaders in the process of preparing and building an effective coping mechanism in disaster and crisis situations. Working together with organised groups and local populations (on preparing the population for action in the event of disasters), implementing and developing effective local coping mechanisms.	2021 - 2030 г.
Measure 1.3.4. Activation of work with target groups - training and education of: <ul style="list-style-type: none"> - school children; - university students; - employees of large companies, enterprises. 	2021 - 2030 г.
Measure 1.3.5. Improve mutual awareness, coordination and interaction within the BRC system, with external partners, including the media, related to work in disaster and crisis situations. Conduct joint events (thematic round tables, conferences, seminars, etc.).	2020 - 2030 г. annually
Measure 1.3.6 Participation in the implementation of the Action Plan related to the Sendai Framework for Disaster Risk Reduction for the period 2015-2030.	2021 - 2030 г.
Measure 1.3.7. Participation in the work of the Council for Disaster Risk Reduction under the Council of Ministers and the National Coordination Group to support the Council: <ul style="list-style-type: none"> - in the implementation of a project with the World Bank - "Integration, upgrading and optimization of natural hazard prevention, preparedness and response processes"; - Participation in activities under Component 1 "Diagnostics and Roadmap highlighting actions needed to strengthen disaster risk management and in particular preparedness, prevention, early warning and response", based on an Agreement between the MoI and the International Bank for Reconstruction and Development. 	2021 - 2030 г. annually
<p>Specific objective 2: Strengthen the role of the Mountain Rescue Service of the Bulgarian Red Cross as a leading structure in the prevention, assistance and rescue of victims in the mountains and a partner of the state in the eradication of the consequences of BAC/Q.</p>	
<p>Sub-objective 2.1. Continue work on the development and improvement of the legal base and regulations to recognize the leading role of the SAR in mountain rescue activities.</p>	

Measure 2.1.1. Preparation and submission to the competent authorities of the State of a draft basic document - regulation for promulgation as a decree of the Council of Ministers of the Republic of Bulgaria.	2025 г.
Measure 2.1.2. Renegotiate commitments and responsibilities with other emergency response services regarding the new regulation.	2025 г.
Measure 2.1.3. Updating of the internal documents of the PSS to the BCC.	2020 - 2030 г. Current
<i>Sub-objective 2.2. Increase the qualification of the members of the SAR teams in rescuing victims in the mountains and in providing assistance to those affected by BAC.</i>	
Measure 2.2.1. Continue the optimisation of the work of the Training Centre of the PSF.	2022 г.
Measure 2.2.2. Updating of the internal documents concerning the training, attestation and retraining of mountain rescuers.	2020 - 2030 г. Current
Measure 2.2.3. Streamline and update coordination with the IB Directorate of the Bulgarian Red Cross and the teams involved in the activity.	2020 - 2030 г. Current
Measure 2.2.4. Conduct seasonal joint training sessions with the MB Directorate of the Bulgarian Red Cross and the teams involved in the activity.	annually spring-autumn
Measure 2.2.5. Improve and develop relationships with the emergency response services of other institutions in the event of a BAC.	2020 - 2030 г. Current
<i>Sub-objective 2.3. Modernization and development of the material and technical base of the ASF.</i>	
Measure 2.3.1. Adoption of a programme of earmarked funding for the PSF to improve the organisation's facilities, with an annual earmarked amount, according to an approved nomenclature.	Permanent
Measure 2.3.2. Equip the rescue teams with modern rescue equipment, accepted for use in European rescue services and meeting the requirements of the International Mountain Rescue Organisation for safe, secure and gentle transport of casualties.	Permanent
Measure 2.3.3. Validate and update the nomenclature of mandatory personal protective equipment to include new items in accordance with the requirements of the Occupational Safety Act.	Permanent
Measure 2.3.4. Establishment of a digital repeater network to ensure radio communications in mountainous terrains, covering high-mountain huts, rescue bases and posts of the SAR and rescue teams working in the field.	Permanent
<i>Sub-objective 2.4. Improvement of the internal organizational methodological documents for the successful operation of the PSS as an integrated structure in the single European emergency call system 112.</i>	
Measure 2.4.1. Assistance to the single European emergency call system 112 to form a modern "Common Call" centre.	Permanent
Measure 2.4.2. Conduct regular joint trainings.	2020 - 2030 г. Current
<i>Sub-objective 2.5. Active participation of the SAR in inter-agency expert councils for the establishment of a system for rescue and assistance in the mountains from the air by helicopter.</i>	
Measure 2.5.1. Drafting of documents - regulations governing the relations of the PSF with other structures and organizations involved in the development and implementation of an economic system for providing assistance from the air using helicopters.	2025 г.

Measure 2.5.2. On the basis of mutually beneficial economic principles, include in the system: flying companies, insurance companies, health insurance funds, voluntary health insurance funds and citizen-consumers.	2025 г.
Measure 2.5.3. Conduct regular joint training exercises with helicopter companies or organisations to train rescue teams.	annually
<i>Sub-objective 2.6. Participation of the PSS in institution-wide actions for legislative support of volunteering.</i>	
Measure 2.6.1. Support the development and adoption of a Volunteering Act.	2022 г.
Measure 2.6.2. Change and update internal organizational documents regarding volunteer rights and obligations of mountain rescuers.	2022 г.
Measure 2.6.3. Active involvement of PSS staff in volunteer initiatives throughout the organization.	2020 - 2030 г. Current
<i>Sub-objective 2.7. Build and improve strategic partnerships with international rescue services and organisations.</i>	
Measure 2.7.1. Active participation in the work of ICAR committees.	annually
Measure 2.7.2. Participation in sessions of ICAR leadership fora.	annually
<i>Specific objective 3: Increase the effectiveness of the BRC water rescue activities and partnership with institutions to reduce water trauma in the country.</i>	
<i>Sub-objective 3.1. Optimize the scope of trainings on water trauma prevention among adolescents and citizens. Introduce compulsory swimming training in schools.</i>	
Measure 3.1.1. Development of innovative educational programmes to increase the capacity of volunteer teachers implementing water trauma prevention activities.	2021 - 2030 г.
Measure 3.1.2. Maintaining good partnership relations with the institutions related to prevention and protection of citizens' lives (Ministry of Health, Ministry of Health, Ministry of the Interior, Ministry of Health, NSA, etc.), formalized by relevant agreements.	2021- 2030 г.
Measure 3.1.3. Support to improve the swimming culture of adolescents by introducing swimming education in educational institutions.	2021 - 2030 г.
Measure 3.1.4. Implement a systematic partnership with the media to increase the knowledge of the population about drowning prevention.	2021- 2030 г.
<i>Sub-objective 3.2. Increase the quality of training of water rescue personnel and optimize the training conditions for trainees.</i>	
Measure 3.2.1. Updating of teaching aids (manuals and handbooks) and unification of teaching methodologies for water rescue personnel.	2024 - 2030 г.
Measure 3.2.2. Activities to improve the qualification of current lecturers in water rescue.	2021 - 2030 г.
Measure 3.2.3. Upgrade the training equipment for the water rescuer training courses.	2021 - 2025 г.
Measure 3.2.4. Introduction of an electronic platform for distance learning of the theoretical part of the training of water rescuers.	2021 - 2030 г.

<i>Sub-objective 3.3. Expansion of sport and competition activities at regional/local, national and international level.</i>	
Measure 3.3.1. Organize water rescue tournaments to attract more teams and participants; attract volunteer coaches in swimming and other water sports. Selection and training of the best athletes to participate in international championships.	2021 - 2030 г.
Measure 3.3.2. Production of training films, videos, information brochures and other promotional materials for the sport "Water Rescue".	2021 - 2030 г.
Measure 3.3.3. Consolidation and development of the established network of water rescue tournaments in the country.	2021 - 2030 г.
Measure 3.3.4. Conduct trainings and training camps with children and youth.	2021 - 2030 г.
Measure 3.3.5. Attract sponsors and seek partnerships to fund activities. Implementation of projects to support the development of sport and competition activities in the country.	2021 - 2030 г.
<i>Sub-objective 3.4. Providing methodological assistance to water area managers by maintaining good cooperation with state and municipal institutions involved in the implementation of water saving activities on water areas.</i>	
Measure 3.4.1. Participation of experts of the Supreme Council of the Bulgarian Red Cross in workshops and seminars, with representatives of ministries and agencies, in the preparation of normative documents concerning water rescue activities.	2021 - 2030 г.
Measure 3.4.2. Support the work of municipal water safety committees by the water rescue specialists of the district/ capital organizations of the Bulgarian Red Cross.	2021 - 2030 г.
Measure 3.4.3. Conduct training of experts to carry out risk assessment of water areas to ensure the safety of citizens.	2021 - 2030 г.
Measure 3.4.4. Maintain and deepen partnership with all stakeholders at national and local level (MoT, MoI, RHI, municipal and district administrations, etc.).	2021 - 2030 г.
<i>Specific objective 4: To make a significant contribution to reducing poverty and social exclusion and creating the conditions and conditions for inclusion, sustainable growth and opportunities to improve the quality of life of vulnerable groups, by harnessing new reserves, resources and means to unlock their potential for meaningful participation in society.</i>	
<i>Sub-objective 4.1. Identification of measures and implementation of activities to reduce poverty and social exclusion among vulnerable people and create conditions for their full realisation and participation in public life through adequate support and provision of information on opportunities for qualification and retraining.</i>	
Measure 4.1.1. Effective and targeted financial and material support to people in need through leveraging European funds, internal funding and fundraising campaigns.	2021 - 2030 г.
Measure 4.1.2. Creating conditions for improving the adaptation of vulnerable people to their environment and enhancing their skills and capacities to cope with the difficulties and challenges they face in their daily lives.	2021 - 2030 г.
Measure 4.1.3. Provide accessible information and appropriate training and retraining opportunities for vulnerable people to mobilise their potential for social inclusion.	2021 - 2030 г.

