

**STRATEGY**  
**OF THE BULGARIAN RED CROSS**  
**2020**

*“...Saving lives, changing minds...”*

## INTRODUCTION

Strategy 2020 of the Bulgarian Red Cross in its essence is an integral study, based on the fundamental principles and values, on the philosophy and the essence of the International RC/RC Movement and on the Strategy 2020 of the International Federation of Red Cross and Red Crescent Societies, which implements the necessary specifications in the light of our society achievements in the past decade, outlines the vision and the strategic aims of our National Society until 2020 and the main approaches and activities for their successful achievement at the end of the period. It is based on a profound social and economical analysis of the external environment and systematic review of the multilateral characteristics and expressions of the institutional or the so-called internal environment for the organization development.

**The Strategy is characterized by strong internal interconnection between developing of the overall framework of our “organized effort” to assist people in need and up-to-date phrasing of our “ideas”, values, and the ways in which they reach the public and turn into an efficient means of humanizing society and a real contribution for achieving the Millennium goals.** This document’s potential readers and users are representatives of all Bulgarian population strata. It is addressed to our members and volunteers, to the leaders and public figures, to followers and partners on national and local levels and for them it should be easily comprehensible, inspiring and providing opportunities for identification and for affiliation with the organization’s values and causes.

The fair and correct approach to the lesson learnt during the period of BRC Strategy 2010 implementation, combined with the clear and theoretically well-grounded outlining of global tendencies in the rapidly changing modern world, provide us the opportunity to formulate the Vision of our organization, which in the best way reflects the principle “From global thinking – to local action” and focuses our efforts towards “efficient fieldwork” – towards creating capacity and conscious **setting of the members of the empowered communities to work for the alleviation of human suffering and to become the most important resource of their own development.**

**The Strategy of the Bulgarian Red Cross till the year 2020 is covering the period of three mandates of its highest body - those of the 64th, 65th and 66th General Assemblies at national level. It is a complex of internally connected strategies (according to the fields of activities)** which will enable the organization to meet the humanitarian challenges of the second decade of the 21 century, coinciding with the period of the country full membership to the European Union.

The Strategy is structured into **three parts:**

- the first part represents an **analysis of the present state and a forecast of the internal and external environment, which in practice is a review of the achievements and results and an evaluation of the BRC Strategy 2010 implementation.**
- the second part, being the core of the document, formulates **the Mission and Vision of the Bulgarian Red Cross, the strategic aims and the institutional approaches ensuring their achievement. The goals and the objectives in each of the field activities** describe the desired changes in each area of the main Red Cross activities and the directions for their implementation and development. An easily approachable system is presented here, which aims at accomplishing a logically grounded transition towards defining the tasks and evaluating the achievements. The definition of **the expected results** in relation to the most important stakeholders is supplemented with the corresponding quantitative indicators of change evaluation, which allows for implementing a precise monitoring and outlining the adequate correction for a certain

phase in the activities and approaches for the Strategy implementation. The detailed analysis of the internal and external environment of BRC in the first part allows also identifying the possible risks, which would create serious difficulties in implementing the Strategy in the separate stages of the decade under consideration.

- The third part lays down **the specific tasks to be implemented with a view to achieving the goals and the objectives in the different fields of activities** and which are the basis for the so called **Plan of Action**. The specific tasks for each year make the **Work Plan of the BRC** for the year.

**The process of creating the Strategy is open and participatory** – open to all ideas and opinions, expressed during the discussions on the draft, and participatory - in connection with the active quest for participation of all Red Cross workers (leaders, managers, and experts at all organizational levels, volunteers and members of the organization, stakeholders representatives), as well as both with assessment of the achievements and the difficulties in the activities up till now and with ideas, proposals and visions for the possible risks for future work. This broad consultative process (induced expert opinions and official statements, and inquiries and interviews with key figures and functionaries, focus groups) was combined with the spontaneous participation in the discussions of the delegates of the 28 regional general assemblies, of the participants in the BRCY forums and in diverse Red Cross workshops and meetings with various purposes. The adequate use of all modern IT means of communication also contributed to increasing the scale and spread of the discussion.

**Due to this entire process, BRC strategic aims were defined in accordance with these Red Cross activities which have strongest impact on the life in the communities and their vulnerable members and in which it is justified to invest efforts, time, and resources. It was assessed that in this way the organization would be the most efficient in its support for society, that its capacity and image would improve, that services and BRC as a whole would develop.**

This, on its part, is a prerequisite for the BRC Strategy 2020 to become a **leading planning and coordination document**, which will assist the National Society at all levels in the process of activities` planning and implementation, will stimulate development at community level, will provide opportunities for a more focused work on the communities` specific problems. **By achieving the expected results it will apply the desired significant social inclusion of different social strata, based on the understanding that people themselves are the most important resource for the development the communities in which they live.**

**PART ONE**  
**SITUATIONAL ANALYSIS**  
**EXTERNAL ENVIRONMENT: SOCIAL-ECONOMICAL AND**  
**HUMANITARIAN EVALUATION OF THE COUNTRY**

In recent years the development of Bulgaria was connected with the aspirations and fears of the Bulgarians in the period of accessing NATO and the European Union, passing through the hopes, rising from the social-economic growth during the pre-accession and accession efforts and initiatives and ending with the insecurity and anxiety, born from the setting in of the heaviest financial and economic crisis since the 30s of the past century. So although **the crisis in Bulgaria set in somewhat later, its negative effects hit the State hard, and they were felt most strongly by the businesses and the Bulgarian citizens. The decrease in Gross Domestic Product (GDP) for the first half of 2009 was 4.2%, and the forecast for annual decrease is about 6-7%. As a consequence of the economic crisis there is a strong increase in State expenditures and decrease in fiscal revenue. Direct foreign investment value decreased two times.** The social dimensions of the economic crisis are particularly alarming. According to official statistical data **the unemployment rate in July 2009 has increased up to 7.6%** of the active population. **In reality, at present more than 10% are unemployed and this number is still increasing.** The State experiences difficulties in ensuring the necessary social payments. An additional difficulty for the country in crisis situation was due to putting a halt to part of the financial resources from the EU funds.

**Undoubtedly, the most sensitive problem that the country faces is the fact that the efforts made in the social area do not achieve the expected results. Regrettably in this year as well the economy is difficult to be forecasted and a growth could be expected only in 2011.** The unemployment rate is expected to increase, reaching 11.4% by the end of 2010, and the actual minimum-wage freeze will make it insufficient to compensate the expected poverty level. **All this provides opportunities for new vulnerability models, marginalization, and impoverishment of the population, which changes the communities' characteristics, especially since Bulgaria is in one of the last places in Europe by the GDP per capita. The country poverty level is a real problem for more than 400 000 households. Most often in the poverty category beside the elderly, the uneducated or those with lower education level can be seen.** In this respect we have to bear in mind that Bulgaria is with less developed occupational training and qualification compared to other European states.

