



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

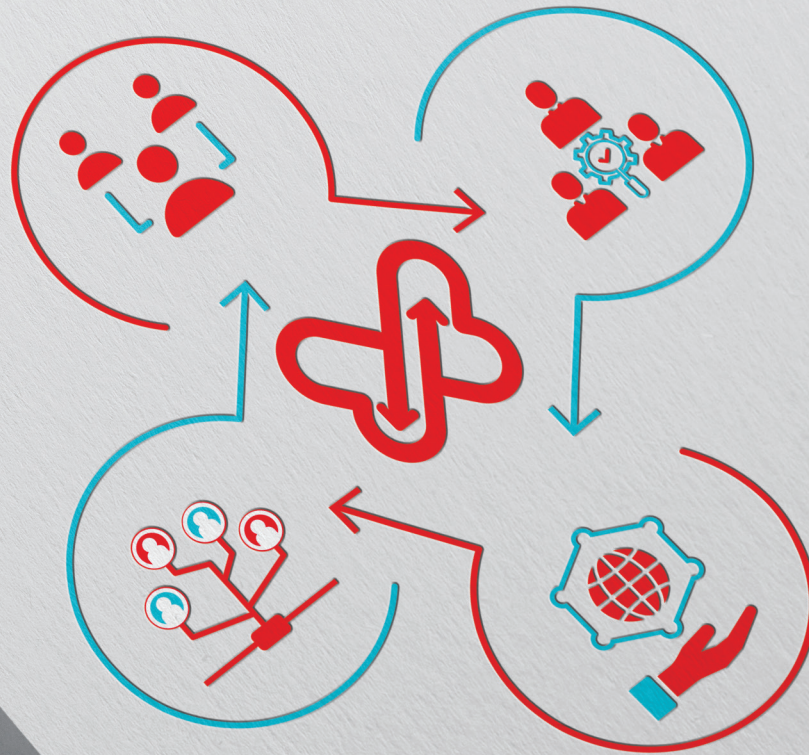


**Development Framework of the
Red Cross of the Republic of
North Macedonia**

„TRANSFORMATION – 28”



The logo with butterfly and arrows is a powerful symbol that represents the process of **Transformation of the Red Cross**. The butterfly with spread wings features the transformation process, while the arrows feature the directions and the impulse of the planned results.

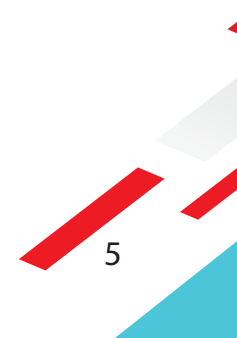


Both, symbolize the transformation journey of the Red Cross to accomplish the planned results. This logo is not only visual representation of the mission of the Red Cross, but its also serves as a reminder of **the resilience and strength of the human spirit.**

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I. Our transformation journey



For a large part of the population in the Republic of North Macedonia, but also in the global framework, the economic situation and challenges resulting from climate change, disasters and health and social challenges are constantly becoming more complex and affect the overall social flows and people's well-being. In the period ahead, major changes are expected in the way we live as a result of the crises and vulnerabilities of the population that we are likely to face.

In order to respond to these various challenges, the Red Cross of RNM is starting a process of transformations called Transformation-28 to initiate new innovative and positive processes and systems in our organization to be able to better cope with modern challenges and achieve measurable improvements in efficiency, effectiveness and, of course, in meeting the needs of our beneficiaries. Transformation-28 represents our bold ambition that goes beyond incremental change – it's an opportunity to rethink our business and operating models to deliver added value. It also implies making strategic decisions that will affect how we will develop, how we will function and what kinds of improvements we can expect in our performance.

The transformations we initiate are not a single event. It is a journey designed to achieve the desired impact on two levels – individual and organizational. We want to review our performance, to see how to compete more effectively in different fields, how to become a more agile organization. The transformational journey should simply help us see how to change and adapt our agenda to respond to the continuing dynamics in the external environment. We expect our transformational journey to help us see the spectrum of opportunities in defining performance standards a little differently than the traditional landscape we are surrounded by in our current operations. In order for these transformations to be successful, we will try to systematically assimilate the perceptions of the governance, management, staff and volunteers in order to integrate all the values and opinions of our organization. We expect that the changes in the next five years will provide us with a new concept of leadership and decision-making at the national and local level - where local communities will be the center of our changes.

We hope that the transformation process will result in our increased efficiency and better planning, so we can be more relevant in providing our services to the most vulnerable population in the country. In this process, which we see as a dynamic framework, we will actively involve various stakeholders, but above all the overall organization of the Red Cross at the national and local level, the overall managing and governing structure, our volunteers and the members of the Red Cross of RNM. Our expectations are that the process of transformations will allow us to upgrade our capacities through sustainable solutions for improved functionality and efficiency and a wider range of opportunities for meeting the most urgent needs and vulnerable situations, working in accordance with our fundamental principles, in a transparent and accountable manner.

We would like to invite all our volunteers, members, staff and partners to join our transformational journey that will open new horizons for achievement of our ambitions and will 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 indicator will be our results, a saved life, a smiling face.



PhD. Sait Saiti
Secretary General



Prof. Romel Velev, PhD.
President



About the Red Cross of the Republic of North Macedonia

Red Cross of the Republic of North Macedonia was founded on March 17, 1945 and recognized as a national Red Cross Society by the International Committee of the Red Cross on November 1, 1995, while on November 27, 1995 it became a full-fledged member of the International Federation of Red Cross and Red Crescent Societies.

Red Cross of RNM is the largest humanitarian organization in the Republic of North Macedonia and is part of 192 national member societies of the International Red Cross and Red Crescent Movement. In its 78 years of existence, it works on improving the lives of the vulnerable population by mobilizing the power of humanity. Red Cross of RNM, through 33 Red Cross branches and the City Red Cross of Skopje, works on prevention and mitigation of human suffering, protection of life and health, promotion of social well-being, ensuring respect and dignity of people, especially in case of emergency situations, promoting international humanitarian law and human values and encouraging voluntary work and constant preparedness to provide aid, solidarity support and humanity.

Red Cross of RNM acts, encourages and promotes humane values for ensuring a timely response to modern humanitarian challenges. With thousands of volunteers and members in its ranks, it acts as an auxiliary to the state authorities in creating a healthy and safe society, serving the citizens, above all the most vulnerable and those who need help. Red Cross of RNM, in accordance with the provisions of the Geneva Conventions, plays an important role in providing support and services for different target groups of the population in different spheres of work. Within its competences and activities, the Red Cross is particularly active in the field of preparedness and response during disasters and crisis situations and overcoming consequences of such situations and providing support to the affected communities.

In its efforts to respond to the needs of various target groups, the Red Cross of RNM collaborates with institutions and partner organizations for disease prevention, health improvement and mitigation of human suffering through its programs in the fields of education and health and social care for the benefit of communities. The National Society carries out emergency operations to provide humanitarian aid and other services to help victims of armed conflicts in accordance with the Geneva Conventions. It organizes activities to help victims of natural disasters and other emergencies. It promotes respect for international humanitarian law, the fundamental principles and ideals of the Movement and raises awareness on protection of the Red Cross and Red Crescent emblems.

The work of the national society is regulated by a special Law on the Red Cross of the Republic of Macedonia. The organization consists of 33 Red Cross branch organizations and the City Red Cross of Skopje. The activities of the national society are implemented with the support of about 200 employees and 4,000 active volunteers and 19,000 members on an annual basis.