Sub-objective 4.2. Analysis and evaluation of the implemented social activities and services and creation and development of new ones adequate to the problems of the society and in line with the changes in the state normative framework in the social field.	
Measure 4.2.1. Periodic organization of national workshops with the staff of the regional/local organizations of the Bulgarian Red Cross and presentation of the changes in the state regulations in the social field.	2021 - 2030 г. (if necessary)
Measure 4.2.2. Study the needs of local communities for social services for the elderly and disadvantaged and the capacity of the relevant regional/local organisations to provide such services, in line with changes in the legal framework.	annually
Measure 4.2.3. Analysis and evaluation of the functionality of the existing internal normative base in the social field and undertaking changes according to the results.	2021 - 2030 г. (if necessary)
Measure 4.2.4. Increase the capacity and qualification of staff and volunteers working in the social sphere through participation in seminars, trainings and courses.	2021 - 2030 г.
Sub-objective 4.3. Ensuring equal access of vulnerable groups to quality and innovative social services in order to prevent poverty and social exclusion and overcome the negative consequences.	
Measure 4.3.1. Implementation of innovative and flexible forms and models of social and integrated cross-sectoral services.	2021 - 2030 г.
Measure 4.3.2. Equal access to services tailored to the individual needs of vulnerable persons.	2021 - 2030 г.
Measure 4.3.3. Expansion of the network of quality and innovative social services in the community and home environment.	2021 - 2030 г.
Measure 4.3.4. Use of modern digital technologies (teleassistance and telecare) in the provision of care and services for vulnerable persons.	2021 - 2030 г.
Sub-objective 4.4. Raise awareness and actively work to change the attitudes of society towards disadvantaged people and protect their rights.	
Measure 4.4.1. Form positive public attitudes towards vulnerable persons and groups and mobilize local resources to build better and more humane communities.	2021 - 2030 г.
Measure 4.4.2. Organise and participate in activities and events to overcome cultural, ethnic and religious differences.	2021 - 2030 г.
Measure 4.4.3. Organize and participate in advocacy and lobbying campaigns in the interest of vulnerable groups to protect their rights and build better, equal and humane communities.	2021 - 2030 г.
Measure 4.4.4. Initiate and participate in stakeholder networks concerning the creation of sustainable models to support vulnerable groups and maximize the use of local resources for the formation of more solidary and sustainable communities	2021 - 2030 г.
Sub-objective 4.5: Create conditions for an active, healthy and dignified life of older people by ensuring equal opportunities for their full and active participation in society.	
Measure 4.5.1. Promoting the social inclusion of older people by supporting their participation in various activities and forms of social and cultural life	2021 - 2030 г.
Measure 4.5.2. Promoting lifelong learning	2021 - 2030 г.
Measure 4.5.3. Provision of services adapted to the needs of older people.	2021 - 2030 г.
Measure 4.5.4. Ensure the maximum degree of independence in the provision of long-term care.	2021 - 2030 г.
Sub-objective 4.6. Development of volunteering and intergenerational solidarity. Building a positive image and understanding of the social value of older people.	

Measure 4.6.1. Stimulating the voluntary participation of people of retirement age in the social life of the community and the development of civil society, by promoting opportunities for involvement in the activities of the BRC.	2021 - 2030 г.
Measure 4.6.2. Active involvement of people of retirement age in voluntary solidarity and care networks for the elderly.	2021 - 2030 г.
Measure 4.6.3. Developing and implementing models for the transfer of experience from older to younger and updating the forms of interaction.	2023 - 2030 г.
Measure 4.6.4. Encourage volunteering by young people for the benefit of and in support of older people and a policy to introduce digital forms of working.	2021 - 2030 г.
Measure 4.6.5 Develop public sensitivity and understanding of the problems of older people through various forms of research and presentation of results.	2021 - 2030 г.
Measure 4.6.6. Active networking with other stakeholders to improve attitudes towards older people.	2021 - 2030 г.
<i>Specific objective 5: Increasing the health awareness of the population and active actions for building a responsible health position and promoting a healthy lifestyle - health promotion, education and disease prevention.</i>	
<i>Sub-objective 5.1. Raise the population's health awareness of lifestyle-related risk factors, including socially significant diseases, communicable diseases leading to epidemic spread, addictions, unhealthy lifestyles and forms of prevention and prophylaxis.</i>	
Measure 5.1.1. Use mass media at all levels to provide people with information about potential hazards to their health, ways to protect it and improve their quality of life.	2021 - 2030 г.
Measure 5.1.2. Develop and disseminate appropriate health education materials for the population, especially for socially excluded and unreached groups, with the active participation of communities.	2021 - 2030 г.
Measure 5.1.3. Conduct information campaigns to minimize health risk factors during different life stages among different vulnerable groups in the community in order to promote healthy lifestyles.	2021 - 2030 г.
Measure 5.1.4. Develop health programmes and projects linked to national and local priorities with community participation and implementation.	2021 - 2030 г.
Measure 5.1.5. Activities to ensure equal access of vulnerable groups to services and activities related to health promotion, risk factor reduction and prevention of chronic non-communicable diseases.	2021 - 2030 г.
Measure 5.1.6. Build and expand partnerships at all levels for joint health promotion activities, with the active participation of professional, non-governmental organizations, community representatives, media, etc.	2021 - 2030 г.
Measure 5.1.7. Development and maintenance of health clubs as established units for the provision of health knowledge and culture and the implementation of initiatives.	2021 - 2030г.
Measure 5.1.8. The use of modern digital communications to provide community-based materials on current health issues and information on the prevention of communicable diseases with epidemic spread, with a view to their early containment.	2021-2030
Measure 5.1.9. Together with the MoH, MLSP and municipalities, establish centres for integrated health and social services and home treatment, including for patients from vulnerable groups.	2021 - 2030 г.
Measure 5.1.10. Promote paramedic training and assist in organizing training courses.	2021 - 2030 г.
<i>Sub-objective 5.2. Increase the motivation of the population for voluntary and unpaid blood donation and organ, tissue and cell donation.</i>	