Especially vulnerable are **the single mothers** where the poverty level is about three times higher than the country average one. For the future demographic development in Bulgaria a most alarming fact is that poverty is wide spread among **families with children and in particular among the ones with three and more children**, which, supplemented by unhealthy family environment, creates prerequisites for social marginalization of wide groups of young people. Every fifth child or 20% of the children up to 14 years live in poor households, i.e. with limited capacity for healthy nutrition and education of quality. **Children poverty in our country is the highest in Europe. 17% of Bulgarian children are considered at the poverty level according to UNICEF criteria.** The low income level in the country, and hence the demographic behaviour continue to make an essential impact on the limited opportunities for occupational realization, especially among young people and on the low pay level, which are shown in the depth of the population's impoverishment. In recent years the pay increase rate is lower than the work productivity one. There still exists the so called 'working poor' phenomenon (in Bulgaria 1 euro hour is paid more than fourteen times lower than the average for the European Union).

The phenomena described above determine **the strong migration processes** in the country. This will influence the population reproduction not only in the following 10-15 years,

but also for a rather longer period of time, i.e. **it will lead to long-term change of demographic models, connected with aging of the population and unplanned urbanization.** Migration among young people is accompanied by a danger of involvement into various forms of illegal and enforced trafficking. **Long-term forecast points out** that by 2020 the population (7 606 551 people at the moment) would decrease by 450 000, and **more than a half (from 0 to 14 and above 65) will depend on the families and the State for their existence,** which once again underlines the exceptional significance of the realization opportunities and the behaviour of the active age population. **The aging of the population** (concentrated most of all in non-urbanized areas), helplessness, poverty and loneliness of the elderly, **combined with the low possibilities of the population in working age, the current problems of the State, pose serious challenges before the state health and social security systems, and also before the rest of the society structures.** We can add to this picture the situation, connected to the low social status and **the complex vulnerability of the refugees and asylum seekers in our country.**

To summarize – **the economic environment in this country as a whole is getting worse and creates hazards before the population's employment opportunities and income.** The number of those in need, including children in risk, is increasing, **the population is aging, and the capacity of the protection systems is limited because of lower income from taxes, social security and health payments.** Therefore, **the crisis' serious consequences in various spheres of social life will be the great challenge before the communities in the next decade.**

**The social and economic conditions, combined with insufficiently efficient work of some structures and also some behavioural factors have had a negative impact also upon the nation's health, which is also connected with chronic distress, tobacco misuse** (the smokers in the 15-24 age group are over 75%), **alcohol** (about 75% of the 15-24 age group drink alcohol), **drugs** (drug abusers in the country are about 40 000-45 000, their age constantly going down), **sexual risk behaviour** (the prevailing way of spreading the HIV infection is by drug injection), **irrational nutrition and lack of physical exercise.** **There is an increase in the rate of the cardio-vascular and lung diseases and the diseases of the locomotory and endocrinological systems, as well as of some infectious diseases.** A great role in the **premature death rate and damages is played by different accidents and traumas.** **These factors have strongest impact upon the children, the people with low income and some ethnic communities.** Among the children (aged 0-14) and the young people (aged 15-24) the rate of these with health problems has doubled in the past four years. **The worsened health status of the Bulgarian population was reflected in the low birth rate, high morbidity and death rates.** Taking into consideration the data on the worsened health status of the population it is clearly seen that it is necessary to promote the healthy life-style and reduce the health-hazardous factors (environmental, economic, social and behavioural).

On world-wide scale the main reason for death rate and permanent health damage in active age population is the road transport accidents, which victimize mostly young people in active age. The road accidents are the third largest reason for death rate in our country after cardio-vascular and oncologic diseases.

**Meanwhile the occurring disasters on a global scale are the reason of greater damage, loss and dislocation of population groups.** Climate changes are great challenge, which will affect furthermore the economic environment and the ways in which we shall look for and share the expected future economic growth. **The tendency towards the increase of number and impact of disasters in practice widens the type, dimensions and scope of vulnerability in our society,** for whose decrease we are called upon to work.

Climate change will not limit its effect with the increased intensity and degree of damage, caused by disasters, caused by global warming; they will lead to environmental

changes, which have direct impact on environment and the means of livelihood and also to changes in the trends of spreading of different types of diseases.

The location of Bulgaria on the Balkans on the road of great migration flows from Asia, Middle East and Africa will bring new challenges in future too. The lack of clarity about the accession of Turkey to the European Union situates Bulgaria as an external border to the union and the ensuing insecurity due to possible terrorist and criminal activity, the necessity to accept refugees and migrants, looking for a better place for living. The conflicts on the Balkans, although abated are still too recent and they are connected with vulnerabilities, typical for post-war periods, which will have a negative impact on the life standards of neighbouring countries, including Bulgaria.

As a member of the European Union, Republic of Bulgaria has specific engagements to support these countries, underlying in its International Development Cooperation Policy. In the future this policy will have specific dimensions and budget, which will place Bulgaria in the position of a donor-country, which will provide support to other countries in need, based on solidarity principle.

In 2013 particularly deep structural and political changes in the broad European area will happen. New priorities of the European Union will be defined, most European programmes will be restructures and possibly new member States will join it. This will have a great impact on the way the European Union and the Bulgarian State function and on the entire civil society and citizens.

In the framework of the forecasted period, **it is expected that Bulgaria will join the European financial zone and correspondingly the Monetary Fund will be abolished** (adopting the Euro as a common monetary unit and abolition of the lev), which will probably happen in **2012-2013**. The economic and financial perturbations will be smaller, compared to other countries, due to the functioning of the Monetary Board and the fixed exchange rate of the lev and **it is expected that the aforementioned period will have positive effect on the development of the country** (possibly that will lead to decrease in the interest rates and to stimulating the investment flow to the country). **The most important macroeconomic effect, however, is the possibility to enjoy faster and sustainable economic growth** (with greater security, increased production and consumption, decreased unemployment rate, increased life standard and quick growth of the population income), **which will stimulate foreign investors and the development of Bulgarian corporate structures**. This would lead to maintaining low tax rates and decreasing of VAT, which will reduce inflation and stimulate consumption and production.

Our vision of the future is connected to the development of the **tourist sector**. The World Tourism Board forecasts for Bulgaria a significant increase of the income from tourist activities in the next 10 years. Equally important will be the need in **increasing environmental investments and solving the problems with energy sources and technologies** and increasing their effectiveness.

**Significant development is expected in the non-governmental sector and of the commercial structures, offering different activities and services for the citizens. More distinct and positive development of the country is expected towards to the middle of the strategic period, when besides economic growth there will be a greater development in the civil society structures.** It will be based upon the favourable development climate by adoption of **legislation, stimulating volunteer work and service providing, stimulating communities' initiative and social inclusion and tangible change in the attitude towards non-governmental organizations by the State and the corporate sector**. This fact will intensify **the competition** among them and will create a **real market of services and activities**.

**The complex changes and challenges of the present and the future, from the point of view of our purposes, demand changes in ourselves, in the relationships between us, with society and towards the vulnerable.** This, on its part, **increases the worth of the**

**principles and values, proclaimed by the Red Cross and creates the need to establish the BRC role and its position of an organization, auxiliary to the State in managing the challenges in the rapidly changing world.**

Undoubtedly, **the contemporary trends in the process of globalization, in their entirety, also have a positive impact upon human development, but at the same time lead to deepening the inequalities.** Ever bigger grows the gap between the “people who have” and the “people in need” – globalization deepens inequality as among different States, as well as among citizens of one State. **These trends predetermine a new role of the Red Cross movement – its role as a unifying power.** It is the Red Cross which is expected to become a bridge between the separated communities and States, both on national and on global scale.