In the past years, Red Cross of the Republic of North Macedonia has been constantly learning, upgrading and improving, which resulted with the highest recognition of the International Federation in 2015, which awarded the first certificate for a strong national society to the Red Cross of the Republic of Macedonia for fulfilling the standards and quality in work. In the same year, the Red Cross of RNM has been recognized with the "Charter of the Republic of Macedonia", on the occasion of 70th anniversary of its foundation, as an organization which implemented numerous humanitarian activities in various areas throughout the years, making a special contribution to providing assistance and support to the vulnerable population in the country and beyond and promotion of international humanitarian law and humane values.





Challenges in the social environment

In the next decade, many changes are expected in the way we live and in the types of crises and vulnerabilities we are likely to face. The new times represent a great challenge for the humanitarian sector. The world around us is changing in complex and interconnected ways that affect overall social trends, with increasing risks and challenges for the population. Even greater demographic transitions are expected, which may cause discord and incite social tensions. The migrations and the movement of the population that continuously occur can lead to significant changes in our social structure, and represent an additional burden on resources and social cohesion, which can result in isolation of many communities. Manufacturing and new technologies help us to be better connected and functional, but they also bring their own risks, including some we may not yet understand. Political and economic developments can also result in significant shifts and differences from traditional trends that can lead to unexpected social changes. But probably the biggest and most dramatic challenge ahead will be coping with climate change as a result of the degradation of the environment, the frequency of disasters and their impact on people's lives. All these climatic, economic, and social events are expected to lead to a potentially greater vulnerability of the population, which will require an increased engagement of the humanitarian sector to respond to contemporary challenges.

The number of humanitarian organizations in the world as well as in the Republic of North Macedonia is constantly increasing, the challenges are more and more different, and the vulnerability of the population is increasing, which results in greater expectations from the humanitarian sector. The civic sector and development non-governmental organizations are recognized as important stakeholders for ensuring social, health and economic and even political development. The humanitarian organizations (international/local/governmental/non-governmental) in RNM are involved in various activities for provision of alternative health care, development of communities, provision of social justice and education as well as provision of humanitarian support in crisis situations. To the greatest extent, these activities are short-term and focused on specific programs and projects with a limited period of time. In a social environment where a large number of civic associations work, there is more and more competition between these organizations for mobilizing funds and volunteers for the implementation of their humanitarian initiatives.

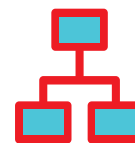
In such humanitarian and social environment, the Red Cross of RNM, as a socially responsible and largest humanitarian organization in the Republic of North Macedonia, in its change process called "Transformation-28" will make an attempt to respond to the complex situations that are expected in the next five-year period in order to ensure that what we do is relevant, focused on the people who need support the most.

We can no longer cling to the old ways of doing things. We must rise to the challenge of being fully accountable and transparent in the way we use our resources. To work together with communities and individuals so that they are part of our decisions about the support they need and how they get that support. We must take advantage of the opportunities arising from innovation and technology, and the benefits of working with our partners, to reach more people in new ways. We must inspire people to mobilize their kindness to support people in crisis. The people we work for must always be at the center of our work.

The process of transformations should allow us to highlight our comparative advantages, to address and improve aspects of our operations where there is still room for improvement, to make an attempt to eliminate shortcomings and align our upcoming priorities with the needs imposed by the modern environment and the needs and expectations of our beneficiaries and partners. The process of transformations should enable us to make substantial changes in the way of thinking and working at the national and local level, as a united organization that constantly strives to be better and more efficient in order to be able to respond to the challenges of our beneficiaries that fall within the scope of operation of the Red Cross. The transformational changes should result in an improved perception of the work of the Red Cross in the social environment, but above all in increased satisfaction of our beneficiaries with the provided services, and increased interest of partners for funding, support and joint work with the Red Cross.



Strategy 2030 of the Red Cross of RNM as a foundation for the process Transformation-28



In 2020, the Red Cross of RNM adopted the draft Strategy 2030 of the national society based on the strategic framework of the International Federation and the detected development needs of the organization for the next ten years. The new Strategy is in line with our humanitarian principles and values, based on the long and unique history of the Movement, with a commitment always to meet the priority needs of vulnerable target groups, dedicatedly, independently, impartially and through neutral action.

The strategy sets out directions for action in the next decade when many changes are expected in the way we live and the types of crises and vulnerabilities we are likely to face. Strategy 2030 also provides us with a new concept of leadership and decision-making at the local level - where local communities will be the center of our changes. The new Strategy should enable us to reach marginalized and isolated communities where others cannot. We need to do that through strengthened trust, in transparent and accountable manner before our communities, partners, competent authorities, and donors.

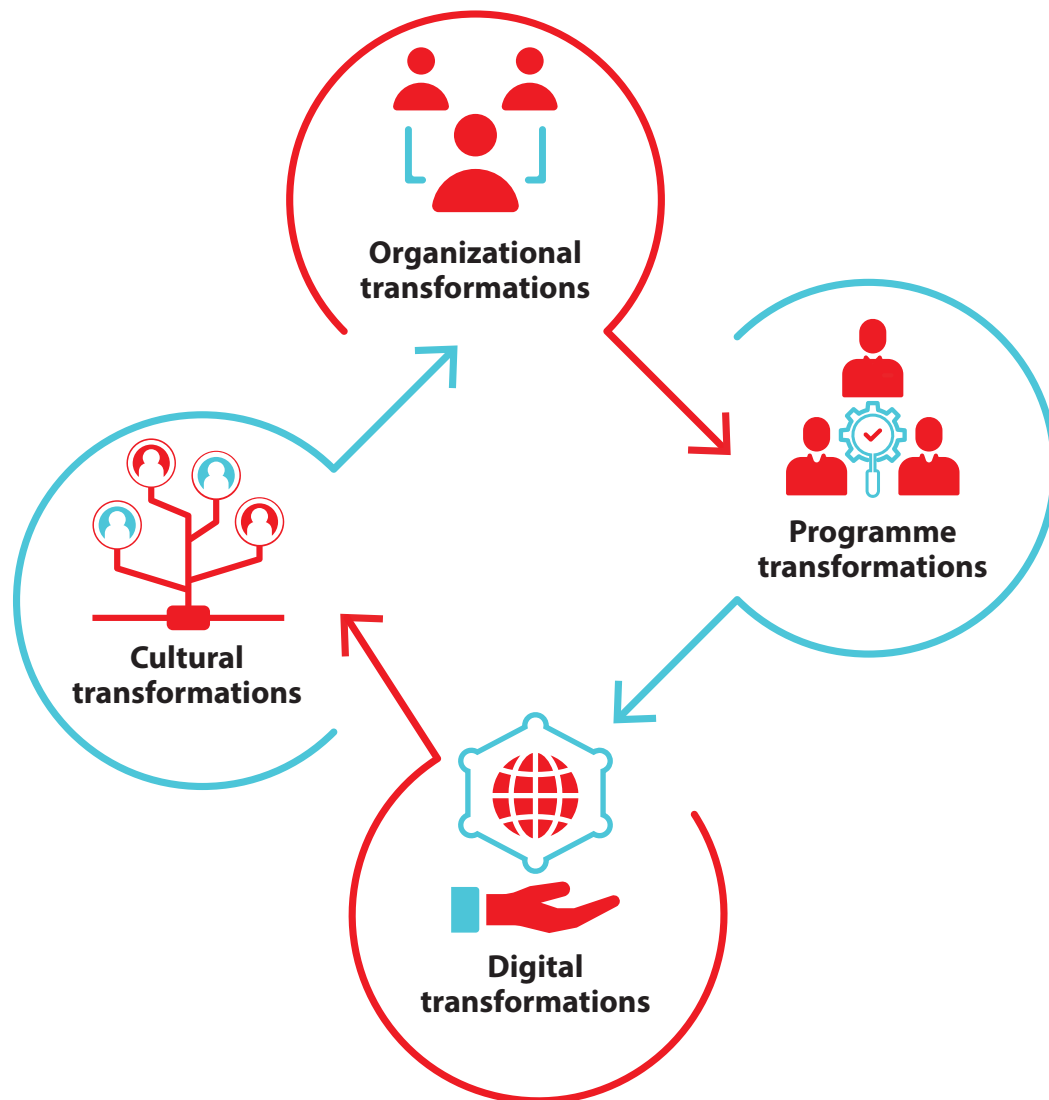
Strategy 2030 represents an excellent basis for the implementation of the change process that is presented in our document "Transformation-28" and is in line with the overall commitment of our national society to change in order to be a more successful and efficient actor that will respond to new challenges in the next decade.