Measure 5.2.1. Introduce new approaches to promote voluntary and unpaid blood donation in schools, colleges and universities to attract young blood donors.	2021 - 2030 г.
Measure 5.2.2. Publication and distribution of appropriate advertising and information materials to promote voluntary and unpaid blood donation and to activate organ, tissue and cell donation	2021 - 2030 г.
Measure 5.2.3. In partnership with governmental and non-governmental organizations - participation in blood and blood products campaigns.	2021 - 2030 г.
Measure 5.2.4 Celebrate World Voluntary and Unpaid Blood Donor Day, at all levels.	2021 - 2030 г.
Measure 5.2.5. Seek opportunities to introduce and promote blood donation through mobile donation centres	2021 - 2030 г.
<i>Specific objective 6: Strengthen the resilience of communities and their training in first aid, to deal with different types of trauma and build habits for safer living.</i>	
<i>Sub-objective 6.1. Enhance the capacity of the organization for first aid training, expand and improve training.</i>	
Measure 6.1.1. Training of first aid trainers and increasing their competence and qualification in first aid	2021 - 2030 г.
Measure 6.1.2. Issue training manuals and films on first aid and update according to the guidelines of the IFRC/HRC Global Reference Centre on First Aid	2021 - 2030 г.
Measure 6.1.3. Periodic renewal of European certificates of first aid programmes .	2021 - 2030 г.
Measure 6.1.4. Play a proactive role in updating the regulatory framework related to the organisation of first aid training for driver candidates	2021 - 2030 г.
Measure 6.1.5 Use digital communications to introduce new platforms for first aid training (online, remote, etc.)	2021 - 2030 г.
Measure 6.1.6. Initial and recurrent first aid training for all employees of the organisation	2021 - 2030 г.
Measure 6.1.7. Participation in state-public committees, forums and partnerships, at all levels, for the prevention of different types of traumatism	2021 - 2030 г.
Measure 6.1.8. Promotion and continuous training to increase the number of volunteers of the organization trained to provide first aid	2021 - 2030 г.
Measure 6.1.9. Activities to improve the first aid qualification of traffic police officers at national and regional level	2021 - 2030 г.
Measure 6.1.10. Expand and improve the quality of first aid training by upgrading facilities, modernising practices and periodic training of teachers	2021 - 2030 г.
Measure 6-1.11. Introduction of new thematic courses on first aid and their promotion among the population	2021 - 2030 г.
Measure 6.1.12. Celebration of World First Aid Day	2021 - 2030 г.
<i>Specific objective 7: Strengthening the role of the Refugee and Migrant Service as an important partner of state institutions, local authorities, international and non-governmental organizations in the reception and socio-economic integration of refugees and migrants, in the formation of a tolerant social environment and in the empowerment processes of refugee and migrant communities.</i>	
<i>Sub-objective 7.1. Strengthen the capacity of the Bulgarian Red Cross to work with refugees and migrants.</i>	
Measure 7.1.1. Thematic trainings for staff and volunteers of the Bulgarian Red Cross on the specifics of working with refugees and migrants.	2021 - 2030 annually

Measure 7.1.2. Training of BRC staff in the development and implementation of projects to support refugees and migrants.	2021 - 2030 annually
Measure 7.1.3. Participation in inter-ministerial working groups and committees on asylum, migration and integration.	2021 - 2030 г. Current
Measure 7.1.4. Participation in national and international thematic trainings, seminars and conferences on working with refugees and migrants in order to acquire new knowledge and skills and exchange experiences	2021 - 2030 г. Current
<i>Sub-objective 7.2. Assist refugees and migrants to access social services, humanitarian assistance, education, health, housing, labour market.</i>	
Measure 7.2.1. Development and implementation of programmes to support the social inclusion and integration of refugees and migrants, financed by European funds and other donor schemes.	2021 - 2030 г. Current
Measure 7.2.2. Support the integration of refugees by building the capacity of local authorities to work with this target group, in accordance with the Regulation on the Integration of Foreigners Granted Asylum or International Protection adopted in 2017.	2021 - 2025 г.
Measure 7.2.3. Organisation of workshops with representatives of responsible institutions, including social service providers, to explain the rights and obligations of refugees and migrants.	2021 - 2030 г. Current
<i>Sub-objective 7.3. Raise public awareness of refugees and migrants and advocate for their social inclusion.</i>	
Measure 7.3.1. Dissemination of information on the rights and obligations of refugees and migrants, their specific problems and contribution to the development of the country, through different information channels	2021 - 2030 г. Current
Measure 7.3.2. Conducting information campaigns, organizing events and initiatives with the participation of refugees and the host society.	annually
Measure 7.3.3. Celebration of World Refugee Day - 20 June and Migrants' Day - 18 December.	annually
Measure 7.3.4. Participation in workshops, conferences, round tables, inter-ministerial committees, in order to present and lobby for the respect of the rights of refugees and migrants and their participation in the development of programmes/measures concerning their socio-economic inclusion.	2021 - 2030 г. Current
Measure 7.3.5 Participation in events and activities of the Bulgarian Council on Refugees and Migrants (BCRM) and UNHCR on advocacy and lobbying.	2021 - 2030 г. Current
<i>Sub-objective 7.4. Participation in government resettlement and relocation programmes.</i>	
Measure 7.4.1. Lobbying for the inclusion of the BRC in the resettlement programmes of the Republic of Bulgaria	2021 - 2030 г.
Measure 7.4.2. Development and implementation of projects under the European Funds for the support of resettled and relocated persons	2021 - 2030 г.
Measure 7.4.3. Implementation of integration activities with resettled refugees in cooperation with local authorities/municipalities	2021 - 2030 г.
Measure 7.4.4 Advocacy for the implementation of resettlement and relocation programmes	2021 - 2030 г.
<i>Sub-objective 7.5. Ensure the financial stability of the BMS through EU funds, the state budget and other sources to ensure the sustainability of the work with refugees and migrants.</i>	
Measure 7.5.1. Development and implementation of projects, as lead organisation or as partner at national and European level, under European and other funds	2021 - 2030 annually

Measure 7.5.2. Provide funding from the state budget for activities implemented by the BMS	2021 - 2030 г.
Measure 7.5.3 Fundraising initiatives in favour of refugees and migrants	2021 - 2030 г. annually
<i>Sub-objective 7.6. Empower refugee and migrant communities.</i>	
Measure 7.6.1. Cooperation with refugee organisations	2021 - 2030 г. Current
Measure 7.6.2. Conduct information meetings with refugees and migrants on their rights and obligations.	2021 - 2030 г. annually
Measure 7.6.3. Development and implementation of projects with representatives of refugee and migrant communities.	2021 - 2030 г. Current
Measure 7.6.4. Organisation of thematic trainings for refugees and migrants with a view to their empowerment	2021 - 2030 г. annually
Measure 7.6.5 Establish and maintain a trusting relationship with refugee and migrant communities and encourage their participation in the activities of the BMS	2021 - 2030 г. Current
<i>Sub-objective 7.7. Active cooperation with institutions, local government structures, NGOs, and international organizations on policy development and programme implementation in the field of asylum, migration and integration, as well as expanding cooperation with national associations of CHCs/HR working with refugees and migrants.</i>	
Measure 7.7.1. Active participation in the activities of the Platform for Cooperation of the European National Societies on Refugees, Asylum Seekers and Migrants /PERCO/.	2021 - 2030 г. annually
Measure 7.7.2. Development and implementation of joint projects with institutions, local authorities, corporate partners, national associations of CHCs/CSOs working with refugees and migrants.	2021 - 2030 г. Current
Measure 7.7.3. Exchange of good practices on working with refugees and migrants with other NGOs and national societies of HR/CP.	2021 - 2030 г. Current
<i>Specific objective 8: Building on the organizational capacity of the Red Cross structures and maintaining the standards of a "well-functioning society" at national and district/local level to mobilize local resources for sustainable humanitarian contribution to vulnerable people, for the relevance and effectiveness of the activities of the Red Cross as a meaningful partner of the government and local authorities and other societal actors in everyday and extreme situations and crises, and for the development of communities and civil society.</i>	
<i>Sub-objective 8.1. Enhance the capacity of the BRC to function in unpredictable changing environments through the application of modern organizational models leading to the expansion of local resource mobilization, advocacy and lobbying activities to build resilient communities able to effectively and wisely develop their resources and apply them to improve the quality of life and to assist vulnerable people.</i>	
Measure 8.1.1. Monitoring of problems and capacities at the community level, with vulnerability assessment and activities for the development of community-wide local and national programmes.	2021 - 2030 г.
Measure 8.1.2. Initiate discussions at the community level to assess needs and identify appropriate local solutions to use available humanitarian resources in the community.	2021 - 2030 г.
Measure 8.1.3. Advocacy and lobbying activities with decision makers and public opinion formers in the interest of vulnerable people (participation in the development of local social policies and strategies to achieve change in the quality of life and humanization of institutions).	2021 - 2030 г.