## **INTERNAL ENVIRONMENT**

**Bulgarian Red Cross can be proud that it has transferred in time and enriched with the years the traditional for our society fundament of humanitarian values. It is them that are the ideas underlying the multifarious support for the vulnerable in the different stages of Bulgarian history. This also concerns the present so dramatic and crucial moment of the development of our country, in which the successful implementation of the mission of the biggest and the most renown non-governmental organization will provide the opportunity BRC to be ever more significant public factor at national and regional levels and will make it more independent and efficient in solving the contemporary humanitarian and social problems of society.**

In the last decade (during the mandate of 62<sup>nd</sup>, 63<sup>rd</sup> and 64<sup>th</sup> General Assemblies) **BRC every year implements numerous projects and programs in communities and supports hundreds of thousands vulnerable people, both in disaster situations and in their everyday life. In the period of Strategy implementation till 2010, BRC managed to defend its name as a leading non-governmental organization, providing effective services to vulnerable people and at the same time, establishing social structures, strengthening the civil society. The increased organizational, functional and financial capacities have changed to a significant degree the position of BRC in social life. The organization raises the society awareness to important social issues and ones, connected with humanitarian values, prevention and observing human rights, which to a great extent changes the nature and increases the scope of its activities and it is focusing more on advocacy and lobbying of the interests of the vulnerable.** The successful implementation of its role in the past decade has enabled the organization both to be adequately involved in the social processes, connected to the accession of Bulgarian to the European structures and to take its respected place among National Societies with contribution to improving the approaches and enriching the forms of Red Cross activities.

It was realized, that **the Human Resources Policy is a major factor for optimizing the organizational capacity** and successful implementation of fundamental activities. A unanimous understanding was achieved that the **volunteering is the indisputable strategic component of BRC** that influences major aspects of its activities and in which it is justifiable to invest effort, time and resources. The developed Strategy on implementation of the Volunteering policy and its practical implementation during this period was underlying **the world recognition of BRC activity** in this respect and the its awarding by the General Assembly of the International Federation of Red Cross and Red Crescent Societies in 2007 with a prize **for achievements in introducing the contemporary volunteering management and especially on local level.**

**The established solid organizational normative fundament** (more than 74 internal organizational documents) **and formulated expected results, indicators and criteria for**

**activities provided opportunity for objective reporting and measurable evaluation** of the achievements in strategic priorities and specific aims in areas of activities. **The above mentioned fact is underlying the so called “results-based governance and management”.**

**With its network of structures** (28 Regional organizations, 268 local/territorial organizations, over 2700 associations, 140716 members and over 13000 volunteers), **the organization is efficient in its activities and reaches the most vulnerable in due time.** In this period **the local organization level was a priority in developing and strengthening BRC capacity and it implemented coordinated and efficient actions with the local authorities, State authorities and institutions, which has allowed it to protect in the best way its key role as their partner in protecting the life and health of people in extreme situations and in their everyday life.**

**The regional organizations are positioned so that together with the traditional activities of humanitarian support and providing of services, they can ever more take the functions of public advocacy and a factor in humanizing communities.** They play significant role in creating **innovative ideas and initiating models** for successful realization of BRC strategic aims at different levels. **Focusing their activities upon vulnerability at local scale, partnerships, resource mobilization and achieving the characteristics of “well-functioning Red Cross structures” allow the organizations to be repositioned and from ones, prevalingly providing support and services to gradually convert into ones, initiating and involving communities in developing local social strategies and creating local support models with sustainability potential.** A good example in this respect is the achieved sustainability of the created in the previous strategic period alternative model of nutritional support of vulnerable **“food bank”**, in the implementation of which took part stakeholders from the local communities with their resources and capacity and it is a successful model of voluntary work.

**In the last decade the organization’s efforts were aimed at reducing social and health vulnerability and increasing quality of life for those in need. BRC offers various social services for children and adults and is officially licensed by the Agency for Social Assistance to provide 12 types of social services (a centre for work with street children; a shelter for street children; a family-type centre for children; crisis centre for women victims of home violence; home for the elderly people; daily centre for the elderly people; home helper for the elderly; personal assistant for the elderly; social assistant for the elderly; home social patronage; soup kitchen; social services office).** As a result of the country’s accession to the European Union, in 2007 the opportunities for receiving humanitarian aid and for providing it to the vulnerable population were reduced, however there were more opportunities for European funding for rendering social services in the community,. **An important task of BRC, however, is to point out it is in the public or State interest that the finished projects be continued and achieve sustainability by funding from State or community means. Centre for professional education and training with 9 branches** in different regions of the country was licensed which provides for opportunity to conduct training in the profession ‘social worker’ in two fields – social services for children and families at risk and social services for the chronically ill and for people with physical and sensor disabilities. To the second specialization modules were developed, namely **“house assistant, sick-nurse, and attendant” and “social assistant”.** Every year assistance is provided to hundreds of thousands of people and to numerous social institutes and institutions, including distribution of food from the intervention food aid reserve of the European Union. The established network of ‘Home Care’ Centres works under unified system and render services to chronically ill elderly people and to people with permanent disabilities. They are well accepted by the communities and supported by the local authorities, and BRC is recognized as a body engaged in elderly people’s problems at national and international level.

During the ten-year period **a great success for the organization is the restoration of the First Aid training for candidate drivers and the fact that BRC has a leading role in the First Aid training for the citizens of the country.** A well functioning structure for First Aid training has been created (material base and qualified trainers), and apart from **candidate drivers**, other groups are trained, such as **teachers, parents and babysitters for children under 8 years, as well as at the work place.** The quality of the training is in accordance with the European and world standards (**BRC has a certificate by the European First Aid Centre of the International Federation**). Each year the organization is **training hundreds of thousands people and continues to be a key partner of the State in prevention of road traumatism.**

**BRC has established long traditions in the field of non-remunerated and voluntary blood donation.** The organization focuses mainly on the promotion of the non-remunerated blood donation and organizes blood donation campaigns among the young people.

**During the disaster situations, occurring during the mentioned period, BRC as a partner to the State institutions and in fulfilling its auxiliary role has mobilised its staff, volunteers and public. The organization has effectively participated in the activities for prevention and limiting the consequences from disasters in 2005-2008 (such as floods, fires, unprecedented heat-waves, etc.) by initiating the huge scale national and international assistance. A national fundraising campaign (in cash and kind) has been organized. BRC has received significant international support** from a number of National Societies and other agencies. This activity is characterized by good partnerships with governmental and local authorities and non-governmental organizations, which contributes to the timely and adequate aid to the affected population. **Parallel to providing aid, the organization has worked hard for increasing its capacity for work in disasters, accidents and catastrophes. The intensive process of building up, training and efficiently including volunteer disaster response teams goes on. During the mentioned period, three inter-regional warehouses have been constructed and the Central Warehouse in Lozen was modernized, which has contributed greatly to the rapid and efficient aid provision. Disaster preparedness and disaster response activities acquired new dimensions and significance in light with the climate changes during the last decade, the increase in the number of disaster situations and their impact.**

In the framework of the period under consideration, the **Mountain Rescue Service has worked with a great success** with its network of volunteer and staff mountain rescuers, organized in rescue teams. Their great professionalism and contribution to saving the lives of the casualties in the mountains has led to strengthening its high public reputation.