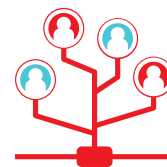
Our transformations represent a concrete realization of our strategic priorities, in order, as a modern organization, to follow trends, to introduce new practices, approaches and models that will enable us to be competitive in the humanitarian market and in our social environment.

We will strive to change, but at the same time we will rely on the achieved results throughout our history, but we will always be looking ahead in the future. We will try to anticipate and understand and keep pace with the changes in the world that surrounds us and we will constantly think about how to evolve to meet the changing needs of the target groups we serve.

The transformation process will be our evolution, not a revolution. Under the leadership of the governing board, the management will gradually plan and implement the changes to ensure that we can continue to support communities in the process of implementing our changes. We will ensure that the changes are based on an understanding of the current situation, future needs and the benefits that the changes will bring.

II. Types of transformations





Cultural transformations

The cultural transformation within the Transformations-28 process is interconnected with the overall changes planned to be implemented in the upcoming five-year period. With it, we want to make impact on the way of thinking of individuals and the organization to ensure more successful achievement of our collective goals. The organizational culture is defined by what people do in the organization and represents the sum of all the behaviors of our volunteers and staff and touches on issues related to mutual support and the existence of a unified approach to the way staff and volunteers behave in the organization and towards the beneficiaries.

Successful transformation requires full commitment from the management and governance of the entire organization. Leaders play an essential role in modeling and instilling the desired behavior that should prevail in the organization. In the process of change, our leaders will be the main promoters who will encourage cultural transformations in order our staff and volunteers to cultivate behaviors that will inspire harmony for long-term development. In order to determine how the majority in an organization perceives the current culture in the organization, we will use a variety of culturally transformative tools in the change process, such as surveys, focus groups, interviews, digital platforms, assessments and analyses. This process will continuously evolve to adapt the corporate culture according to the values of the organization and the work of our national society. We expect the process to increase satisfaction among staff and volunteers in order to ensure a more inclusive work environment where everyone contributes to building trust and responsibility, an incentive for greater motivation and productivity in work.

Cultural transformation will also contribute to building an environment where diversity will be promoted in the realization of shared goals. It is closely related and mandates the alignment of our policies, regulations, processes and behavior in order to reflect the values and perceptions of volunteers and staff, and the end result will be that everyone is familiar with everything we stand for as an organization, which is what makes us different from other organizations and how we will act in the social environment.

Cultural transformation will not mean radical changes in our operation, but we will simply make small adjustments in order to achieve the planned long-term results. This process should bring people together in new ways by establishing new norms and beliefs that will become part of the culture of our organization and will be part of our daily work in realizing our strategic goals.

This transformation is especially important for large organizations such as ours with many integral units with different operational teams. We expect that it will help us better understand our common goals and values and will make us even closer to our beneficiaries of services.



Organizational transformations

Being an organization with more than 70 years of tradition of successful operation and visible results says a lot about the professionalism, consistency, quality of services, reputation, trust and many other positive characteristics that have enabled sustainability and long existence. On the other hand, tradition and habits can generate routine, repetition, satisfaction with the achievements that at a certain moment represented a desired level, in contrast to the new modern opportunities. In order to enable the organization to be maximally efficient in its efforts to meet the humanitarian needs of vulnerable target groups, and to be a relevant stakeholder in the development of society, as well as a desired partner and a destination for active contribution and social responsibility of every individual and legal entity, it is necessary for us to undertake steps to adjust our own structure according to our capacities, current needs and opportunities in the environment.

We are ready to revise the organizational set-up and establish an effective balance of managing and governing processes, moving towards transforming the national society into an organization that will be a leader in humanitarian action at the local and national level. The management structures will work on revising the existing and adopting new strategies and policies that will guide the development process in finding effective solutions according to the principles of the Movement and the mandate of the Red Cross in our country.

Of particular importance is the adoption and monitoring of the implementation of policies that will guarantee security and protection of the integrity of the organization, responsibility in decision-making, trust among partners and beneficiaries, compliance with the policies of the Red Cross and Red Crescent Movement as well as those of the State.

Considering the complexity of the organization's operation and the constant emergence of new challenges and needs of the target groups, the organization will strive through its transformation to simplify operational processes and increase the quality of delivered results.

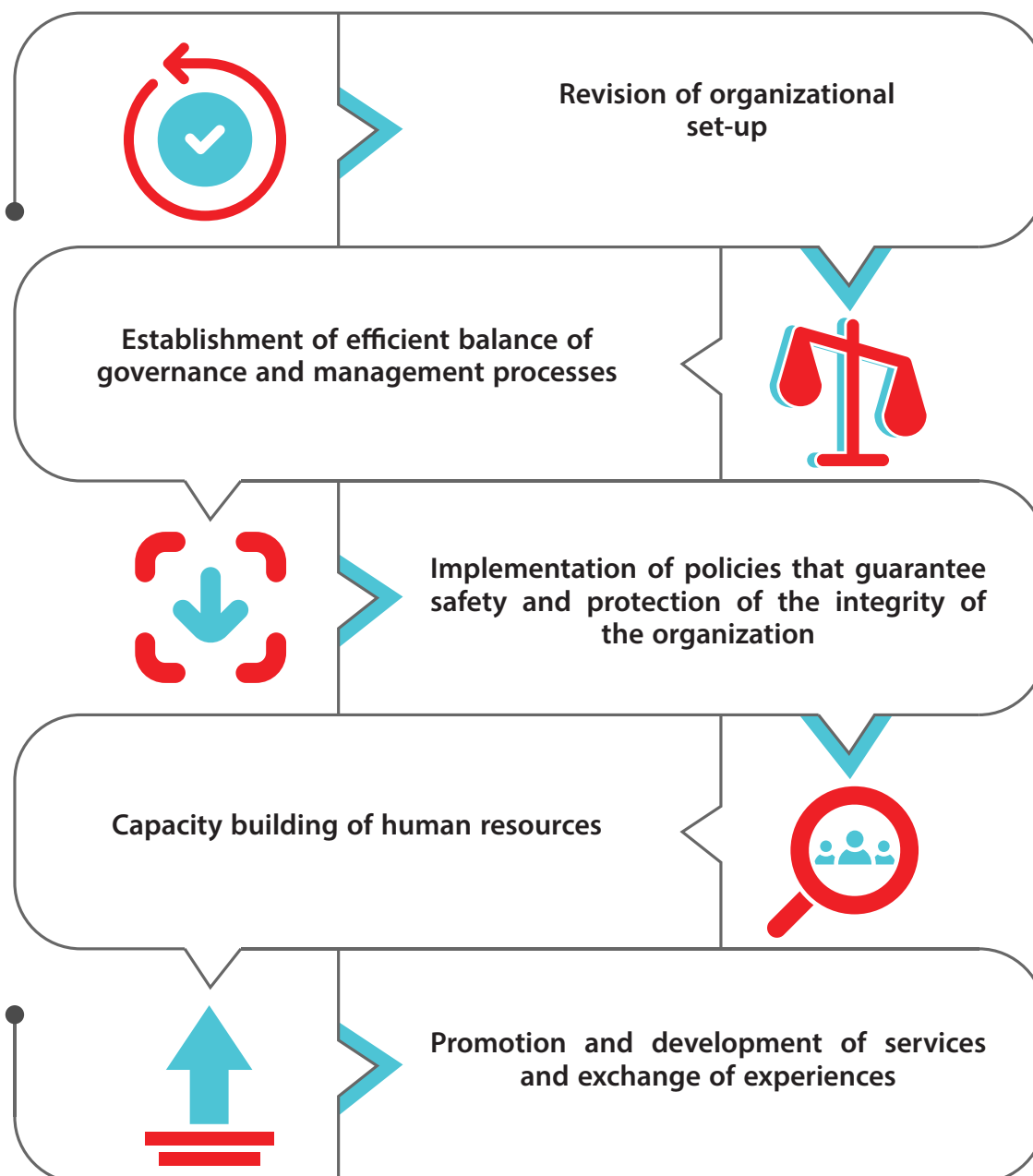
The head office will focus on providing guidance and creating and developing preconditions to improve performance. The local branches of the organization will invest in forms that will enable better involvement in the work of the Red Cross through new approaches in the implementation of activities to help and support the target population groups, building trust, partnerships and a positive image.