Measure 8.1.4. Conclude agreements with state authorities, local authorities and other public entities to address significant humanitarian issues, with measures to ensure strict compliance with the agreements.	2021 - 2030 г.
Measure 8.1.5: Stakeholder networking for sustainable local models to support the vulnerable and mobilise local resources and involve informal civic groups.	2021 - 2030 г.
Measure 8.1.6. Continued implementation of the integrated and participatory planning system; implementation, monitoring and evaluation of Red Cross activities and projects to dynamically ensure sustainability.	2021 - 2030 г.
<i>Sub-objective 8.2. Implementation of a scientifically based human resources policy as a decisive factor for optimizing the capacity of the organization in the implementation of the essential tasks of humanitarian, organizational and financial nature (modern volunteer management, including with spontaneous volunteers, permanent training, attractive conditions and rates for professional development and realization; spiritual stimulation, if results are achieved; maximum inclusion and involvement and delegation of responsibilities to volunteers, and with a motivating system for the</i>	
Measure 8.2.1. Quality and timely methodological and practical assistance related to human resources management to authorities and structures in need.	Current
Measure 8.2.2. Update and develop new internal and organisational documents, in line with European legislation (including GDPR) and changes in the country, through a broad consultation process with stakeholders.	Current
Measure 8.2.3. Develop and implement a human resources development policy and strategy (as it relates to employees).	2022 - 2023 г.
Measure 8.2.4. Update the models for activity and membership in the BCC and approaches to "conquering" new territories in communities.	2022 - 2030 г.
Measure 8.2.5. Further implementation of the concept of decentralization of the BRC, strengthening the role and leadership of local management and governance bodies and lightening the administrative burden.	Current
Measure 8.2.6. Systematic implementation of the appraisal system for the staff members in the BCC.	(comprehensive attestation) (partial attestation)
Measure 8.2.7. Continue the activities related to the implementation of the electronic database of volunteers in the BCC and expand the opportunities for optimization of management processes and e-learning related to it.	2021 - 2030
Measure 8.2.8. Further refine and implement the concept and management mechanism for spontaneous community volunteers at BAC/C.	Current
Measure 8.2.9. Establishment of zonal networks for the activities of intra-organisational teams of volunteering experts and for monitoring and evaluation.	2022 - 2030
Measure 8.2.10. Update the BCC Spiritual Incentive Regulations, expanding the forms of recognition; maintain and develop the database of honorees.	Current
<i>Sub-objective 8.3. Implementation of a broad consultative process and training program to strengthen the capacity and Red Cross competence of the leadership, management and control bodies and rank-and-file volunteers, related to their full realization as Red Cross activists, with a democratic style of work and leadership, committed to the Mission and embracing the values of the organization and contributing to the development of civil society.</i>	
Measure 8.3.1. Regular consultative meetings of representatives of the management, governance and control bodies of the BCC, with discussions on issues relevant to the organisation and in relation to the implementation of strategic priorities.	annually
Measure 8.3.2. Update the package of documents concerning the reporting and election activities in the BCC (instructional and guidance materials, reporting and planning documents, operational and methodological materials to support the senior management forums of the BCC at all levels).	annually (for reports) every 4 years (for elections)

Measure 8.3.3. Continuous information exchange, dialogue and consultation between structures at different organizational levels to increase democracy and transparency in the organization and to promote and implement good practices	Current
Measure 8.3.4. Implementation of training and up-skilling programmes for management, management and supervisory bodies and rank-and-file volunteers on priority issues and systematic conduct of mini-workshops, training, distance and modular training and self-learning, according to needs and to increase their effectiveness.	every four years Current
<i>Sub-objective 8.4. Further consolidation of the process of introducing common terminology, organizational culture and systematicity in the planning and implementation of Red Cross activities as an integral part of the overall positive development processes of the BRC, ensuring the realization of its Mission in the changing conditions.</i>	
Measure 8.4.1. Updating the electronic databases of normative and internal organizational documents on organizational issues, regulating the activities of the BRC and its structures, projects and programs, budgets, etc.	2021 - 2030 г.
Measure 8.4.2 Annual discussion forums, including on-line, on organisational and change management issues.	annually
Measure 8.4.3. Bilateral and multilateral contacts between BRC structures and bodies (consultative meetings, experience exchange visits, joint committee meetings, forums, etc.) for mutual learning, mentoring, exchange of knowledge and know-how, implementation of joint initiatives, etc.	annually
Measure 8.4.4. Thematic trainings and qualification forms at national and district/local level for capacity strengthening in the field of organizational development, strategic, integrated and operational planning, modern volunteer management, monitoring and evaluation, etc.	every 2 years
<i>Sub-objective 8.5. Strengthen the role of organizational evaluations as a tool for enhancing the effectiveness and efficiency of activities and programmes by building a culture of evaluation, knowledge sharing and collaboration, strengthening planning capacity (strategic, integrated and operational); commissioning evaluations; providing data needed for evaluation purposes and using evaluation results for future policy and activity reform.</i>	
Measure 8.5.1. Systematic monitoring of the processes and activities of the Red Cross structures, of their work and progress, analysis of their documents and systematic liaison to provide organizational, methodological and technical support.	2021 - 2030 г. Current
Measure 8.5.2. Providing methodological support to the district/capital organizations for the application of the developed criteria for ongoing monitoring and self-assessment of the status and activities of grassroots structures.	Current
Measure 8.5.3 Staged review and effective implementation of evaluation criteria, standards and methodologies.	every 4 years
Measure 8.5.4. Implementation of ongoing monitoring of external trends and risks; analysis of data and their consistency with the forecasts for the evaluation of the BCC Strategy 2030 for its timely updating and successful implementation.	annually (milestone assessment) 2025 (interim revision of Strategy 2030)
Measure 8.5.5 Systematically review and optimize the organizational structure of the BCC, in line with internal changes and attitudes at different organizational levels.	every 4 years
<i>Sub-objective 8.6. Further strengthening of the capacity for adequate implementation of a model of organizational behavior, in the conditions of specific economic, social and demographic situation in the different communities of the country, based on decentralization and deinstitutionalization of activities and strengthening</i>	

<i>of the voluntary principle, as well as promoting organizational discipline, optimal use of available resources, coordination and efficiency of joint work, including with partners - for the application and implementation of projects for the absorption of funds under various programmes.</i>	
Measure 8.6.1. Periodic review and improvement of the internal information, communication and coordination system in the BRC.	every 4 years from 2021.
Measure 8.6.2. Work of the moderator teams to provide expert and consultancy support in project development at national and regional/local level, with a focus on zonal and local networks.	2021 - 2030 г.
Measure 8.6.3. National targeted trainings on modern organizational management, including project preparation and management.	In 3 years
Measure 8.6.4. Development of a methodological guide for the management, monitoring and evaluation of projects and activities, including with own and mobilized resources from the local community.	2023
Measure 8.6.5. Provide a constant flow of information to Red Cross structures at district/local level on the conditions, requirements and deadlines for submitting projects to various donor organizations and coalitions.	Current
Measure 8.6.6. Maintain a database of funding programs for which the BCC is an eligible applicant.	Current
Measure 8.6.7. Regular meetings with representatives of donor organizations, coalitions, local governments and the corporate sector.	Current
Measure 8.6.8. Methodological support to Red Cross structures for project development and partnering with state and local authorities in delegating funds from national and municipal budgets for the provision of services at community level.	Current
<i>Sub-objective 8.7. Expand the process for dissemination, exchange and implementation of good practice models (domestically and internationally), in line with process dynamics and the need to manage change and risk, with a high level of competitiveness in the NGO sector.</i>	
Measure 8.7.1. Implementation of an innovative system for dissemination of experience and good practices in the organization (creation and functioning of an open on-line network - forum, common electronic group, for exchange of knowledge, sharing of experience and good practices between the structures of the organization and with other public formations, NGOs, etc.).	2021 - 2030 г.
Measure 8.7.2. Develop methodological guidance for the implementation of results-based management and change and risk management.	2023 г.
Measure 8.7.3. Maintain the database of methodological materials, specialized literature and described good practices for the implementation of modern volunteer management, strategic, integrated and operational planning, monitoring and evaluation in the BRC.	Current
Measure 8.7.4. Proactive policy to make the BCC a leading company and methodological centre for organisational management in Eastern Europe and the Balkans.	2021 - 2030 г.
Measure 8.7.5. Sharing experiences and good practices in national and international networks and fora, including the regular workshops of the European Network for the Development of Volunteering (ENDOV).	2021 - 2030 г.
<i>Specific objective 9: Maintain the characteristics of the BMRC as a "well-functioning youth national society", with youth participation in humanitarian education, health and first aid programmes and a significant contribution to social change.</i>	
<i>Sub-objective 9.1. Sustainability and development of the organization by increasing the motivation of volunteers and staff responsible for the BCRC; development of the organizational structure and</i>	