**Water-life saving service has made great efforts to reduce the water traumatism and** to create normative, State and public guarantees for prevention of water accidents.

During the ten year period, **the international cooperation activity has successfully contributed to implementation of the organization priorities and has brought to establishing effective long-term partnerships** with other Red Cross and Red Crescent National Societies in areas of common interest and actively participates in the work of the International RC/RC Movement. **After Bulgaria has become a member of the European Union** and the vulnerability of large groups of the population has changed, **a new context of the BRC work was established**, which influences the fields of activities, types of partnerships and the international structures with which it cooperates (participation in diverse partnership networks). From a National Society, subject to support, BRC is becoming a participating national society both with the view of providing humanitarian assistance to other countries, as well as providing expert support and contemporary models for conducting Red Cross activities.

In the area of protection and support for refugees, **the Refugee and Migrant Service works in close connection and partnership with numerous international and State institutions, local structures and non-governmental organizations.** Certain activities from

the National Programme for Integration of Refugees have been delegated to the BRC and many refugees and asylum seekers in Bulgaria have been assisted. In the circumstances of reduced funding of this activity by the UNHCR, the efforts of the RMS are focused mainly on the preparation of the functioning as a more independent structure.

**The main focus of the Public Relations is the search for new approaches to promote the significant activities and programmes of the organization and public awareness raising to the BRC mission and values. The successful celebration of the 130<sup>th</sup> anniversary of the BRC has gained a vast media and public coverage and on this occasion the Bulgarian public and foreign guests demonstrated their respect and support to the organization.**

**The main focus of the fundraising activities of the BRC is ensuring greater financial resources in support of the vulnerable groups in society.** The campaign “Care Partners Network” alone in the mandate of 63 General Assembly 350182 leva were raised, which provided food to 2663 children in the “Hot Lunch” project.

**The Bulgarian Red Cross Youth (BRCY) is an organization with long tradition, which on many occasions has received national and international recognition for its humane work among children and young people.** The number of members (around 4000 people) makes it the biggest youth non-governmental organization in Bulgaria. With its well functioning network of regional organizations (numbering 28) and associations (around 270) BRCY has a coverage in the whole country. **Bulgarian Red Cross Youth is an organization with established image, public prestige and capacity, which make it a suitable alternative for public activity of young people.** The organization is a partner to the State in implementing the National Plan of action against trade and sexual exploitation of children, National Programme for prevention of human trafficking and protection of its victims, Plan of action for protection of the rights of street children and many others. **BRCY is working actively to raise awareness about healthy life style among children and young people, addiction prevention (HIV/AIDS, alcohol abuse, tobacco smoking, etc.), carries out activities and programs to reduce vulnerabilities among children (family type shelter for children aged 3-7 years and daily centre for street children in Pazardjik, shelter for homeless children and daily centre for children at risk in Rousse as well as a daily centre for children at risk in Dobrich).** **BRCY and especially the Youth Emergency Teams have contributed significantly to reducing impact from disasters,** which have affected the country in 2005-2008, which is an expression of young people’s responsibility of providing First Aid and psycho-social support. The youth organization’s volunteers realize that BRCY is a field, which renders great opportunities for young people to express their endeavour towards humanity and caring for others. **The young volunteers of the organization are among the most recognizable and best accepted ambassadors of the noble mission of the BRC.**

**In the framework of the decade the tendency towards financial stabilization and widening of the income-generating activities (First Aid training, National Training Centre – Lozen, water lifesaving activities in Bourgas and Dobrich, social shops, income generated from mountain rescuing activities, rents, etc.), decentralization and directing the financial flows towards the priority activities and towards regional organizations, all these have ensured a level of stability and security, so that even in circumstances of financial and social crisis, the organization was protected from heavy loss and the necessity to limit substantially essential activities.**

Some modern approaches were introduced to evaluate and improve the efficiency of the risk management processes, management control (especially in the sphere of financial management and control).

**A great challenge to the international community and the Red Cross Movement is the role and implementation of the international humanitarian law and the attempts to**

misplace and even make senseless the essence of international humanitarian law and its universally accepted fundamental principles. This prerequisites the necessity of furthering the efforts for their effective dissemination and observance in our country. In the context of the above mentioned strong global migration processes, BRC continues to work actively for restoring family links between separated family members.

**The heavy financial and social crisis, unfortunately is accompanied by an even more serious spiritual crisis and a shift of moral values, which determines as a priority aim of the BRC humanizing society, striving against alienation, violence, aggression, stigma, discrimination and marginalization of vulnerable groups. This attitude of BRC would strengthen its position as a body, supporting not only the physical survival of the vulnerable, but as one having distinctive contribution to communities harmonizing and self-development.**

Parallel to the above mentioned positive results, the membership in the European Union and the World's crisis pose **challenges, which are also in the agenda of the new strategic period, especially the ones, related to human resource training.** Proceeding from the fundamental character of the changes in the country's social economic and spiritual life and from the profound institutional and social-psychological effects of the crisis, an organization like BRC should even stronger focus its attention upon the human resource development policy as a main factor for optimizing the capacity and its development. **The main groups that the organization should address, besides the most vulnerable are the volunteers and the staff members** and even greater efforts should be made to attract well-trained and devoted people and for their systematic motivation, training and development. The organization has adopted and successfully applies Policy for Volunteering Development and the Strategy for its implementation. It is very important to systematically inform and evaluate staff members, to create development perspectives, to delegate authorities and direct participation in the decision-making process. The role of the staff remuneration should not be underestimated in motivation and development of staff. Such a policy is the base for retaining appropriate staff and to a great extent determines its loyalty to the institution. Our European membership posed great challenges with an even better training of the human resources in awareness of procedures in applying for funding under European Union programmes and their effective implementation. It is necessary to intensify training and widen the qualification for strategic and operational planning, project development and implementation.

**In this new environment even greater role will be played not only to observance of the legal norms and internal organizational documents, but of the ethical norms and rules. Furthermore, in the framework of the strategic period they will have even greater value.** One of their aspects is establishing transparency and direct access to information about the activities and resources of the organization, non-affiliation with political and other structures, which will reduce the possibilities for conflicts of interest.