The organization will also work on adjusting its structure in order to achieve better results with as few resources as possible. Program activities should be based primarily on the needs of the population and building healthy and safe communities. To achieve satisfactory results, they should be adapted to modern trends in technological development, socio-economic policies, demographic shifts, impacts of natural phenomena, activities of other stakeholders, etc.

The business processes in the organization should enable an efficient use of the available funds and constantly encourage proactive exploration of new opportunities. Hence, our transformations will be aimed at upgrading the capacities of human resources and constantly revising the normative framework in order to maintain a working environment that will be attractive for professional and highly efficient personnel.

Organizational transformations will be directed towards a rational use of resources through the initiation of local and regional mechanisms for coordination and implementation. In this area, we expect a significant improvement in the ratio of costs against the quality and duration of the interventions we undertake.

Considering the nature and intensity of the humanitarian challenges that our country is facing in recent years, joint action with various stakeholders and the development of cooperation are more necessary than ever. Through an established strong network of integral units of the organization that will be ready to respond to the local needs of the population, we will initiate the promotion of local partnerships for identifying target groups, recognizing opportunities for mobilizing resources, promoting and developing services and exchanging experiences in order to build a healthy and safe society.





Programme transformations

Programme transformations will help us to rethink how our organization creates values today, but also in the future. Successful programme transformations should provide the Red Cross with operational sustainability and development through the introduction of new innovative opportunities.

The programme transformations involve strategic decisions that affect how we develop, how the organization functions, and what performance improvements we can plan. These processes will include planning and implementing transformations through initiatives that will deliver results according to the needs of the target groups.

The transformations will be introduced in areas where there is a need to change, that is, a need for transformation of certain programmes. Success will depend on whether we are open and ready to change, because the transformations of our services require changes, not only in what we do, but also in the way we work and how we act together with staff, volunteers and target groups in the communities. We will strive to make the programme changes correspond to the real needs of the target groups in order to maximize the value of our action by optimizing the invested time and efforts.

In order to achieve the desired situation in the future, the programme transformations should be in accordance with the current situation in the country, following the policies of the country, as well as the policies of the International Red Cross and Red Crescent Movement. We will follow the latest developments in the country regarding support and development of appropriate services at the local level, as well as new strategies, methods and tools in the Movement to ensure increased effectiveness in our operation. In order to ensure a unified process in the implementation of the programs, we will promote standardized approaches and processes in the national society that will contribute to the provision of more adaptive, efficient and effective programmes.

Of course, transformations will require changes in our thinking and behavior, and improvement of the work performance to achieve the desired impact, which means that it is necessary not only to determine what will be done with the programme changes, but also to adopt methodologies on how to implement the programmes. To improve work performance, investments will be made in capacity building, as well as the application of appropriate tools that will enable successful execution and sustainability of results.

From the perspective of sustainable development of services, investments will be made in the application of new ways and tools of action that will contribute to the accumulation of resources that will be put into operation for current implementation, but also the possibility of investments in expansion and introduction of new services. Through continuous building of trust with the target population groups, positive reflections will be created for the organization to be inspired and motivated, to invest in programs to improve the quality of life of the population in the communities.



Digital transformations

Digital transformation is a process of using digital technologies to create new or modify existing business processes, culture and experiences to adapt to modern workflows. These changes actually enable the integration of digital technologies in all areas of operation that completely change the way we work and the results we deliver.

The activities in this area will be focused on integration of the necessary culture and technologies to support a comprehensive and proportionate digital transformation. For this purpose, we are ready to establish and enhance partnerships with various stakeholders that will help us upgrade our digital literacy and build and implement standards for the digital delivery of humanitarian services in accordance with our fundamental principles. Our ultimate goal will be to strengthen our overall efforts to provide humanitarian services to our final beneficiaries. In this process we will invest in improving our relevance, rapid flow of information, quality, availability and sustainability of our humanitarian services for people who need support. We also expect that these transformations will serve to support our humanitarian mandate and contribute to more effective use of resources and accountability.

Digital transformation should also enable us to align current practices and business processes to improve operational performance, be more effective, learn and upgrade with new insights into people's vulnerabilities and solutions to overcome their priority needs. With the digital transformation, we expect to improve the way of working, transparency, communications, to enhance our volunteering model as well as to strengthen cooperation with communities, partners and donors.

Digitization and digital transformation will contribute to the overall optimization of work processes through the establishment of a quality IT structure that will result in operational continuity, capacity building, reduced costs, flexibility, data security, quality software solutions and development of IT strategies of the national society. Also, this process should enable availability, greater interaction and better quality of services. Digitization and digital transformation will contribute to improving accountability, general knowledge and perceptions about the work of the Red Cross, as well as strengthening trust before the public, partners and beneficiaries of services.



**Quality
IT structure**



**Operational
continuity**



**Possibility for
capacity building**



**Quality
software
solutions**



**Cost
effectiveness**



Flexibility



Data safety



**Development of
IT strategies
of the national
society**



III. Phases of the Transformation-28 process

At the beginning of 2022, the Red Cross of RNM initiated a process of transformations called Transformation-28, which aims to enable operationalization of the organization's strategic commitments in accordance with the adopted Strategy 2030 for taking concrete steps for changes in its operation in the upcoming five-year period. These changes are an expression of the ambitions and commitments of the national society to undertake targeted activities for building partnerships at the national and local level intended to improve the life of the population in local communities and to strengthen the capacities of the national society.