<i>adaptation to modern volunteering - development of volunteering in the community, promotion of different and flexible forms of volunteering.</i>	
Measure 9.1.1. Participation in trainings to work on the topics included in the module in order to acquiring sustainable and generally useful knowledge and skills.	Permanent
Measure 9.1.2. Opportunities for participation in long-term and sustainable support activities for children and young people.	Permanent
Measure 9.1.3. Provide opportunities for volunteers to propose and implement new causes for the local community.	Permanent
Measure 9.1.4. Engage new volunteers through opportunities to participate in specific causes for the local community.	Permanent
Measure 9.1.5. Provide opportunities for participation in national and international conferences, competitions and other events.	Permanent
Measure 9.1.6. Participation in trainings on the topics included in the module in order to build skills for life in a globalised society.	Permanent
Measure 9.1.7. Strengthen the image of the BCRC as part of the largest humanitarian organization and the role of young people in the realization of its Mission, related to the volunteering opportunities provided.	Permanent
Measure 9.1.8. Capacity building of volunteers. Create and share new PP materials accessible to more people in the cloud Space. Updating materials in the cloud space.	Permanent
Measure 9.1.9. Participate in more inter-district and international exercises, simulations and competitions in PP. Participation in joint training, exercises and demonstrations with the NDPH, NERBAC, DERBAC, UASO, other partners, in the field of AP and BAC actions.	Permanent
Measure 9.1.10. Modernize and unify the training equipment of the UEPP and IEA.	June 2022.
Measure 9.1.11. Production of promotional and training videos on the topic and creation of a manual/algorithms.	June 2022.
Measure 9.1.12. Capacity building of volunteers. Develop a unified program, interweaving all health modules, to be accessible at all times and updated periodically.	December 2021
Measure 9.1.13. Participation in inter-regional, national and international trainings on the different topics in the WP.	Permanent
Measure 9.1.14. Visits and talks to vulnerable communities and groups of young people.	December 2022
<i>Sub-objective 9.2. Development of traditional activities and introduction of innovations through development of traditional activities of the organization, expansion and adaptation of thematic areas of the organization's activities, application of new methods, approaches and themes in the activities of the BMRC, promotion of online trainings and development of online materials.</i>	
Measure 9.2.1. Develop a unified training programme for volunteers that addresses both the theoretical basis of the topic and has a more practical focus.	June 2021.
Measure 9.2.2. Online basic training to include a presentation of all tools, manuals and methodologies for working with children and young people (library collection).	June 2021.
Measure 9.2.3. Develop and adapt methodologies for work in kindergartens.	June 2022.
Measure 9.2.4. Involve the representatives of the target groups being worked with in the activities of the BCRC.	Permanent
Measure 9.2.5. Multiplication of good practices and developed methodologies for working with children and young people.	Permanent
Measure 9.2.6. Working with older people - intergenerational dialogue.	Permanent

Measure 1.2.7. Update and find more interactive ways to present and deliver the General Knowledge training on CHC/HR - modify General Knowledge through digital materials.	October 2021.
Measure 9.2.8. Organize and conduct information modules on the principles and foundations of the International Movement and the activities of the BRC/BMRC among local communities and partners.	June 2021.
Measure 9.2.9. Establish a network of school and student IHP clubs.	December 2024
Measure 9.2.10. Multiplication of good practices and developed methodologies for working with children and youth.	Permanent
Measure 9.2.11. Develop and adapt methodologies for working with children.	Permanent
Measure 9.2.12. Enhance communication and collaboration between teams from different areas.	Permanent
Measure 9.2.13. Promote the PP theme among different communities and involve them as members of the teams.	Permanent
Measure 9.2.14. Explore, adapt and promote international experiences (best and most relevant) on the topic of PP.	Permanent
Measure 9.2.15. The involvement of professional psychologists and students.	Permanent
Measure 9.2.16. Continuous updating of the PD program to go beyond school and include more community participation.	Permanent
Measure 9.2.17. Dissemination of interesting and useful health-educational materials, films, videos in the cloud space (health library) to be accessible to all.	Permanent
Measure 9.2.18. Integrate new addictions (internet, devices, gambling, etc.) into the PD. In-depth analysis of virtual resources to prevent internet addiction.	September 2021.
Measure 9.2.19. Activate the creative potential of volunteers in activities to promote free blood donation among the public.	Permanent
Measure 9.2.20. Involve medical and psychology students to develop the topics from a scientific and applied perspective.	Permanent
Measure 9.2.21. Production of promotional and training films and videos on various health topics.	Permanent
<i>Sub-objective 9.3. Positioning the BMRC by ensuring the financial stability of the organization and promoting various forms of funding and resource mobilization, promoting and reflecting the activities of the organization, expanding the partner network of the BMRC.</i>	
Measure 9.3.1. Building partnerships with agencies and other NGOs specialized in working with vulnerable groups.	Permanent
Measure 9.3.2. Attract donors by providing opportunities to choose a charitable cause.	March 2021
Measure 9.3.3. Conduct charitable campaigns and specific causes for the local community through promotion on social media, media, and community events.	Permanent
Measure 9.3.4. Create and promote new and different ways to implement charity and fundraising.	December 2022
Measure 9.3.5. Establish the BMHRC as a neutral youth organisation that does not tolerate hate speech through public campaigns.	Permanent
Measure 9.3.6 Build sustainable partnerships with higher education institutions and provide development opportunities, in the field of IHP; Targeting students and students from humanities high schools.	October 2021
Measure 9.3.7. Build partnerships with agencies and other NGOs specialized in working with marginalized groups.	Permanent
Measure 9.3.8. Establish teams to conduct mass thematic events around the country.	December 2022
Measure 9.3.9. Participation in joint trainings, exercises and demonstrations with SAR, NERBAC, DERBAC, UASO, other partners, in the field of SAR and BAC actions.	Permanent

Measure 9.3.10. Use the media and social networks to promote the activities of the BCRC on the PP.	Permanent
Measure 9.3.11. Fundraising campaigns to improve equipment and training of teams. Work on projects and programmes, other forms of co-financing.	Every m. September
Measure 9.3.12. Establish conditions and rules for securing mass events.	Permanent
Measure 9.3.13. Partnership in joint trainings, campaigns and demonstrations, with leading institutions and organizations.	Permanent
Measure 9.3.14. Use social networks to promote the work of the BCRC and to reach more young people with health messages. Create permanent hashtags.	Permanent
Measure 9.3.15. Active involvement of students from medical universities in the implementation of FP activities.	Permanent
Measure 9.3.16. Joint fundraising campaigns with NGOs in the sector.	Permanent
<i>Specific objective 10: Quality management, updating and upgrading of information and communication processes in the organization and active partnership with key actors of the state, NGOs, media, corporate sector, communities and vulnerable groups, in order to translate humanitarian causes, advocacy and lobbying, in favor of the vulnerable, adequate response to climate change and its consequences on human health, promotion of healthy lifestyles and prevention of negative social pro</i>	
<i>Sub-objective 10.1. Identify and adequately address the interests, needs and priorities of stakeholders, focusing on the specific individual needs of each person.</i>	
Measure 10.1.1. Survey the interests and attitudes of the media, corporate sector and NGOs regarding the humanitarian activities of the BRC and establish long-term and sustainable partnerships.	2020 - 2030 г.
Measure 10.1.2. Use all communication channels to obtain feedback on the needs of vulnerable groups in society and systematically make partners aware of their priority specific needs to initiate support.	2020 - 2030 г.
Measure 10.1.3. Survey the users' assessment of the quality of the service provided by BCC through the communication channels.	2020 - 2030 г.
Measure 10.1.4. Develop and implement new user survey forms on the BCC website.	2020 - 2030 г.
<i>Sub-objective 10.2. Attracting public attention and creating positive attitudes towards the problems of vulnerable groups, provoking a sense of empathy and active civic participation, creating motivation for volunteering, charity and philanthropy. A segmented approach to working with different target groups.</i>	
Measure 10.2.1. Organisation of joint initiatives with responsible institutions and the corporate sector to raise public awareness and involve the public in the problems of disadvantaged people - children, elderly people, single mothers, unemployed and large families, refugees, people with addictions, people affected by natural disasters and crises, etc.	2020 - 2030 г.
Measure 10.2.2. Raise public awareness of humanitarian causes in order to attract new volunteers to activities and charity campaigns by using existing information channels in social networks and mobile applications, systematic development and distribution of information materials.	2020 - 2030 г.
Measure 10.2.3. Application of different approaches and new technologies to prevent risk factors, to raise health awareness, to acquire knowledge, skills and attitudes of vulnerable persons and groups and to create opportunities for their personal development.	2020 - 2030 г.
Measure 10.2.4. Explore and introduce new online platforms for access to specialised information in order to increase the health awareness of the public.	2020 - 2030 г.