**The situational analysis and the forecasts have shown that a very versatile strategic period till 2020 is lying ahead of us, which will comprise several stages. During the first one, till the mid 2011, the effects of the financial and economic crisis will continue. During the second one (2012-2013) will be characterized with the acceptance of Bulgaria in the Eurozone, which is expected to create great economic commotion, relating to the full-fledged participation of Bulgaria in the European community economic life. In the last third of the strategic period it is expected a significant improvement of the social economical characteristics and getting somewhat closer to the standards and quality of life in the European Union, but it is unrealistic to expect that Bulgaria will get in line with the developed European States.**

**The existing capacity of the BRC for the various activities, the ensured financial stability and the strategic financial reserve of the organization, as well as the availability**

**of property, the usage of which ensures a stable income, provide for the opportunities to anticipate and undertake adequate reaction to the dynamic social processes, at least at the beginning of the mentioned strategic period. It is evident however, that BRC has to take systematic and targeting efforts not only to maintain the existing capacity, but above all for its development and building up. Otherwise the organization's capacity will stay behind the requirements of the present time and very quickly can turn from development driving force into restraining factor for the full-fledged representation of the BRC in the society. Yet again this proves that in the frameworks of the entire period a situational and capacity analysis needs to be undertaken and in any case a part of the resources should be allocated towards organization's activities, while another, not a smaller part – towards its anticipatory self-development.**

## SECOND PART

### MISSION AND VISION OF THE BULGARIAN RED CROSS; MAIN STRATEGIC AIMS AND INSTITUTIONAL APPROACHES FOR THEIR REALIZATION; GOALS AND OBJECTIVES IN THE DIFFERENT FIELD OF ACTIVITIES

#### MISSION

*The Bulgarian Red Cross is a voluntary organization which is a part of the International Red Cross and Red Crescent Movement and is guided by its Fundamental Principles: Humanity, Impartiality, Neutrality, Independence, Voluntary Service, Unity and Universality.*

*Through its network of volunteers in the whole country, the BRC provides assistance to the vulnerable people in disaster and crisis situations and is active in the self-development of communities and increasing of their sustainability to unfavourable social factors. By means of training programs and activities for the benefit of the public, it contributes to alleviating and preventing suffering in all its forms, protects health and life and requires respect for the human being.*

#### VISION

*The Bulgarian Red Cross as a “well-functioning National Society” with a leading role in the humanitarian sector of the country and with a distinguished place in the European Red Cross community, has the capacity to be a significant partner to the State and other public structures in overcoming the contemporary social challenges and humanizing Bulgarian society and contributing to the improvement of individuals` and communities` quality of life, alleviation of human suffering and promotion of human dignity in extreme situations and in everyday life.*

#### MAIN STRATEGIC AIMS

**In order to respond to the humanitarian challenges in the second decade of the 21 century and to successfully accomplish its mission, BRC will focus its attention on four main strategic aims, namely:**

- *To save human life, to alleviate suffering, damages and losses, to protect and build capacity to respond to disasters, accidents and catastrophes (crises) of families and communities and to contribute to recovering their way of life.*
- *To support citizens and the State in enabling better personal and public health and safe living*
- *To strive for humanizing of Bulgarian society and to promotion of humanitarian values and fundamental principles of the International Red Cross Movement with a focus on young people, decision-makers and*

*communities; reducing disparities, striving against discrimination, stigma, alienation and violence and for social inclusion of disadvantaged people in their communities*

- *To achieve and uphold fully the characteristics of a “well functioning National Society”, with which increases its capacity to mobilize support and to accomplish its humanitarian mission, contributing to the civil society development.*

## MAIN INSTITUTIONAL APPROACHES FOR REALIZATION OF STRATEGIC AIMS

**The strategic aims will be achieved through the following institutional approaches:**

- To pursue **humanitarian diplomacy** (advocacy and lobbying) to prevent and reduce vulnerabilities – dialogue and persuasion of decision makers and public opinion leaders to act on behalf of vulnerable people while respecting fundamental principles. Red Cross structures strengthen partnerships with State authorities, ensuring balanced relationships, founded on mutual trust, dialogue and cooperation, as the most sensitive humanitarian issues are resolved in the spirit of confidentiality, constructiveness and independence.
- **Participatory approaches** – attachment and stimulating the active participation of different stakeholders in solving significant social problems of the community, development of sustainable support mechanisms and mobilization of local resources. Special attention is rendered to **partnerships** with State and local authorities in fulfilment of the auxiliary role of the organization in realization of the State social and health policy.
- **Consultative approach** – intensified information exchange, knowledge and good practices sharing (in the whole process of activities implementation) in view of improving coordination and efficient achievement of common aims.
- **Positioning of the BRC at national and local level** as a responsible social body with a significant practical contribution in supporting the vulnerable and other humanitarian initiatives for community development.
- **Development of resources: human** (staff and volunteers); financial and material; information; clear and transparent communication for incorporation of staff and communities.
- **Optimization of internal organizational processes** for capacity building and establishing of organizational status, which are adequate for the different stages of the mentioned period: procedures and systems; functions and structures.
- **Increasing efficiency for achieving the aims:**
  - **Democratization, deinstitutionalization and decentralization of activities** (efficient delegating and participation in the decision-making process of the different organizational levels and structures);
  - **Improvement** of strategic, operational and integrating **planning**;

- **Permanent analysis, prioritization and focusing;**
- **Results-based governance and management;**
- **Intensive process of searching for partners** to achieve common causes through sharing responsibilities, functions, standards and cooperating resources;
- **Updating methods and maintaining of high level of qualification** through training, mentoring and **methodological support;**
- **Improvement of control and risk assessment.**

**These approaches require implementation of contemporary and innovative mechanisms and systems for Red Cross work, adoption of more comprehensive (holistic) and flexible models for capacity building, long-term and active partnership and for resource mobilization.**

## **GOALS AND OBJECTIVES IN THE DIFFERENT FIELD OF ACTIVITIES**

The achievement of specific aims and goals in each field of activity relates to the main strategic aims of BRC and their ranging in this part is provisional and does not give priority or neglect any of them.

### **GOAL 1**

**BRC preparedness to implement its auxiliary role as a partner to the State for adequate response to disasters, accidents and catastrophes at national and local level and reduction of risks and consequences, in order to save and protect lives, as well as functioning and recovery of life style in communities and of the most vulnerable groups of population.**

#### **OBJECTIVES:**

1. Building up and improving of capacities of the organization for timely response to disasters, accidents and catastrophes (crises).
  - Human resource development (training and teams exercises, including in First Aid and First psychological support during disasters, accidents and catastrophes (crises))
  - Improvement of the material equipment for reaction during disasters, accidents and catastrophes (crises)) and of the communication system.
2. Formalizing of partnership relations and undertaking common activities with the State and local authorities in implementing of the auxiliary role of the organization in disasters, accidents and catastrophes, as well as with the International Red Cross/Red Crescent structures in order to achieve coordinated activities with clear tasks and responsibilities.
3. Disaster risk reduction at communities level:
  - Involvement of communities and their leaders in preparedness and building up of effective mechanisms for coping with disasters, accidents and catastrophes;
  - Development and implementation of Early warning systems at disasters, accidents and catastrophes;
  - Public information and awareness-raising about actions during disasters, accidents and catastrophes.

## **GOAL 2**

**Strengthening of the lead role of the BRC Mountain Rescue Service as a partner to the State and the corporate sector with the view of prevention of accidents, providing assistance and rescuing of injured people in the mountains.**

### **OBJECTIVES:**

1. Initiation of a process for development and elaboration of normative legislative and regulative basis for recognition of lead role of the BRC Mountain Rescue Service in the mountain rescuing activities.
2. Improving of the staff training of the Mountain Rescue Teams and in particular the emergency team of the MRS for urgent life-saving activities during disasters, accidents and catastrophes and development of partnership relations with structures, active in disasters, accidents and catastrophes.
3. Initiation and undertaking principle obligations for building up mountain rescue and assistance aviation system with helicopters (legislative base for MRS participation in the unified air rescue system, procedures, methodology).
4. Further elaboration of the existing internal organizational, methodological and resource basis for the successful work of MRS as an integral part of the Single European emergency call number 112.
5. Modernization and development of the MRS material and technical equipment.
6. Active participation of MRS in common actions for legislative support for donation and volunteering.
7. Building up and development of strategic partnerships with international rescue services and organizations (IKAR, establishing of an International Mountain Rescue Training Centre for the Balkans).