The overall process of transformations is designed to be implemented on three levels and should result in:



Changes at the local level – Establishing an efficient model of a well-functioning branch organization



Changes at the level of the head office – Establishing an efficient model of a well-functioning head office



Changes at the national level – Establishing an efficient model of a well-functioning 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.

The overall process also aims to assess and revise the existing services in order to enable continuation and introduction of sustainable services of the national society that will reflect the needs of the target beneficiaries in the social environment. The process also tends to improve the visibility of the work and improve the image of the Red Cross of RNM, nationally and internationally.

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.

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.

In order to ensure the successful implementation of the transformations in the national society, a working group was formed comprised of representatives from the Head Office of the Red Cross of RNM, which will lead the overall process in the coming 5 years.

The process of transformations will be realized through three phases:



Participatory process of consultations



The primary focus in the first phase of the “Transformation-28” process was to consult representatives of the management and governing structure of the national society, the volunteer base and membership, the general public and beneficiaries as well as partner organizations and key stakeholders in the country in order to provide guidance, considerations, perceptions and recommendations related to the mission of the Red Cross in terms of development priorities and commitments for the upcoming five-year period based on the needs of the citizens of the Republic of North Macedonia. Within this phase, a series of activities were carried out in order to perceive the current conditions and challenges in the work of the national society, to detect new opportunities for cooperation as a basis for ensuring the development of the organization and the introduction of sustainable services and activities of interest to the target categories of Red Cross.

The consultative process was carried out within the organization (1,481 volunteers members and staff), with partner institutions and organizations (432 people), surveys with beneficiaries and service providers (1,369 people) and public opinion survey (1,000 respondents) in the country related to the work of the Red Cross with a coverage of 4,282 people.

Six workshops were held with the desk officers at the central office of the Red Cross of RNM, three regional workshops with secretaries of the RCB/CRC Skopje, 34 workshops with the governing boards of the RCB/CRC Skopje/Red Cross of RNM, 34 workshops of youth clubs at the RCB/CRC Skopje, a workshop with the Youth Council of the Red Cross of RNM, a consultative meeting with the President of the Republic of North Macedonia, Mr. Stevo Pendarovski, workshops with representatives from the Ministry of Health, the Ministry of Labor and Social Policy, the Center for Crisis Management, the Protection and Rescue Directorate, a workshop with university professors, a workshop with representatives of the chambers of commerce and the corporate sector, workshops with international organizations and associations in RNM, a workshop with media representatives, a workshop with insurance companies, a workshop with representatives of the Austrian Red Cross and a workshop with Solferino Academy of the International Federation of Red Cross and Red Crescent Societies.

For the needs of the “Transformation-28” process, external experts were consulted coming from different fields, such as health prevention, social protection and crisis management, and they presented their perceptions regarding current conditions and trends in the country and their opinions regarding possible involvement of the Red Cross in meeting some of the priority needs of target groups of beneficiaries in the coming period.

In order to examine the satisfaction of the general public in the country and above all the beneficiaries of the Red Cross services, a public opinion survey was conducted in the Republic of North Macedonia related to the work of the Red Cross, as well as two surveys with Red Cross service providers and beneficiaries of Red Cross services.

In continuation, we give a brief overview of the activities carried out within this phase in form of perceptions, conclusions, observations, opinions and recommendations from the consultation process, which represent the basis for our transformations in the upcoming five-year period.

Consultation process in the Red Cross of RNM



In the period of February - April 2022, six workshops were held in the organization of the Red Cross of RNM with staff in the head office of the Red Cross of RNM, three regional workshops with secretaries of the RCB's/CRC Skopje, 34 workshops with the governing boards of the RCB's/CRC Skopje/Red Cross of RNM, 34 workshops with the youth club at RCB's/CRC Skopje, a workshop with the Youth Council of the Red Cross of RNM, with the participation of a total of 1,481 staff, volunteers and members.

All participants who took part in the consultation welcomed the process and initiatives for change, highlighting firm commitments and support for the upcoming transformational changes. The representatives of the Red Cross organization at different organizational levels came out with their individual observations and conclusions about the situation in the national society, which can represent a starting point for the upcoming process of changes and ensuring sustainable development of the organization.

Regarding the functionality and efficiency in the operation of the national society, in the discussions, the representatives of the Red Cross single out several key aspects that should be given due attention in the coming period. They emphasized the need for promoting partnerships and collaborations with local self-government units, government institutions, and non-governmental organizations, to ensure a more efficient response to the needs of local communities. Some of the organizations emphasized that there is a need for a greater focus on activities that are a priority for certain local environments in accordance with local capacities and available resources.

They also recommended that there is a need for regionalization of certain program contents in accordance with the local needs and possibilities of the Red Cross branches. They also highlighted the need for greater engagement of local structures to mobilize funds for the implementation of local programs and projects. In the upcoming period, Red Cross representatives believe that special attention should be paid to mobilizing and retaining volunteers and members with an emphasis on providing adequate benefits and modalities for involvement in the work of the Red Cross. The need to ensure continuity and innovation in the implementation of activities to improve the competencies of the management and administrative structure was also highlighted as a prerequisite for the successful and smooth functioning of the organization.

Within the consultation process in the Red Cross, the representatives of all the structures especially highlight the need for promoting cooperation with the private sector and utilization of opportunities for implementation of joint initiatives in the interest of the target categories that are served at the local level. They especially emphasized the need for the involvement of young people in the creation of the policies and activities of the national society. The Red Cross branches stressed the need for ensuring adequate number of competent and trained persons in the disaster response teams and equipping them as a prerequisite for providing an efficient response to the growing number of disasters and emergencies as a result of the consequences of climate change.

Large part of the Red Cross branches, emphasized that a special challenge is the issue of the migration of professionals and students to larger cities and outside the country, which directly affects the quality and consistency of the delivery of services to the target groups. There is a conviction among all consulted categories of respondents that in the coming period, investments should be made in the introduction of new software solutions that would improve the work of the Red Cross in accordance with the new digital technologies that are part of modern operations.

Consultation process with relevant stakeholders



Within the consultative process for providing opinions and recommendations from relevant stakeholders in the Republic of North Macedonia related to the upcoming process of changes in the national society, the Red Cross of RNM organized workshops with relevant institutions, organizations and other relevant stakeholders as well as with partners from The Red Cross and Red Crescent Movement. The workshops were organized in the period of April - June 2022 and they represented a platform for building new, joint and stronger approaches in the work of the Red Cross of RNM and partners.

Workshops were held with:

- Managers and directors from the Ministry of Health, Ministry of Labor and Social Policy, Center for Crisis Management and the Protection and Rescue Directorate,
- Representatives from international organizations - UNICEF, UNHCR, UNFPA, EUD and IOM,
- Representatives from chambers of commerce - SKSZM and MASIT as well as partners from the corporate sector (Macedonian Telecom, Komercijalna banka, Alkaloid AD Skopje, Dauti komerc and Vezeshari),
- Representatives from insurance companies in RNM,
- Professors from higher education institutions whose domain of study correlates with the mission and program objectives of the Red Cross of RNM,
- Representatives from the media as relevant partners in building the image and reputation of the organization but also disseminating our mission among the general public.
- Representatives from the International Federation of Red Cross and Red Crescent Societies, International Committee of the Red Cross, Austrian Red Cross and Solferino Academy.

