



Црвен крст на Република Северна Македонија
Red Cross of the Republic of North Macedonia



**Action Plan for implementation of
the Development Framework
of the Red Cross of the
Republic of North Macedonia**

„TRANSFORMATION-28”



Action Plan for implementation of the Development Framework of the Red Cross of the Republic of North Macedonia „Transformation-28

The action plan represents a methodological framework for monitoring and evaluation of the achieved progress in the implementation of changes within the “Transformation-28” process. This document will serve as a basis for annual planning of activities for the realization of the five-year development framework of the national society. In this plan we incorporate activities, time frame for implementation and expected results for each of the transformation processes of the national society. The planned activities are in close correlation with the annual planning and operational plans within the programs of the national society.

The short-term and long-term activities that will arise within the framework of the transformations process primarily aim to build a more effective and functional structural and organizational setup of the national society that would enable more successful coping with the challenges and efficient implementation of the operational programmes of the national society.

Transformations are always a challenge, but we hope that they will allow us to keep up with the trends in our environment, vigilantly following the current needs of the beneficiaries of the Red Cross services, but also of some new categories of citizens who need support that has not traditionally been supported by the Red Cross. Along the way, we will align the changes with our development priorities in an effort to be innovative, but also traditional in part of our work that has always been recognizable within the mandate of the Red Cross.

The upcoming transformations are conceived as a participatory process that will be implemented together with our partners and collaborators, but above all with the commitment and contribution of our entire management and governance, our volunteers and staff. Our expectation is that through this process of change we will be able to strengthen existing partnerships and establish new ones so we can successfully meet the local needs in the local communities we serve.

We would like to invite all our volunteers, members, employees and partners to join our transformational journey that will open new vistas for the realization of our ambitions and show us new opportunities to be a more efficient and responsible organization that unites in the spirit of solidarity and humanity in the interest of the vulnerable categories of population that we serve. Be with us, on this path full of challenges, where changes will be a means of success and where the only measure will be our results, a saved life, a smiling face.

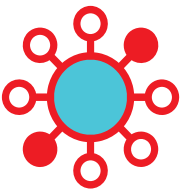



PhD. Sait Saiti
Secretary General



Prof. Romel Velev, PhD.
President

Action Plan for implementation of the Development Framework of the Red Cross of the Republic of North Macedonia „Transformation-28

No.	Transformation	Activity	Period of implementation					Expected results
			2024	2025	2026	2027	2028	
1.	Transformation of the governing and management model of the Red Cross of the Republic of North Macedonia 	Reforms in the election procedure						Established model for election of governing structures
		Involvement of the governing structure in monitoring the performance						Integrated governing structure in monitoring the performance of the RCB's / CRCS / RCRNM
		Establishment of advisory bodies from the corporate sector and university professors						Established bodies for complying the work of the NS with policies and interests of companies and experts, and exchange of good practices
		Promotion of operating processes						Established efficient governing model on national and local level


No.	Transformation	Activity	Period of implementation					Expected results
			2024	2025	2026	2027	2028	
2.	Building partnerships to respond to humanitarian challenges 	Unified approach in building partnerships with local self-government units and state institutions						Increased number of active partnerships and supported initiatives by local self-government units and state institutions
		Module on building international cooperation with Red Cross / Red Crescent Societies						Structured and efficient partnership cooperation with other national societies
		Active participation and support in the work of the components of the Red Cross / Red Crescent Movement						Strengthened partnerships and cooperation with the components of the Movement Increased access to funds within the Movement
		Promotion of social responsibility and involvement in the humanitarian actions of the corporate sector						Increased number of initiatives supported by the corporate sector

No.	Transformation	Activity	Period of implementation					Expected results
			2024	2025	2026	2027	2028	
3.	Introduction of a new model for organizing our work at local level	Assessment and defining capacities and possibilities of each local Red Cross organization, Promoting personalized / individual development of RCB's						Determined conditions, capacities and opportunities of RCB's
		Designing a model of local organizing and structural set-up						Created efficient model for local organizing
		Promoting personalized / individual development of RCB's						Strengthened capacities of RCB's for sustainable operation
		Exchange of positive experiences and lessons learned among local Red Cross organizations						Improved efficiency and effectiveness in operations
		Preparation of a normative framework						Established model for local organizing



No.	Transformation	Activity	Period of implementation					Expected results
			2024	2025	2026	2027	2028	
4.	Model for mobilizing membership in the Red Cross of RNM	Establishing forms for establishment of grassroots organizations for mobilizing new members						Increased number of grassroots organizations and membership in RCB's Mobilized additional funds for RCB's work
		Establishing cooperation with various stakeholders and organizations for securing new members						Promoted partnership cooperation Increased number of members Mobilized human and financial resources Improved image in the country
		Promoting modalities for recognition, appreciation and capacity building of members						Increased number of members as a result of recognition efforts for members
		Preparation and introduction of a new membership software solution						Systematized database of members in the Red Cross of RNM Improved access to information for members
		Introducing a systematized approach for contacting and informing the membership						Timely informing the membership about Red Cross Activities of RSM Mobilized new members in RCB's