Measure 10.2.5 In conjunction with the lead work streams, systematically inform the public about the most common hazards in the mountains and water bodies, remind them of the rules of safe behavior and ways to survive mountain and water incidents, and periodically inform the public about the need for and benefits of mountain insurance and to introduce a water safety minimum in school programs to prevent water trauma.	2020 - 2030 г.
Measure 10.2.6. Activities to raise public awareness of the policy of the Bulgarian Red Cross in support of refugees and migrants, in accordance with the established forms of working with them.	2020 - 2030 г.
Measure 10.2.7. Development of information resources and elaboration of a communication strategy of the BCC	2021 - 2022 г.
<i>Sub-objective 10.3. Increase the effectiveness and expand the scope of fundraising activities in favour of the humanitarian causes and activities of the BRC.</i>	
Measure 10.3.1. Establish long-term and sustainable mechanisms and mobilize the organization's resources for fundraising in order to provide timely and adequate support to the growing number of vulnerable groups in the wake of crises and their socio-economic consequences.	2020 - 2030 г.
Measure 10.3.2. Wider promotion of the charitable causes of the BRC through the use of new communication channels, such as the social networks of the BRC and partner organizations, as well as mobile applications.	2020 - 2030 г.
Measure 10.3.3. Update the database of large international and national corporate entities, NGOs and take into account their specific objectives and interests in their social responsibility policy to establish long-lasting and initiate new partnerships.	2020 - 2030 г.
Measure 10.3.4. Introduce new methods of fundraising - donating through mobile apps and bank cards, donation boxes, payroll, direct mailing and online platforms, with the participation of influencers and opinion leaders.	2020 - 2030 г.
Measure 10.3.5 Create a database of donors and their attitudes and optimize the donor feedback process.	2020 - 2030 г.
Measure 10.3.6. Develop a new fundraising strategy for the BCC.	2021 - 2022 г.
<i>Sub-objective 10.4 Make extensive use of traditional and alternative media channels to continuously promote the values, principles and activities of the organization and its ability to mobilize resources for the benefit of everyone in need.</i>	
Measure 10.4.1. Communication with the public through the media to raise awareness and acquire knowledge and skills for personal response to disasters and crises and adaptation to new challenges, with a focus on climate change and the emergence of new virulent micro-organisms and their impact on human health.	2020 - 2030 г.
Measure 10.4.2. Updating, in line with the new realities, the information materials, including digital ones, developing specific ones for different target groups and disseminating them among the population in order to prepare for action in different types of crisis situations - epidemics, pandemics, earthquakes, floods, severe cold, high temperatures, road accidents, etc.	2020 - 2030 г.
Measure 10.4.3. Optimise the management of the communication process in case of disasters and crises. Periodic crisis communication training.	2020 - 2030 г.
Measure 10.4.4. Clear and open communication with the public through the media, based on reliable information from official sources, in the event of disasters and crises, inside and outside the country.	2020 - 2030 г.
Measure 10.4.5. Raise public awareness of the impacts of climate change at the global and local level, focusing on the need for urgent measures to prevent its effects.	2020 - 2030 г.
Measure 10.4.6. Develop new models of cooperation leading to solidarity actions and mobilization for joint problem solving in the community.	2020 - 2030 г.

Measure 10.4.7. Use of up-to-date communication methods - personal stories, videos, advice from professionals - to prevent and change the attitudes of different target groups.	2020 - 2030 г.
<i>Sub-objective 10.5: Develop and make optimal use of information resources and new technologies to build sustainable public attitudes, to support humanitarian causes and to advocate and influence decision-makers at national and local level, to improve the quality of life of the vulnerable and to preserve their dignity.</i>	
Measure 10.5.1. Promotion of the efforts of the BRC, its expert participation and lobbying for changes in the legal framework affecting the humanitarian activities of the organization.	2020 - 2030 г.
Measure 10.5.2. Involvement of popular artists, persons from the cultural and social life and from the field of sport, representatives of the media and others with the causes and initiatives of the organization to promote them and attract a wider youth audience.	2020 - 2030 г.
Measure 10.5.3. Systematic updating and restructuring of information, updating of social media pages and the BCC website to improve user engagement.	2020 - 2030 г.
Measure 10.5.4. Research and implement new digital trends. Development of a mobile version of the BRC website to facilitate user access to available information.	2020 - 2030 г.
<i>Sub-objective 10.6. Strengthen the image of the organization by promoting the rules for the use of the Red Cross emblem, the Fundamental Principles, the history of the International Movement and the activities of the Red Cross.</i>	
Measure 10.6.1. Engage central and regional media to promote Red Cross history, principles and activities, and the rules for use of the Red Cross emblem more widely.	2020 - 2030 г.
Measure 10.6.2. Promotion of the norms of international humanitarian law among various circles of society, with a view to their knowledge, application and observance.	2020 - 2030 г.
Measure 10.6.3. Optimization of the work on preservation of the historical heritage of the organization, processing and digitalization of the archival publications and periodicals of the BCC.	2020 - 2030 г.
<i>Sub-objective 10.7. Strengthen media presence and direct involvement of partners as guarantors of transparency and accountability in activities and campaigns.</i>	
Measure 10.7.1. Expansion of the BRC Charity Partner Network to include new participants, including media, and to maintain and encourage closer contacts between Network partners.	2020 - 2030 г.
Measure 10.7.2. Include media representatives as partners in various initiatives and as participants in the process of managing the funds raised to ensure greater transparency and accountability to the public.	2020 - 2030 г.
Measure 10.7.3. Establish agreements for the systematic publication of material in the media related to the need to advocate for certain policies and humanitarian causes. Expand media partnership with targeted campaign collaboration in different situations.	2020 - 2030 г.
<i>Specific Objective 11: Strengthen strategic partnerships, representation in global and regional groups and networks, develop bilateral and multilateral relationships and establish the BRC as a valued and sought-after international partner, highly effective in providing assistance at home and abroad, to reduce vulnerability in today's globalized world.</i>	
<i>Sub-objective 11.1. Improve coordination and cooperation with international Red Cross partners to exchange experiences, good practices, joint actions and in international decision making.</i>	

Measure 11.1.1. Collaborate with the IFRC/HRC and ICRC headquarters in Geneva on issues related to the Movement's global policies and by providing expert input on topics related to the structure and implementation of the Federation's Strategy, including through participation in high-level working groups.	2021 - 2030 г.
Measure 11.1.2. Cooperate and maintain constant communication with the European Regional Office of the IFRC/HR through implementation of joint partnership projects and participation in meetings and trainings.	2021 - 2030 г.
Measure 11.1.3. Communication and active cooperation with the European Red Cross Office in Brussels on the development of documents expressing the Movement's position for advocacy with the European institutions and forming partnerships for partner project applications.	2021 - 2030 г.
Measure 11.1.4. Monitor international trends and analyse policies and issues of international relevance.	2021 - 2030 г.
Measure 11.1.5 Disseminate the information received from international partners to BRC structures at all levels as needed, analyze and provide feedback to partners.	2021 - 2030 г.
Measure 11.1.6. Evaluate the development activities of the BRC and cooperation with other National Societies (NS), international organizations and foreign partners.	2022 - 2025 г.
<i>Sub-objective 11.2. Strengthen cooperation and strategic partnerships with national societies of CHCs and CHPs from the European Union, Balkan region, Eastern Partnership, etc.</i>	
Measure 11.2.1. Actively participate in the preparation and conduct of forums of the national societies of the Balkan region and take a leading role in the dialogue to establish lasting partnerships.	2021 - 2030 г.
Measure 11.2.2. Research and promotion among the Balkan National Societies of appropriate funding instruments that can support partnership initiatives and projects (cross-border and regional cooperation programmes, Bulgarian Development Policy, etc.).	2021 - 2024 г.
Measure 11.2.3. Expert participation in meetings organised by other NSAs and/or organisations in Central European countries.	2021 - 2030 г.
Measure 11.2.4. Expert support to Eastern Partnership NSAs (Belarus, Moldova, Ukraine).	2021 - 2024 г.
<i>Sub-objective 11.3. Active action to promote civic participation, engagement and solidarity of the country's population and effective cooperation with the Bulgarian state to support affected people in regions of conflict, disaster and crisis.</i>	
Measure 11.3.1. Identify potential partnerships with national societies and foreign and local NGOs for joint initiatives and projects in Bulgaria and other countries.	2021 - 2030 г.
Measure 11.3.2. Periodically inform the public about the position and activities of the International Red Cross and Red Crescent Movement in order to promote active citizenship and solidarity at home and abroad.	2021 - 2030 г.
Measure 11.3.3. Active participation of the BRC in the promotion and support for the effective implementation of the Medium-Term Development Assistance and Humanitarian Aid Programme of the Republic of Bulgaria.	2021 - 2024 г.
Measure 11.3.4. Joining initiatives of national societies related to the EU rotating presidency, as well as to the celebration of thematic European years and dates of international importance.	2021 - 2030 г.
Measure 11.3.5. Implement an internship programme and attract volunteers to work on specific activities and projects to support the implementation of ongoing ones.	2021 - 2030 г.
<i>Sub-objective 11.4. Exchange of good practices, ideas and know-how in key areas between BRC and other national societies and organizations, international networks, etc.</i>	