During the workshops, all participants expressed support for the “Transformation-28” process and preparedness for even greater cooperation with the Red Cross of RNM in the upcoming period of change. The workshops covered a total of 432 people. A special emphasis in the discussions was placed on the past cooperation and the satisfaction of the partners with the approach of the Red Cross to the implementation of joint initiatives. Several key recommendations emerged from the discussions.

One of the recommendations was the need to create a platform for cooperation with scientific institutions and universities to enable capacity building and enhancement of the programme cooperation, and to enable new opportunities for cooperation and achievement of better results in the operation of the Red Cross of the Republic of North Macedonia. In the discussions with the representatives of the state institutions and bodies, the speakers emphasized the significance of the need to promote partnership relations in various areas of interest, taking into account the specific role of the Red Cross of the Republic of North Macedonia as an auxiliary to the authorities. They welcomed the initiative and preparedness of the Red Cross in the coming period to expand the range of services in other areas of interest such as psychosocial support and mental health, mitigating the effects of climate change, introducing paramedics into the health system etc.

The representatives of the chambers of commerce and the corporate sector expressed their gratitude for the past cooperation with the Red Cross and pointed out that it resulted in the realization of several successful projects that covered different target categories of beneficiaries. In the discussions related to the upcoming transformations planned by the Red Cross, they highlighted the idea of establishing an expert body that will define, create and promote new corporate policies of the organization in order for the Red Cross of the Republic of North Macedonia to grow into an organization - a platform for social responsibility of the corporate sector.

The representatives of the media particularly emphasized their satisfaction with the cooperation so far and expressed preparedness for further joint activities for timely and accurate information of the public about various social-humanitarian and health activities of the Red Cross in providing a response to the humanitarian challenges in the country. During the discussions with the media representatives, the participants emphasized the opportunities for using new technologies to share positive experiences related to the work of the Red Cross, as well as opportunities for involvement in the activities of the national society at the local and national level.

In the series of online workshops with representatives of the International Federation of Red Cross and Red Crescent Societies, International Committee of the Red Cross, Austrian Red Cross and Solferino Academy, the Red Cross of RNM presented the “Transformation-28” process in order to present the conceptual solutions related to the change process of the Red Cross of RNM in the coming five-year period. The workshops were a good opportunity for obtaining suggestions from partners from the Movement about different aspects of the organization’s work, future trends and possible areas for cooperation and actions of the Red Cross in response to humanitarian challenges. The partners welcomed the initiative of the Red Cross of RNM and emphasized that they are ready to support our organization in the coming period with experts and financial support for the planned transformation activities.

At the workshop held with representatives of UNICEF, UNHCR, UNFPA, EUD and IOM, the partnership with the Red Cross was emphasized as an extremely important segment in the work of these international organizations and they expressed preparedness to enhance this cooperation in accordance with the missions and mandates of these organizations. The sharing of resources and capacities in the future can be a prerequisite for even greater results in response to the needs of the most vulnerable categories of the population.

Survey questionnaires with service providers and beneficiaries of the Red Cross of RNM

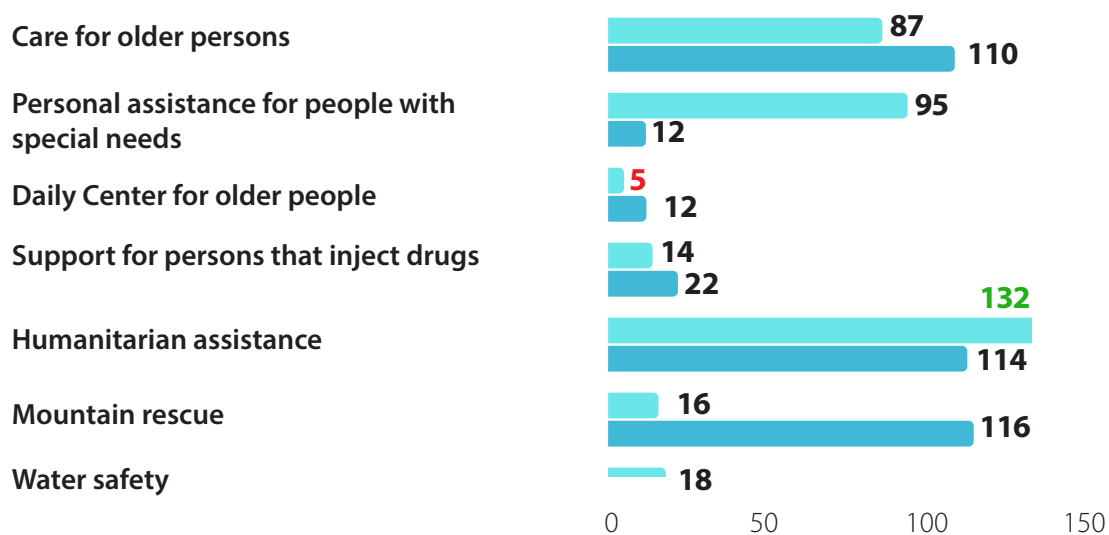


In the period May - June 2022, two surveys were conducted with service providers of Red Cross of RNM and beneficiaries of Red Cross services. The research was conducted using survey questionnaires and included a total of 1,369 people. The purpose of both surveys was to obtain an opinion related to the work of the Red Cross and the satisfaction with the delivered and received services that will serve as a basis for the process of planning transformational changes and the programme needs of the national society in the upcoming five-year period.

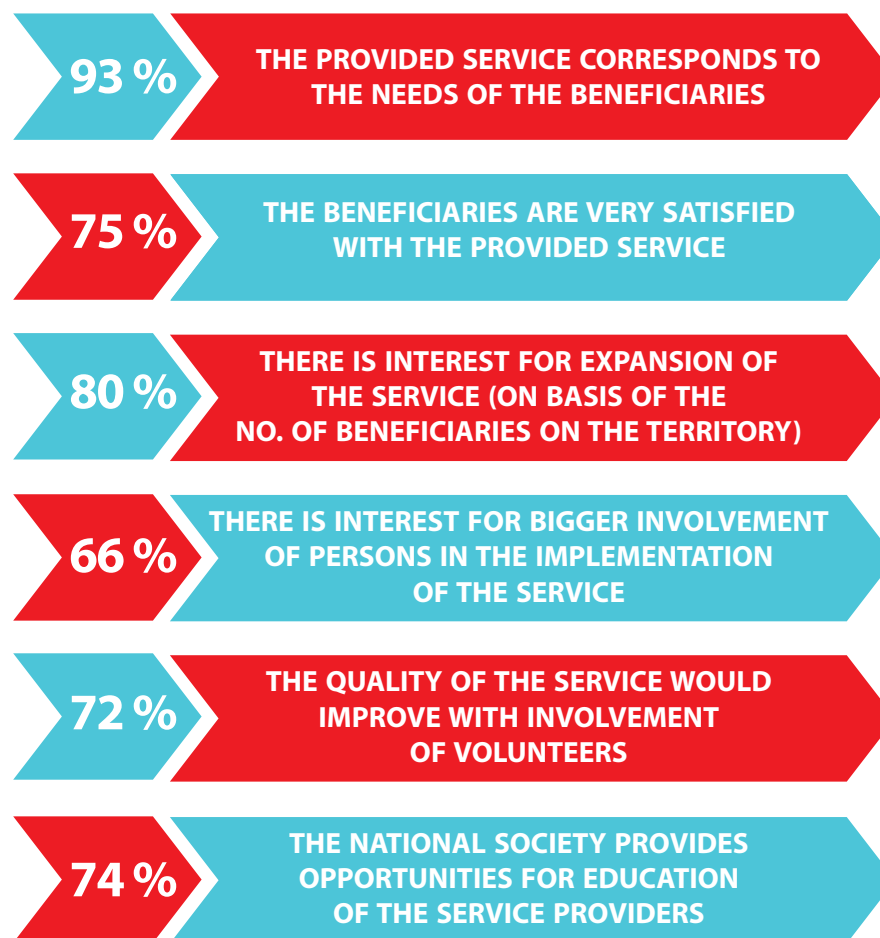
An opinion survey of service providers' satisfaction with the work of the Red Cross

The service provider satisfaction opinion survey was conducted in May 2022 electronically in order to have an idea about of service provider attitudes related to needs and satisfaction of the beneficiaries, opportunities for service improvement, and the needs for support for the service providers.