No.	Transformation	Activity	Period of implementation					Expected results
			2024	2025	2026	2027	2028	
5.	Model for inspiring and mobilizing volunteers	Establishing creative and innovative forms for mobilizing young volunteers						Increased number of young volunteers in the RCB's
		Establishment of communication means and infrastructure for the inclusion of volunteers from minority groups, women and persons with disabilities						Improved access to Red Cross volunteering for minority groups, women and people with disabilities
		Activities for mobilizing volunteers among the older population						Increased number of older volunteers who bring experience and professional support
		Establishing a networked, decentralized and self-managed model of volunteering						Improved creativity of volunteers and enabled effective involvement of volunteers in the Red Cross network
		Introducing a unified approach in the behavior and actions of volunteers and staff towards beneficiaries of Red Cross services						Provided unified and mutual support
		Reducing barriers for volunteering						Improved access to volunteering in the Red Cross of RNM
		Improving the safety and protection of volunteers						Established forms and solutions for improving the safety and protection of volunteers
		Introducing modalities that will enable digital volunteering, corporate volunteering, and volunteering through online campaigns						Enabled modalities for greater involvement of people to volunteer in the Red Cross
		Improvement of a system for recruiting, retention, and motivating of volunteers						Increased number of volunteers Increased motivation and contribution of volunteers
	Raising public awareness on the importance of volunteering in the country						Shared feedback on the contribution and significance of volunteers in the country	

No.	Transformation	Activity	Period of implementation					Expected results
			2024	2025	2026	2027	2028	
6.	New trends in the youth operation	Reforms in the organizational set-up of the Red Cross youth						Established effective network of youth organization in the national society
		Introduction of youth programs						Created and implemented at least five youth programs
		Establishment of Youth Sector in the Red Cross of RNM						Strengthened human resources and organizational and financial capacities of the Head Office in relation to youth work.
		Staffing of Youth Clubs through engagement of local youth coordinators						Advanced system of local youth work through engagement of 30 youth coordinators
		Creating programs for recruiting students						Increased number of young people from among the student population Increased volume of services for different target groups
		Financial strengthening of youth clubs						Created a system of effective financial operations in youth clubs



No.	Transformation	Activity	Period of implementation					Expected results
			2024	2025	2026	2027	2028	
7.	Services for assistance and care of socially vulnerable categories of population	Creation of tools for promotion of Red Cross services of RNM						Improved access to information for citizens who need Red Cross services
		Creation of a new program for the introduction of the home care and assistance for training of family members						Introduced new service for home care and assistance for family members

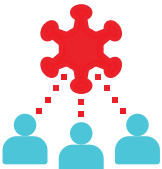



No.	Transformation	Activity	Period of implementation					Expected results
			2024	2025	2026	2027	2028	
8.	Social inclusion and promotion of equal opportunities at the labor market	Development of new special training programmes for care of vulnerable categories of population						Improved competitiveness in the labor market for long-term unemployed persons
		Development of new special training programmes for provision of assistance to vulnerable categories of population						Improved competitiveness in the labor market for long-term unemployed persons
		Implementation of RCRNM verification process in RCB's to implement the new special care and assistance programs						Verified RCRNM to implement special care and assistance programs





No.	Transformation	Activity	Period of implementation					Expected results
			2024	2025	2026	2027	2028	
9.	Development of economic activities for social purposes	Preparation of a Strategic Plan for development of social entrepreneurship						Determined development directions of the national society for introduction and development of economic activities for social purposes
		Prepared training program for social entrepreneurship						Developed capacities of NS for establishment of economic activities for social purposes
		Established economic activities for social purposes						Ensured sustainability and development of various types of services of the national society





No.	Transformation	Activity	Period of implementation					Expected results
			2024	2025	2026	2027	2028	
10.	Coping with health challenges during epidemics and pandemics 	Preparation of a strategy for working with communities in times of epidemics and pandemics						Determined development directions for taking action in communities in times of epidemics and pandemics
		Organizing trainings for specialized teams at national and local level for prevention, response and recovery from pandemics and epidemics						Trained specialized teams at the local and national level for prevention, response and recovery from pandemics and epidemics
		Providing professional and logistical support to health institutions and authorities in dealing with epidemics/pandemics						Provided contribution for better preparedness and response with human resources and logistical support for health institutions and authorities in dealing with epidemics/pandemics