## **GOAL 3**

**Increasing the effectiveness of the Water Life-Saving Service in reducing water traumatism through raising numbers and improving the quality of the trained water life guards, enlarging its role as a preventive factor by involving children and young people in its various activities and its more active participation in risk assessment of the water areas.**

### **OBJECTIVES:**

1. Raising the effectiveness of the training activities.
2. Enlarging the water traumatism prevention activities among the public and in particular among the school children.
3. Organizational and financial capacity building.
4. Enlarging the sport, training and competition water life-saving activities with the view to restore the winning positions of the competitive water life-saving at international level.
5. Initiation and participation in raising the water lifesaving and swimming awareness of the public, including through cooperation with the institutions, having legislative initiative (Ministry of Health; Ministry of Education, Youth and Science; Ministry of Physical Education and Sports) with the view to introduce mandatory swimming training at schools.

## **GOAL 4**

**Improving the quality of life of vulnerable people, families and communities and raising their opportunities for social inclusion and for safe and autonomous life.**

**OBJECTIVES:**

1. Development of quality and contemporary social activities and services to ensure adequate assistance to people in need and reducing their vulnerability.
2. Social mobilization and active inclusion of vulnerable groups in the planning, implementation and assessment of social services.
3. Providing appropriate opportunities for qualification and re-qualification of vulnerable people in order to mobilize their potential for their social inclusion.
4. Development of a policy and activities in favour to active and healthy ageing and recognizing elderly people as an important resource for the society.
5. Active work in order to change the social attitudes towards disadvantaged people and strengthening the solidarity between generations.

**GOAL 5**

**Raising population's health awareness and active work for creating responsible stand on health and establishing healthy way of life in communities.**

**OBJECTIVES:**

1. Awareness raising and advocacy towards policies and encouraging citizens to a healthy living.
2. Active work and usage of modern technology for health education; for building up knowledge, skills, and attitudes for healthy living of the vulnerable people and groups.
3. Promoting new models in public health services for a better access to medical care.
4. Raising population's motivation, with a focus on young people, for voluntary and non-remunerated blood donation.
5. Raising population's awareness and motivation for donation of organs, tissues, and cells to improve capacity for life-saving transplantations in the country and in the European community.

**GOAL 6**

**Consolidating the communities' resilience and their First Aid training for coping with different types of traumatism, as well as establishing patterns for safer living.**

**OBJECTIVES:**

1. Increasing the capacity of the organization in First Aid training.
2. Increasing the number of volunteers, able to provide First Aid.
3. Enlarging and improving the training and inclusion of new vulnerable groups in providing First Aid.
4. Providing of specialised psychological support.

**GOAL 7**

**Increasing the role of the Refugee and Migrant Service as an important partner to the State for social and economic integration of refugees and migrants and establishing a tolerant and accepting social environment with strengthened capacity of the refugee communities.**

**OBJECTIVES:**

1. Building up the capacity of BRC to work with refugees and migrants.

2. Enlarging the activities to ensuring the vulnerable groups of refugees and migrants with access to social services, humanitarian assistance, education, health services and the labour market.
3. Public information and awareness raising regarding specific problems of refugees and migrants and advocacy and lobbying for respecting their rights.
4. Elaboration and fulfilment of programmes for refugees with newly acquired status and participation in State programmes for refugees' resettlement and voluntary return of refugee and migrants.
5. Diversification of the sources of revenue and ensuring financial stability of the Refugee and Migrant Service through European funds, Global Fund for Prevention of HIV/AIDS, malaria and tuberculosis, State budget funding and other sources of funding.
6. Capacity building of the refugee communities.
7. Active partnering with non-governmental organizations, European and international forums, working in the field of refugee policies and expanding the cooperation with the National Red Cross and Red Crescent Societies, working with refugees and migrants.

## **GOAL 8**

**Strengthening capacity and advancing of Red Cross structures for full participation in the process of building up civil society and accomplish the role of BRC as a partner to the State, to local authorities and to other important public structures as a member of the European Union**

### **OBJECTIVES:**

1. Enriching and updating of the organizational approaches to mobilization of local resources, to advocacy and lobbying and enlarging the focus for public awareness raising and sensibilization about the problems of the vulnerable with communities' self-development and restriction of factors, creating insecurity, alienation and violence.
2. Anticipatory capacity building of BRC with a view of its functioning in modifying conditions through management of change and risk, in particular in the field of human resources (contemporary volunteering management, including spontaneous volunteers, continuous training, appealing conditions for professional development and realization of volunteers and staff, stimulating system for remuneration and motivation).
3. Developing of large-scale programme and of consultative process for capacity building of the governance, management, controlling organs and the volunteers from all levels.
4. Continuing the process of introducing of joint terminology and indicators in the organizational development, strategic, integrated and operative planning and accomplishment of Red Cross activities.
5. Strengthening of the monitoring and evaluation systems for the projects, activities and of the status of BRC as a significant organizational instrument for full achievement of the characteristics of a "well functioning National Society".
6. Achieving adequate level of organizational behaviour, reinforcing organizational discipline, optimal utilization of available resources, coordination and effectiveness of the joint work, including with the partners – project application for European Union funding.
7. Bringing the system for dissemination, exchange and introduction of best practices (both internally and internationally) in conformity with the processes' dynamics and the need of a high level of competitiveness in the new realities.

## **GOAL 9**

**Maintaining the characteristics of a “well-functioning youth organization” by the Bulgarian Red Cross Youth, through preserving positive development tendencies and strengthening its role as a youth organization, which promotes and affiliates children and young people to humanitarian values and principles and which provides contemporary and sustainable activities and services for reducing vulnerability in the European Union membership.**

### **OBJECTIVES:**

1. Strengthening organization’s capacity through raising the organizational culture of the members, volunteers and experts of the BRCY and building optimal structures at club level.
2. Supplementing the general awareness training with specialised modules, presenting the humanitarian values and fundamental principles of the Red Cross/Red Crescent Movement and the International Humanitarian law to the children and the young people.
3. Decentralization, improving quality and increasing the scope of First Aid training (First Aid, First Psychological Aid and Psychosocial Support) among young people and stimulating practical implementation of acquired knowledge in different forms of youth activities, including in the Youth Emergency Teams.
4. Increasing of activities, corresponding to the social problems of young people (striving against aggression and violence, discrimination, stigma and others), and these, related to promotion and affiliation to humanitarian values and principles (including solidarity between generations) and personal participation in the “Our world. Your move.” national programme.
5. Enhancing activities in the field of health education and healthy life-style, as well as prevention of risk factors (tackling HIV/AIDS, addictions, human trafficking, violence, gravest forms of child labour, etc.).
6. Development of international cooperation and partnership relations with other youth organizations with the view of activating exchange and promotion of cultural diversity.