Measure 11.4.1. Prioritize international activities in areas where the BRC needs expertise or has the necessary experience and capacity to export.	2021 - 2030 г.
Measure 11.4.2. Undertake visits with, to and from other national societies and organisations to transfer good practices and know-how at different levels, to initiate joint activities and projects.	2021 - 2030 г.
Measure 11.4.3. Active use of European funding instruments and mechanisms to support priority activities of the organisation.	2021 - 2027 г.
Measure 11.4.4. Active participation of representatives of the Red Cross in various Red Cross and international networks (including European), in accordance with the strategic objectives and priorities of the organization.	2021 - 2030 г.
Measure 11.4.5. Involvement of external expertise in projects of the BRC concerning international processes and active participation in action networks at European and global level, organization of training and other events with the participation of external experts, including through partnership projects, using own and external funding.	2021 - 2030 г.
Measure 11.4.6. Review changes in European policies and programmes, including by bringing in trainers and consultants from the CHC office in Brussels, the NGO Platform for Development and other experts in relevant fields.	2021 - 2025 г.
<i>Sub-objective 11.5. Advocacy and Humanitarian Diplomacy to explain the auxiliary role of the National Society through systematic proactive consultation and collaboration with government institutions, international and non-governmental organizations, the corporate sector, diplomatic services and key partners to change policies, participate in decision-making processes and leverage resources to help the Bulgarian population and to assist other National Societies.</i>	
Measure 11.5.1. Dissemination to government institutions, NGOs and other partners of information on the components of the Movement and strategic documents related to the auxiliary role of National Societies, protection of the emblem, the role of the Red Cross in conflict and disaster situations, the basic principles and internal rules of the organization, etc.	2021 - 2030 г.
Measure 11.5.2. Analysis and evaluation of the auxiliary role of the BRC in the activities carried out by the Bulgarian government in the international context, which coincide with the strategic priorities of the organization (general meetings held on topics related to climate change, development policy, migration processes, etc.).	2021 - 2030 г.
Measure 11.5.3. Organize periodic meetings with diplomatic missions to present the activities of the BRC, introduce the priority areas and discuss topical issues and joint initiatives for the benefit of vulnerable groups.	2021 - 2030 г.
Measure 11.5.4. Dynamic cooperation and collaboration with government institutions on issues related to international crises (disasters and war situations) for which an appeal has been launched, through the International Red Cross and Red Crescent Movement.	2021 - 2030 г.
Measure 11.5.5. Sharing with government institutions good practices and policies from other countries (in particular EU countries) on priority issues affecting vulnerable groups.	2021 - 2030 г.
Measure 11.5.6. Identify opportunities for the involvement of the BRC in Development Education as a member of the Bulgarian NGO Platform for Development.	2021 - 2024 г.
Measure 11.5.7. Implementation of systematic mechanisms, in line with IFC/HRC policies, that support non-discrimination, diversity and gender equality policies and oppose gender-based or sexual violence, violence against children, corruption, etc.	2021 - 2030 г.
<i>Sub-objective 11.6. Achieve international recognition of the role of the BRC as a leading institution for the dissemination of the norms of international humanitarian law.</i>	

Measure 11.6.1. Promote the ratification, promulgation and effective implementation at national level of all major international humanitarian law instruments, in liaison with relevant State institutions.	2021 - 2030 г.
Measure 11.6.2. Support the functioning and review of existing national mechanisms to enforce international humanitarian law and deter its violation.	2021 - 2030 г.
Measure 11.6.3. Provide advisory assistance to state institutions on knowledge and understanding of international humanitarian law instruments and mechanisms for their implementation and compliance.	2021 - 2030 г.
Measure 11.6.4. Support the integration of the provisions of international humanitarian law into the curricula, regulations and training programmes of national armed forces.	2021 - 2030 г.
Measure 11.6.5. Organize and join information campaigns to promote the identity of the Movement, promote respect for IHL norms, including protection of the Emblem, etc.	2021 - 2030 г.
Measure 11.6.6. Continued dissemination activities, including manuals, compilations, pamphlets, videos and other specialized materials on protected categories of persons and objects in armed conflict and on the regulation and limitation of the methods and means of warfare.	2021 - 2030 г.
Measure 11.6.7. Periodic holding of courses and seminars on international humanitarian law and the role and basic principles of the Red Cross Movement for different categories of persons.	2021 - 2030 г.
<i>Sub-objective 11.7. Provide timely and effective assistance to protect vulnerable persons and to restore and maintain family ties between members of separated families.</i>	
Measure 11.7.1. Implement the International Movement's Family Reconnection Strategy 2020-2025, the resolutions of the International Conferences of the CHC and the CHP, and the signed voluntary humanitarian commitments.	2021 - 2030 г.
Measure 11.7.2. Ensure continued communication and coordination with the competent state institutions (State Agency for Refugees, Migration Directorate, etc.), NGOs and other partners.	2021 - 2030 г.
Measure 11.7.3. Maintain the established strategic partnership with the International Committee of the Red Cross and identify other potential partners and funding opportunities for projects to develop services and activities for the protection and restoration of family links.	2021 - 2030 г.
Measure 11.7.4. Organization and participation in training events, development of methodology for conducting training modules aimed at different categories of persons, including employees, volunteers and trainees in the BRC, other NGOs, state institutions, NGOs and partners.	2021 - 2030 г.
Measure 11.7.5. Implement the developed online tools for the activity of protection and restoration of family links, including through databases, platforms, exchange systems, websites and social media, in compliance with the requirements for the protection of personal data and the resulting need to update the standard forms and templates used for operational work.	2021 - 2030 г.
Measure 11.7.6. Active participation in thematic meetings, conferences and other events concerning the development of the activity of protection and restoration of family ties, as well as the line of its future development and its positioning in the international and, in particular, European perspective, in view of the changing types of vulnerability.	2021 - 2030 г.
<i>Specific objective 12: Increase the financial capacity and stability of the BRC, create a financial basis for the future development of the organization, provide financial resources to respond to humanitarian issues on the agenda of society.</i>	

<i>Sub-objective 12.1. Consolidate and expand existing, and add new sources of funding for activities.</i>	
Measure 12.1.1. Analysis of the business activities in the BCC and identification of actions to activate existing and launch new forms of work.	Current
Measure 12.1.2. Systematic proactive work with the competent state institutions, based on the effective and large-scale social contribution of the BRC, in fulfilment of its auxiliary function to the public authorities in the humanitarian field to ensure adequate funding from the state budget.	Current
Measure 12.1.3. Provide targeted funding for specific activities and projects through targeted and active work with state and local government institutions.	Current
Measure 12.1.4. Incorporate all properties into the BCC's business through a variety of approaches, including change of use, sale, exchange, securing a public or private investor.	Current
Measure 12.1.5. Ongoing improvement of financial and accounting activities in line with legal changes and requirements for transparency and efficiency.	2021 - 2030 r.
<i>Sub-objective 12.2. Restore and increase the strategic reserve of financial resources for crisis response for the BRC.</i>	
Measure 12.2.1. Rational and frugal use of the Strategic Reserve funds, following a rigorous assessment of their effects.	Permanent
Measure 12.2.2. Allocate a portion of business income to replenish the strategic reserve.	Current
Measure 12.2.3. Flexible management of project implementation activities through benefit and financial risk analysis. Provide up-to-date and timely information on the financial situation, commitments already made and possible risks.	Current
<i>Sub-objective 12.3. Active and full involvement of the capacity of the national training centres of the Red Cross as a source of funding for Red Cross activities.</i>	
Measure 12.3.1. Create conditions for securing sufficient income from economic activity to achieve a return on the significant financial resources invested in the renovation and reconstruction of the training centres' facilities through strict control of the implementation and realisation of the development activities, within the set financial parameters.	Current
Measure 12.3.2. Investing in energy efficiency improvements in accommodation, halls and other facilities.	Current
Measure 12.3.3. Investing resources and introducing new technologies in the training process, expanding the volume of interactive training, including in a virtual environment.	Current
Measure 12.3.4. Expand funding for a range of teaching aids and technical equipment.	Current
Measure 12.3.5. Priority investment in flexible modern forms of management for the development of innovative and efficient models for the delivery of the organisation's activities and services, and systematic financial evaluation of their impact, including the degree of satisfaction of beneficiaries and other stakeholders.	Current
<i>Sub-objective 12.4. Attract new corporate partners to fund BCC causes. Increase the number of citizens donating to the organization's campaigns.</i>	