No.	Transformation	Activity	Period of implementation					Expected results
			2024	2025	2026	2027	2028	
11.	Reduction of consequences caused by climate change 	Establishing a reference center for climate change						Adopted policies and programmes to deal with climate change
		Advocacy and participation in joint research activities with relevant stakeholders for a more efficient response in dealing with climate change						Provided guidance and resources for practical measures that will contribute to a more efficient response in dealing with climate change
		Identifying risks and vulnerabilities through educations for the vulnerable population to deal with climate change						Ensured better access for the vulnerable population to information on adaptation to climate change

No.	Transformation	Activity	Period of implementation					Expected results
			2024	2025	2026	2027	2028	
12.	The Red Cross as a reference and competent organization for provision of first aid 	Establishment of an Expert Center for First Aid						Improved quality and range of specialized first aid trainings Prepared policies, programs, teaching contents, literature
		Introduction of a program for the training and work of paramedics						Provided paramedics to strengthen mobile teams of the Red Cross of RNM
		Integration of first aid into the educational process in kindergartens, primary and secondary schools						Raised awareness and improved knowledge among the young population for correct and timely provision of first aid

No.	Transformation	Activity	Period of implementation					Expected results
			2024	2025	2026	2027	2028	
13.	Promotion of mental health 	Development of a training program for delivery of psychological counseling to citizens Introduction of economic services for psychological assistance						Established training program for delivery of psychological support to citizens Ensured sustainability of the activities of the Center for mental health and psycho-social support
		Prepared programmes - a package of trainings for institutions, organizations for psychological assistance						Established programmes for institutions and organizations to strengthen resilience and for protection against various mental health conditions

No.	Transformation	Activity	Period of implementation					Expected results
			2024	2025	2026	2027	2028	
14.	New concept for motivation of voluntary non-remunerated blood donation 	Promotion of motivational aspects in blood donation						Established motivational framework for voluntary blood donation
		Promotion of new forms of peer education in the educational institutions						Increased number of young blood donors
		Promotion of human aspects about the importance of blood donation as one of the basic values of the act of blood donation						Accepted humanitarian norms as a basis for blood donation
		Integration of new digital applications and software solutions for blood donation						Improved data base and management of blood donors


No.	Transformation	Activity	Period of implementation					Expected results
			2024	2025	2026	2027	2028	
15.	Coping with the growing challenges in the area of disaster preparedness and response 	Redefining the role and responsibilities of the Red Cross in the field of crisis management in the country						Contribution to the preparation of a normative framework where the comparative advantages, competencies and capacities of the Red Cross will ensure greater functionality of the overall crisis management system
		Restructuring the disaster preparedness and response program						Improved operational and logistical capacities of the NS to ensure an efficient and systematized response to disasters and crisis situations
		Specifying the type and scope of services that RCRNM offers to local and state authorities for disaster preparedness, response and (early) recovery						Defined role and type and scope of services of RCRNM within the crisis management system of the state
		Building capacities for organizing, collecting and distributing humanitarian aid in the country						Provided a comprehensive infrastructure, material and human resources for managing humanitarian aid in the country


No.	Transformation	Activity	Period of implementation					Expected results
			2024	2025	2026	2027	2028	
15.	Coping with the growing challenges in the area of disaster preparedness and response	Building an institutionalized system for collecting, organizing and sending humanitarian aid during disasters in other countries						The Red Cross of RNM recognized as a leading organization in the country for providing humanitarian support
		Building capacity to respond to disasters and crisis situations through the formation and training of joint teams with local governments and other local stakeholders						Local disaster response capacities in place and timely and immediate support provided
		Establishing a training program for specialized disaster risk reduction and response teams within the RCRNM Disaster Preparedness and Response Center						Strengthened capacities of the national society for risk reduction and disaster response Promoted and established national first aid team Established services for providing first aid and psychosocial support





No.	Transformation	Activity	Period of implementation					Expected results
			2024	2025	2026	2027	2028	
16.	Establishment of professional water safety service	Development of rulebooks for the operation of a water safety system						Transformed centers for water safety
		Advocacy activities for the preparation of a normative framework in the state for the transformation of Water Safety Centers into rescue services						Increased efficiency and sustainable operation through an established professional rescue service
		Redefining open and closed water training modules						Developed new methodology for the training of lifeguards for open and closed waters
		Development of a water safety training model for educational institutions						Developed and promoted water safety education model for the educational system
		Development and implementation of cross-border projects for establishing network of water rescue services						Fast and efficient rescue actions, cross-border operation of rescue services




No.	Transformation	Activity	Period of implementation					Expected results
			2024	2025	2026	2027	2028	
17.	Promotion of a model for mountain rescue and safety 	Initiation of procedure for passing a Law on Mountain Rescue						Adopted law that regulates mountain rescue services. Defined place and role of the Red Cross.
		Defining the status of existing RCRNM rescue stations						Prepared analysis and proposal for further functioning of the rescue stations
		Development of a mountain safety education model and its implementation						Raised public awareness about safe movement in the mountains