## **GOAL 10**

**Change in quality and improvement of information and communication processes in the organization and active partnership with key players of the country, proactive work with the government, local authorities, non-governmental organizations, media, corporate sector and the vulnerable groups in order to make the communities engaged to humanitarian causes, advocacy and lobbying in favor of vulnerable, promotion of healthy lifestyles and prevention of negative social processes.**

### **OBJECTIVES:**

1. Modern marketing approaches in order to establish common respect for the interests and priorities of the stakeholders with special focus on individual impact.
2. Public awareness and sensitivity rising in favour of the vulnerable for compassion, formation and motivation of voluntary and humanitarian attitudes.
3. Enlarging the fundraising activity on the basis of close and effective connection with the BRC humanitarian causes and activities.

4. Wider promotion of values and activities of the organization and its contribution to strengthening community resilience (ability to adapt and cope with new challenges) and promotion of the Bulgarian Red Cross as a modern European organization.
5. Advocacy and lobbying in order to improve the quality of life of vulnerable and to protect their dignity by using modern communication technologies and social networks for influencing decision makers and for building public support for humanitarian causes.
6. Expanding the information campaign on the use of the “Red Cross” emblem as a form of strengthening the image of the organization.
7. Ensuring appropriate media coverage and direct involvement of partners in the implementation of activities, campaigns and projects as the guarantee for transparency and accountability.

#### **GOAL 11**

**Building strategic partnerships, participation in alliances, bilateral and multilateral relations and enhancing the role of the BRC as a valuable and sought international partner with high efficiency in providing assistance at home and abroad in order to reduce vulnerability in the modern globalized world.**

#### **OBJECTIVES:**

1. Improving the coordination and partnership with all the components of the Red Cross/Red Crescent Movement and the cooperation with other National Societies to exchange experience, best practices, to conduct common activities and programs and to participate in decision making process at international level.
2. Enhancing cooperation and building up strategic alliances with Red Cross and Red Crescent National Societies from EU Member States, Eastern Europe, the Balkans and others.
3. Active public promotion, including at global and European level, of civil participation, involvement and solidarity and effective cooperation with the Bulgarian government, in order to support people in need in regions of conflicts, disasters and crises.
4. Exchange of best practices, ideas and know-how in key areas between BRC and other National Societies and organizations, international networks, etc.
5. Attracting foreign expertise on BRC projects, which concern international processes and active participation in networks for action at European and global level.
6. Conducting humanitarian diplomacy in order to underline the auxiliary role of the National Society and coordination and partnership with State institutions, international and non-governmental organizations, corporate sector, diplomatic representations and other partners in the country and abroad.
7. Advocacy and humanitarian diplomacy by systematic and proactive consultation with State authorities and with key partners with the view of changing policies, participation in decision-making process and for resource mobilization in support of the Bulgarian population and of other National Societies.
8. Intensification of International Humanitarian law dissemination activities among different public groups for their understanding, respecting and incorporation in drafting legislative documents.
9. Providing timely and efficient support in restoring family links.

#### **GOAL 12**

**Strengthening of the financial capacity and stability of the Bulgarian Red Cross and increasing the possibilities for reinvestment of the financial revenues in the**

**humanitarian activities of the organization and in its development in line with the expectations of the society.**

**OBJECTIVES:**

1. Generating of permanent and stable financial resources through own economic activities, projects funding and resource mobilization from State, local and corporate sources for the operation of the organization.
2. Conducting of policy for decentralization and directing the financial flows predominantly towards BRC branches and towards BRC priority activities as well as strengthening effectiveness and transparency in decision making and in the realization of resources.
3. Maintaining and updating of the BRC strategic financial reserve for emergency disaster response and for assistance of different vulnerable groups.
4. Establishing and enhancing relations with State authorities and institutions in order to secure additional preferences for the humanitarian activities of the organization.
5. Increasing the BRC property management effectiveness.

**GOAL 13**

**Optimizing of the logistics capacity for providing humanitarian relief to the most vulnerable.**

**OBJECTIVES:**

1. Increasing the humanitarian relief capacity through securing reserve for emergency humanitarian operations.
2. Exercising effective management of the logistics capacity of the BRC.
3. Systematic renovation of the vehicles of the organization.

**GOAL 14**

**Ensuring legality of the activities and the structures of the BRC and securing reliable normative base.**

**OBJECTIVES:**

1. Enhancing the effective participation in the process of legal drafting, relating to BRC on national and international level.
2. Ensuring adequate legal support to the structures and activities of the BRC.
3. Establishing and systematic updating of a database of legal documents, concerning the status of the BRC real estate titles, contracts and legal procedures of the organization and files of legal bodies, founded by the BRC.

**GOAL 15**

**Strengthening the effectiveness and the scope of the internal audit and of the financial control of the organization.**

**OBJECTIVES:**

1. Improving the control environment by establishing adequate and effective systems of management and control (preventive, current and retrospective) of activities and ensuring a reliable and comprehensive financial and operational information.
2. Identifying of the risks in the organization and establishing an efficient system for their minimization.

**EXPECTED RESULTS**  
**FROM THE IMPLEMENTATION OF STRATEGY 2020 OF THE BULGARIAN RED**  
**CROSS IN RELATION TO THE STAKEHOLDERS**

- **For beneficiaries**

- *More effective activities and assistance before, during, and after disasters, accidents and catastrophes/crises with the view of achieving reduced death rate, losses, and damages;*
- *Provided timely First Aid, First Psychological Aid, psycho-social and specialized emotional support;*
- *Ensured better access to assist the vulnerable, prevention of factors, causing vulnerability, stronger social and State support (resources) for the vulnerable;*
- *Increased knowledge and skills, and positive change in attitudes;*
- *Introduced better quality, more efficient, and of greater scope and variety forms of training, support, and services;*
- *Improved health awareness and health status on individual and community scale;*
- *Improved quality of life for the vulnerable groups;*
- *Increased capacity and social involvement for the vulnerable.*

- **For civil society**

- *A more humane society with more security, respect, and support to people's life and dignity, with less violence and alienation;*
- *Increased responsibilities, solidarity and tolerance of people and society at national and community level;*
- *The voluntary service to be confirmed as a national value, and individuals and communities to enjoy increased State and public support for their voluntary activity as an expression of a civil stand;*
- *More involved young people for support of humanitarian causes;*
- *Stronger youth leadership and participation for solving community humanitarian challenges;*
- *Strengthened civil sector;*
- *Better understanding and support for the BRC activities.*

- **For State and local authorities**

- *Increased national and local capacity for coping with disasters;*
- *Supported activities and implemented partnerships in areas where the State has limited capacity; supported national and local social and health policy;*
- *Widened access to international cooperation through BRC (more involved partners; increased participation in partnership networks; applying European standards in the humanitarian sphere;*
- *Increased opportunities for the authorities for public support and for developing and applying European standards in the social and health services.*

- **For BRC**

- *Established status of BRC as a significant partner to the state in case of disasters, accidents, and catastrophes, and in solving important social and health problems;*

- *BRC possessing the characteristics of a “well-functioning National Society”, with a leading role in the country’s humanitarian sphere and a dignified position in the world and European Red Cross community;*
  - *Established capacity and mechanism for timely, efficient, and effective support to the vulnerable, for providing activities and services, and for preventing negative social factors;*
  - *Developed system of criteria and standards for objective determining and assessing the compliance of the development of the organization with the changes in the external environment and the necessity for correction actions.*
- **For partners in the country and abroad**
    - *Organization, which is working efficiently in areas of mutual interest with contribution to exchange of resources, innovation, and expertise in the common activity.*