Number of questionnaires on basis of service categories



32 Red Cross branches of RNM participated in the research, which covered 13 different categories of services with participation of a total of 753 respondents. Most of the respondents believe that the services correspond to the needs of the beneficiaries and that they are very satisfied with them. But they also believe that there is an interest in expanding the service, that there is a great or partial interest for greater involvement of trained persons in the implementation of the services and that the services will gain in quality with greater involvement of volunteers. Most believe that the national society provides adequate opportunities for education for service providers.

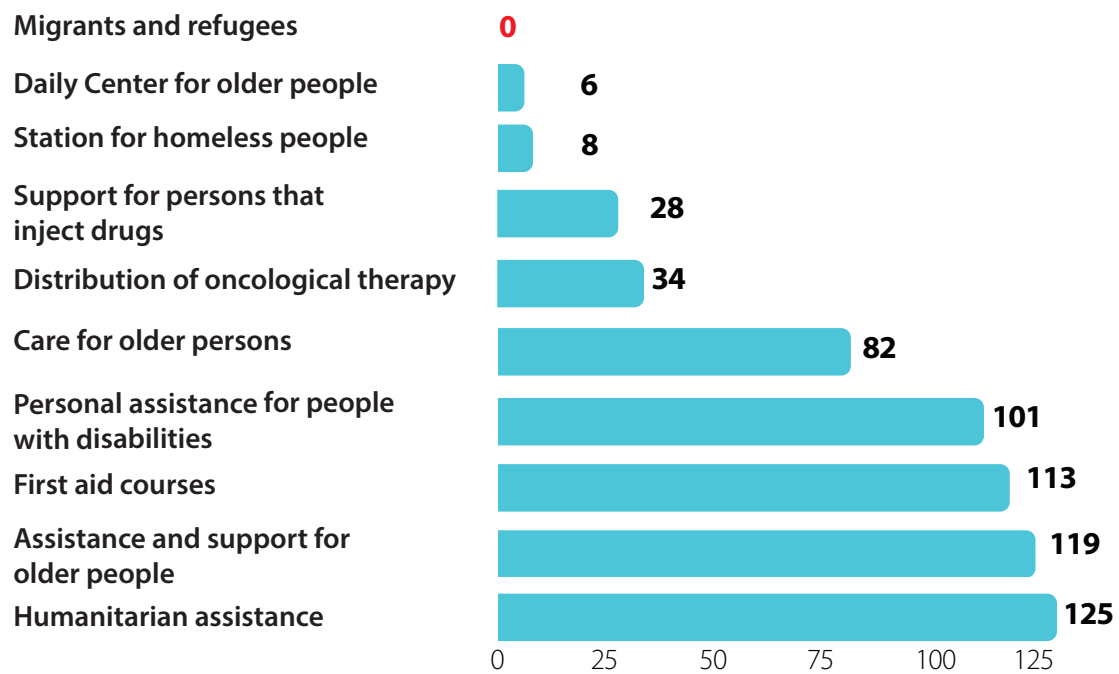


Regarding the detected needs among beneficiaries of services, and the proposals for the improvement of the services as well as the proposals for the introduction of new services and programs, they emphasized the need for more frequent trainings for the service providers (but also for the beneficiaries), an increased number of hours needed to cover the needs of the beneficiaries, expansion of services or the topics (mostly in additional medical services, and especially psycho-social support), better mapping of beneficiaries, need for a vehicle for transport of beneficiaries, new ways of providing services, methods of implementation of educations or revision of the teaching material, better promotion of services, campaigns to raise the awareness of the general population, greater involvement and support from institutions and companies, need for more frequent assistance to beneficiaries as well as the need for activities for socialization of beneficiaries.

Satisfaction survey with beneficiaries of services about the operation of the Red Cross

The Red Cross of RNM conducted a survey with 616 beneficiaries of Red Cross services in 10 different categories. The results of the survey show that the respondents – beneficiaries of services are satisfied with the services offered by the Red Cross of RNM, and they correspond to their needs and requirements. Regarding the relationship, cooperation and communication with the Red Cross of RNM, most of the respondents stated that they are satisfied.

Number of questionnaires on basis of service categories



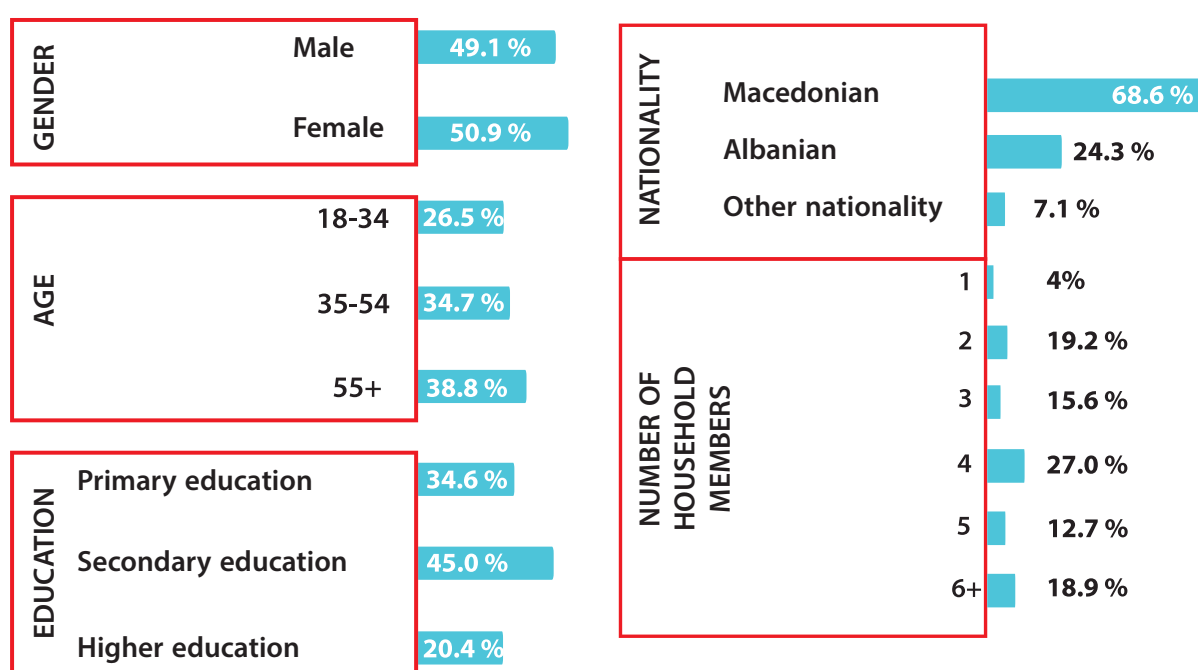
The responses from the survey related to giving proposals for creation of new services and promotion of the existing services indicate that the beneficiaries need improvement of the services offered by the Red Cross. In particular, the respondents stated that they need greater involvement of volunteers, an increased number of activities, introduction of training on various preventive topics, engagement of experts such as medical personnel, lawyers, psychologists and the overall frequency of services.