Measure 12.4.1. Establish trust through rigorous accountability and transparency in the use of donated funds. Regular publication of accessible information to the community, donors and beneficiaries on how funds are used and the results achieved.	Current
Specific objective 13: Develop logistical capacities for more effective implementation of humanitarian activities.	
Sub-objective 13.1. Optimize and increase storage capacity for disaster preparedness and social action materials.	
Measure 13.1.1. Acquisition of new warehouse space in the country through purchase, construction, grant, by the state and municipalities, in compliance with the required regulatory framework.	Current
Measure 13.1.2. Optimise the management and use of existing storage space through systematic rearrangement, sorting, indexing.	2021-2025
Measure 13.1.3. Provision of modern storage equipment and maintenance of existing equipment.	Current
Measure 13.1.4. Introduce warehouse software that enables efficient inventory management and real-time information.	2021 - 2025 г.
Sub-objective 13.2. Phased renewal and maintenance of the organization's vehicle fleet.	
Measure 13.2.1. Annually allocate capital transfer funds for the acquisition of new vehicles.	Current
Measure 13.2.2. Systematic analysis of the needs of all BCC structures and prioritization of purchases.	Current
Measure 13.2.3. Actively work with donors and institutions to acquire vehicles free of charge.	Current
Sub-objective 13.3. Establishment of a crisis management coordination centre in the NMC of the Bulgarian Red Cross - Lozen.	
Measure 13.3.1. Establish a crisis operations centre for disaster and crisis training and training. Transform premises for this purpose into a National Training Centre and equip with the necessary equipment.	2021 - 2022 г.
Measure 13.3.2. Construction of a helipad to assist in the implementation of activities to protect the population in natural disasters, accidents and crises, participation in rescue operations and the provision of humanitarian aid.	2021 - 2022 г.
Specific objective 14: Update and ensure the compliance of the BHRC environment in the legal and normative aspect; active legal support for all structures and activities of the organization and sustainable development of activities on International Humanitarian Law.	
Sub-objective 14.1. Updating and ensuring compliance with the legal and regulatory environment concerning the BCC in the national and international context.	
Measure 14.1.1. Ongoing and timely analysis of the status of applicable national, European and international legislation regarding the mandate of the BRC in the humanitarian field.	2020 - 2030 г. Current
Measure 14.1.2. Active interaction with various bodies of the legislative and executive power, within their competence, in the process of initiation,	2020 - 2030 г. Current

adoption and implementation of laws and regulations with a subject scope relevant to the activities of the BRC.	
Measure 14.1.3. Participation in the initiation and preparation of proposals for the adoption and/or amendment and supplementation of existing legal acts concerning the activities of the BRC.	2020 - 2030 г. Current
Measure 14.1.4. Active and permanent representation of the BRC in various national committees, councils and other forums organized by state institutions and other agencies related to the resolution of issues relevant to the activities of the organization.	2020 - 2030 г. Current
Measure 14.1.5. Proactive advocacy for the involvement of the BHRC and other civil sector organisations in the processes of developing legislation related to assisting vulnerable citizens and communities.	2020 - 2030 г. Current
Measure 14.1.6. Review and adapt relevant guidance and other support materials issued by the ICRC and the IFRC/CP related to the legal aspects of the organisation's activities.	2020 - 2030 г. Current
Measure 14.1.7. Participation in the regular working meetings of the European Network of Lawyers of the NDs of the CHC/HR.	2020 - 2030 г. Current
Measure 14.1.8. Participation in the annual meetings of the NC lawyers of the CHC/HR organized by the ICRC and the IFRC/HR.	2020 - 2030 г. Current
<i>Sub-objective 14.2. Active legal support for all structures and activities of the BRC.</i>	
Measure 14.2.1. Support the work of the leadership, control and management bodies of the BRC, including their higher fora, by developing and agreeing on documents of a legal nature.	2020 - 2030 г. Current
Measure 14.2.2. Expert support to the leadership and management bodies of the BCC in planning and decision-making, in the legal aspect.	2020 - 2030 г. Current
Measure 14.2.3. Expert support and initiation of processes of creation and/or updating of internal organizational documents of the BRC.	2020 - 2030 г. Current
Measure 14.2.4. Preparation and provision to the leadership and management of the BRC of analyses, reports and information on the status, trends and prospects in the legal aspects of the activities of the BRC.	2020 - 2030 г. Current
Measure 14.2.5 Develop, coordinate and implement legal procedures at national level and support methodological ones at district level.	2020 - 2030 г. Current
Measure 14.2.6. Organizing, coordinating and providing methodological support in solving problems of a legal nature, relevant to the activities of the BCC, on a national and regional scale.	2020 - 2030 г. Current
Measure 14.2.7. Organize the legal representation and legal defense of the BCC before all judicial instances.	2020 - 2030 г. Current
Measure 14.2.8. Periodic updating of the established registers of documents concerning the legal status of the real estate of the BRC, the contracts, the legal files of the organization, the trademarks or service marks registered by the BRC and the files of the legal entities.	2020 - 2030 г. Current
<i>Sub-objective 14.3. Sustained development of activities to disseminate the norms of International Humanitarian Law and to establish the BRC as a reference institution competent in IHL issues.</i>	
Measure 14.3.1. Establish a system of formal and informal training for IHP professionals, volunteers and students	2020 - 2030 г. Current

Measure 14.3.2. Translation and adaptation as well as development of own IHP information materials and training modules	2020 - 2030 г. Current
Measure 14.3.3. Develop and maintain a pool of trained experts and volunteers, including through the organisation of annual and/or thematic events, competitions, etc.	2020 - 2030 г. Current
Measure 14.3.4. Active participation in the ongoing work and regular meetings of the National Committee on IHL under the Minister for Foreign Affairs and the Expert Group of the Committee	2020 - 2030 г. Current
Measure 14.3.5. Involvement of experts from the BRC in national and international scientific and other forums, studies and projects related to IHP	2020 - 2030 г. Current
Measure 14.3.6. Strengthen the protection of the Red Cross emblem, including by informing the general public about its eligible uses, etc.	2020 - 2030 г. Current
Specific objective 15: Enhance the effectiveness and scope of internal audit and financial control in the organisation.	
Sub-objective 15.1. Improvement of the quality management policy for audit and control activities and strengthening of audit and financial control as a reliable tool for control and analysis of the processes taking place in the organization, by strengthening the role of the "SA" and "VFC" units for good management of funds in the BCC.	
Measure 15.1.1. Systematic activities to comply with standards and relevant regulations, for a higher quality of audit and control activities, in line with the requirements set out in the Units' Strategic Plan.	Current
Measure 15.1.2. Provide competent staff motivated to achieve better results through systematic training, in accordance with the "BCC Training and Qualification System" and career development opportunities.	Current
Measure 15.1.3. Increase management's confidence in the management of key processes and activities of the BCC by including them in the scope of audit and control activities.	Current
Sub-objective 15.2. Improve the control environment by establishing adequate and effective management and control systems based on reliable and comprehensive financial and operational information.	
Measure 15.2.1. Ongoing review and audit of the status of the Financial Management and Control System in the BCC, the regulatory documents for prevention and detection of corruption and fraud, money laundering and financing of terrorism and initiation of adequate and timely corrections.	Current
Measure 15.2.2 Establish a mechanism for continuous communication and coordination between internal audit and financial control bodies and coordination of audit and control plans, programmes and sites.	Current
Sub-objective 15.3. Identify risks in the organization and establish an effective system to mitigate them.	
Measure 15.3.1. Audit and control planning based on research and risk assessment.	Current
Measure 15.3.2. Update the risk management methodology in the organisation's Financial Management and Control System and other regulatory documents.	31.12.2023 г.
Specific objective 16: Maintain the status of personal data of individuals whose data is processed by the Bulgarian Red Cross, in accordance with Regulation (EU) 2016/679 of the European Parliament and of the Council of 27 April 2016 on the protection of natural persons with regard to the processing of personal data and on the free movement of such data.	

<i>Sub-objective 16.1. Timely updating of internal regulations on data protection issues in the BHR system and strict compliance with established legal requirements, internal rules, instructions and technological procedures in the field of data protection within the organization.</i>	
Measure 16.1.1. Maintain compliance of the Records of personal data processing activities with the requirements of the Regulation and applicable national legislation.	Current
Measure 16.1.2. Risk assessment and data protection impact assessment, taking due account of the risks, nature, scope, context and purposes of the processing.	Current
Measure 16.1.3. Conduct data protection trainings at district and national level to comprehensively cover key staff.	ongoing, depending on assessment
Measure 16.1.4. Periodic synchronization of the organization's data protection policies and internal documents by reviewing compliance.	Current

CHAIRMAN:

Acad. Hristo Grigorov, Ph.