No.	Transformation	Activity	Period of implementation					Expected results
			2024	2025	2026	2027	2028	
18.	Green organization 	Integration of systems that enable the use of renewable energy						Reduced pollution of the environment
		Reducing the use of raw materials by promoting digitization and recycling						Reorganized archival and administrative work with an emphasis on reduced use of paper
		Promoting activities for environmental protection						Raised awareness on protection of the environment


No.	Transformation	Activity	Period of implementation					Expected results
			2024	2025	2026	2027	2028	
19.	Financing and financial sustainability 	Strengthening the capacities of the governing structure (GB, Financial Commission and Internal Control Commission) for monitoring financial operations						Improved financial management in the national society Cost-effective and responsible financial operation
		Digitization of financial operations in the national society						Efficient and effective financial management


No.	Transformation	Activity	Period of implementation					Expected results
			2024	2025	2026	2027	2028	
20.	A systemic approach in the promotion of the international humanitarian law 	Building institutional partnerships						Improved reference role of NS in the processes of affirmation of IHL in RNM
		Establishment of a legal clinic for IHL						Created platform that will represent a combination of scientific expertise in the field of law, security and military sciences
		Strengthening human resource capacities						Ensuring well-trained staff to build a strong IHL program
		Promotion of the work of the National Committee on IHL						Strengthened governmental body that works to improve the performance in the area of IHL in RNM
		Introduction of innovative approaches in dissemination and promotion of IHL						Created approaches that will offer appropriate knowledge skills in the field of IHL for different target groups

Бр.	Трансформација	Активност	Период на имплементација по години					Очекувани резултати
			2024	2025	2026	2027	2028	
21.	Promotion of human values 	Creation of modules for the promotion of human values for different target groups						Created modules within the system for the promotion of human values according to the needs of the community
		Introduction of digital solutions for promotion						Created mechanisms for digital approaches in operations in the area of promotion of human values.
		Institutional recognition of RCRNM regarding the promotion of human values						Achieved institutional support in the implementation of programmes for promotion of human values

No.	Transformation	Activity	Period of implementation					Expected results
			2024	2025	2026	2027	2028	
22.	Planning, monitoring and evaluation as tools for successful development	Monitoring - several times a year, monitoring the progress of the implementation of programme activities and other annual obligations for RCB's/CRCS/RCRNM						Systematized collection of information that will give us key guidance and evidence in strategic planning about - which programs or processes are most acceptable and most effective
		Annual evaluation of the performance of RCB's/CRCS						Obtained findings and analysis with recommendations for development that will be used for short-term and long-term planning
		Defining minimum standards and criteria in the operation of RCB's/CRCS						Adopted minimum standards that will guide the planning and implementation of activities at the local level and aligning them with the current needs and opportunities for action at the local level
		Creation and establishment of software for integration of digital tools for monitoring and evaluation						Improved feedback system and increased possibilities and potentials for development and transformation
		Adoption of a model of well-functioning local branch						Adopted standardized approach for operation that will provide categorization of local organizations, redefinition and regionalization of activities for more appropriate, effective and adaptive programs and services
		Adoption of a planning model						Framework and norms for the business performance of our integral units with the aim of development, competitiveness and better monitoring and evaluation of the performance of management and governing structures at the local and national level
		Continuous review and improvement of performance monitoring tools						Established efficient ways of collecting data with the ultimate goal of improving the work of Red Cross branches
		New sector in the head office - integration of monitoring and evaluation with financial audit						Introduced standards and practices to build trust and responsibility and encourage greater efficiency and motivation in work



No.	Transformation	Activity	Period of implementation					Expected results
			2024	2025	2026	2027	2028	
23.	Humanitarian diplomacy 	Promotion of efficient partnerships in the implementation of activities to respond to the needs of vulnerable population Capacity building based on good practices, strategies and knowledge						Established partnerships with key stakeholders Implemented activities to provide an efficient response to the needs of a vulnerable population
		Establishment of expert working groups, organization of round tables, forums and preparation of appropriate information material						Established bodies Organized special events Produced published material
		Capacity building based on good practices, strategies and knowledge						Improved capacities of the organization

No.	Transformation	Activity	Period of implementation					Expected results
			2024	2025	2026	2027	2028	
24.	Response to humanitarian challenges related to migrations 	Establishment of a programme frame on migrations						Established functional structure for working with migrants at the RCRNM Head Office
		Promotion of protection of vulnerable groups, women, children, persons with special needs and asylum seekers						Improved security and safety of vulnerable target groups
		Activities for information, advocacy and social inclusion of migrants in RNM						Improved access to services and protection of migrants' rights



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