### **EXPECTED RESULTS – CRITERIA AND RESULTS FOR ACHIEVING STRATEGIC AIMS TILL 2020**

- *Provided efficient service of quality, corresponding to European standards in the framework of the commitments and resource capacity of the BRC (rate of programmes applying European standards for activities and services) – 85% of the programmes.*
- *Increased numbers of programmes, explicitly directed at achieving results, which correspond to the aims of the Strategy – 90% of the achieved results contribute to achieving aims.*
- *Increased number of beneficiaries (comparison of the number the vulnerable people actually assisted by BRC with the one from the previous year).*
- *Maintained high satisfaction rate of beneficiaries (rate of expressed beneficiaries’ satisfaction with the provided training, support, and services) – 95%*
- *Maintained sustainability of the main part of the programmes and activities (rate of programmes with long-term validity of their benefice) – 60%*
- *Introduced quality standards of the status and activity of regional organisations as “well-functioning structures” (elaborated and achieved quality standards of development of regional organisations on the basis of a serious vulnerability analysis and capacity assessment, monitoring and evaluation of the achieved results; introduced modern volunteer management and a system for feedback between stakeholders, etc.) in 95% of regional organisations.*
- *Maintained number of members and volunteers with increased rate of young people and active-age people (comparing current year with the previous one).*
- *Voluntaries satisfied with their work in the organization (expressed satisfaction and continued activity in the organization) – 90%*
- *Mobilized humanitarian support in communities for reducing vulnerability and increasing attracted resources from public campaigns and from the corporative sector (comparison of financial expression for the current year to the previous one) – average increase rate by 10%.*
- *Sustainable increase rate of the organizational financial resource – by 3% (quantity of actually accumulated financial resource of the current year to the previous one).*

- *Increased number of partnership agreements at international, national, and local scale, connected with cooperation of resources and responsibilities and which are initiate long-term partnerships of mutual interest (comparing the number of partnership agreements with dimensioned characteristics for the current year with the previous one).*
- *Effective advocacy and lobbying for underprivileged individuals aiming at social and legislative changes (influenced policies and strategies in priority activities areas).*
- *Increased number of the trained in First Aid, First Psychological Aid, and implemented skills for coping in extreme situations by work in various voluntary teams.*

## **POSSIBLE CHALLENGES AND RISKS**

- *Large-scale natural disasters, accidents, and catastrophes (crises) with a great number of casualties, changes in the infrastructure and the lifestyle in the communities;*
- *Progressing financial, economical and social crisis in Bulgaria with increasing differences of the quality of life between the big and the small towns and villages and increased number of the vulnerable and reduced capacity of the State and the corporate sector to support the vulnerable groups.*
- *Serious challenges and lack of adequate reforms in the economy, social sphere and in the public health services.*
- *Lack of political stability and continuity in the State governance, which create unfavourable legislative, economic, and social conditions for the organization activity.*
- *Lack of interest and understanding and reduced support on behalf of the government, local authorities, and the other communities, including reduced or ceased subsidising on behalf of the State, withdrawn preferences and tax concessions.*
- *Strong internal and external migration processes.*
- *Inadequate reaction and lack of active stand of BRC in the dynamically changing environment, without noticeable influence on the condition of the vulnerable groups (social inequality and marginalization, aggression, the state of children at risk and the elderly, disasters, discrimination, trafficking, dependencies, lack of respect for human rights, etc), resulting in insufficient commitment and support on behalf of the State and the society, in the circumstances of increased competition in the nongovernmental sector in our country.*
- *Perception of BRC by part of society and the traditional donors as an organization with enough recourse available and not needing support.*
- *Lack of motivation in the mass media to cover the humanitarian activity of BRC.*
- *Insufficient State normative basis, including lack of standards and criteria for providing different types of social services; lack of Volunteer Service Act which slows down the streamlining the Bulgarian social model and bringing it in compliance with the European legislation, policies and practices.*
- *Abolishment of created normative opportunities for income generating activities including First Aid training of future drivers, etc.*
- *Lack of adequate changes and development of the organization itself with regards to governance, management and controlling bodies, members, and volunteers, as well as to procedures and systems.*

## EVALUATION OF THE STRATEGY 2020 OF THE BULGARIAN RED CROSS

By means of the BRC Strategy 2020, in the dynamically changing conditions of the second decade of the 21<sup>st</sup> century (in the framework of the mandates of the highest governing bodies such as 64<sup>th</sup>, 65<sup>th</sup> and 66<sup>th</sup> General Assemblies), is created a unified and coordinating system for the implementation of the Organisation's humanitarian mandate and its anticipatory development, as well as for evaluation and measuring of the progress concerning the strategic aims and specific objectives in the current activities` directions and the degree of corresponding to the requirements of "a well-functioning national society". During the 64<sup>th</sup> General Assembly Regular Session for 2010, in the framework of the BRC Strategy 2020, a Plan of Action will be adopted with relevant for the various stages steps for implementing the set aims and goals and time indicators, which will give the practical opportunity periodically to assess whether strategy 2020 is successfully implemented and whether the expected result are achieved. In this regard, every year the supreme body, the respective General Assembly will make stage evaluation of the strategy implementation up till the respective year and will adopt a plan for the implementation of the activities for a year period as a step towards achieving the final goals of the decade. It is foreseen that, besides the General Assembly the evaluations of the BRC Strategy 2020 in the different directions will be conducted also by internal and external experts of the organisation which will supplement and make more objective the achieved results in the framework of the different stages. If any corrections of the activities are needed, they will be reflected in the annual working plans of the Organisation and its structures. In the middle of the 10-year strategic period, namely in 2015 a mid-term analysis will be done, and if necessary – a review of the strategic aims, goals, objectives, expected results and the respective approaches and enabling actions. In this respect if needed the implementation schedule will be brought up to date too.

At national level, the responsibility for the implementation of the BRC Strategy 2200 belongs to the top governing bodies such as the respective General Assembly, the National Council, and the Director General of BRC, and for fields of activity – to the directors of the respective structural units of the Secretariat. At regional level the responsibility belongs to the top governing bodies such as the Regional, respectively the Sofia City, General Assemblies and to the regional, respectively the Sofia City Councils, the director of the regional Secretariat, and for the fields of activity – to respective staff members. The controlling bodies of the respective level should be directly involved with control functions concerning the achievement of the goals and the expected results as well as the effective lawful spending of resources. With similar functions, in addition to the public control bodies, the internal audit bodies and financial control will be engaged as well. In addition the BRC Ethics commission will look after the implementation of the ethical requirements and standards of behaviour of the BRC bodies and personnel. Nevertheless the most important part of the activities of the of BRC Strategy 2020 implementation will be carried out by thousands of volunteers, members, and supporters of the Organisation, by the branches and the regional structures, by the Red Cross youth, by the Organisation's veterans, who form a big humanitarian community, which implements activities and services on every day basis and who objectively are present in the life of vulnerable people and of whole Bulgarian society. In this respect we truly hope that BRC Strategy 2020 will inspire and engage them in such a way that everybody will give their personal input for accomplishing the activities and achieving the goals of the Organisation and we are sure that we shall receive the objective and impartial appraisal of the Bulgarian society and of its most vulnerable people in favour of which we are called to work for.