Public opinion survey about the work of the Red Cross of RNM

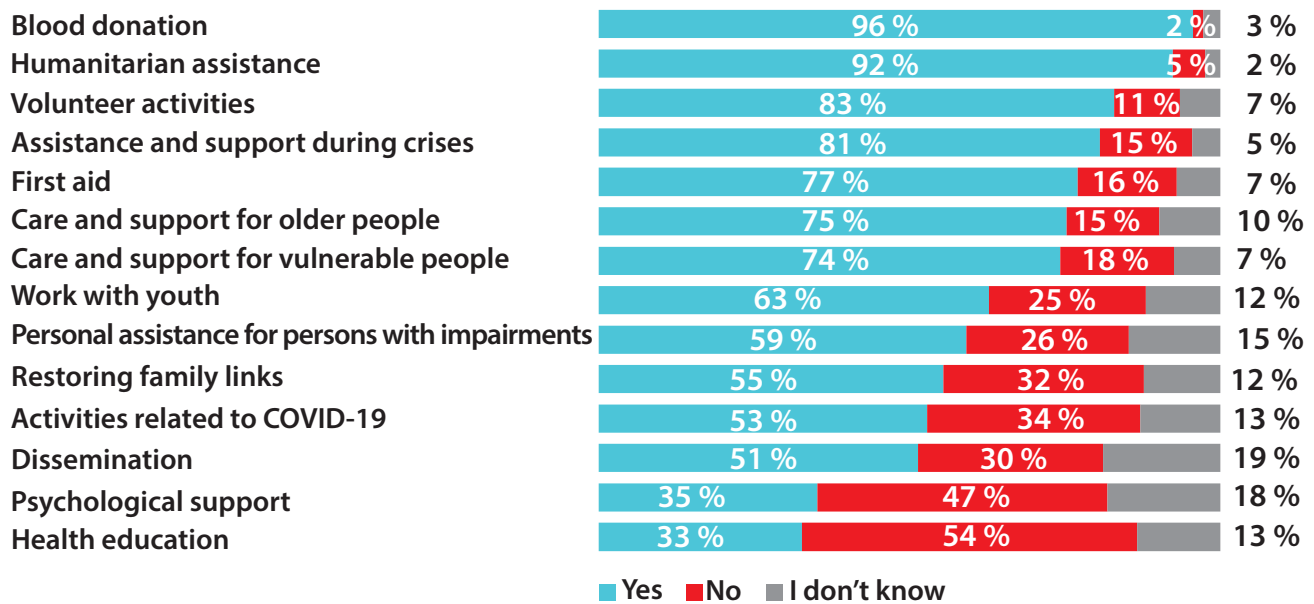
During October and November 2022, a public opinion survey was conducted about the perception of the citizens about of the operation and the activities of the Red Cross of RNM. The survey included 1,000 respondents aged 18+ of various nationalities. The purpose of the research was to examine the degree of recognition of the activities and services implemented by the Red Cross, the satisfaction with the quality and relevance of the activities to support the most vulnerable categories of the population, as well as the population's awareness about opportunities for support and volunteering in the organization.

- **Demographic data**



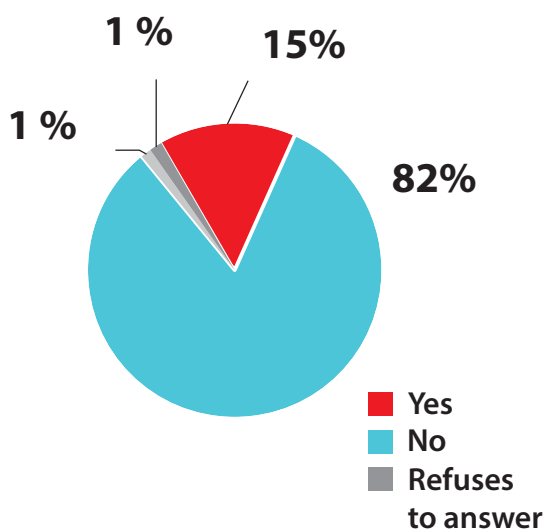
The survey showed that more than half of respondents (51.2%) spontaneously point out the Red Cross as the first humanitarian organization that is active in their environment. The Red Cross of RNM is most recognizable through activities such as: blood donation (96%), humanitarian aid (92%), volunteer activities (83%), help and support in crisis situations and disasters, first aid, care and assistance to older people and vulnerable categories, work with young people, personal assistance to people with disabilities, etc. The highest percentage of citizens agree with the opinion that the Red Cross of RNM is an organization that is dedicated to providing help to those who need it most, in which anyone can be a member, that reacts promptly when necessary, that is neutral/impartial, non-governmental and transparent, and an organization that everyone can rely on.

• **Recognition of the Red Cross through its activities**

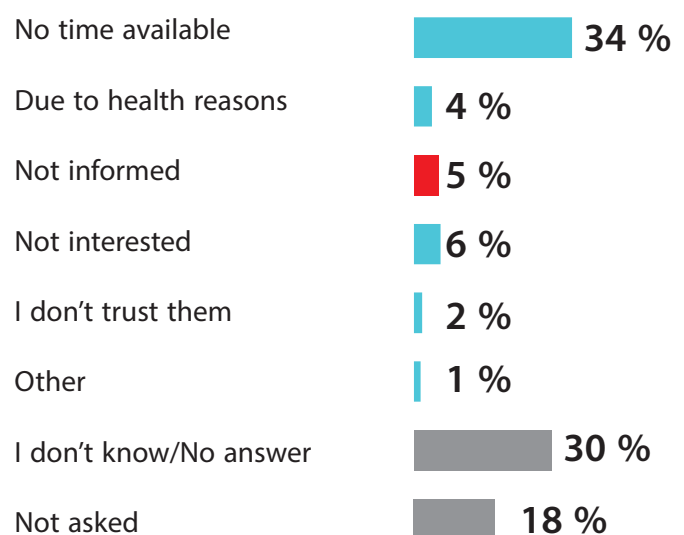


Almost two-thirds (64%) of the respondents stated that they would support the Red Cross of RNM, among which a slightly higher percentage (27%) would provide support with donations of clothes, food and/or hygiene products; 26% of the respondents would support the organization with cash and 24% by volunteering; 4% would support the Red Cross where there is a need within the limits of possibilities, and 2% of them with blood donation. 13% of all respondents stated that they would join the Red Cross.

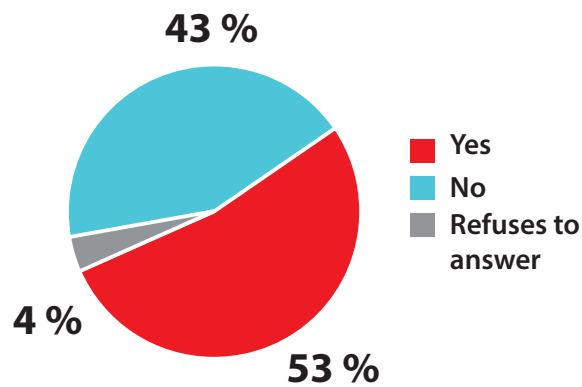
Participation as a volunteer in the Red Cross of RNM



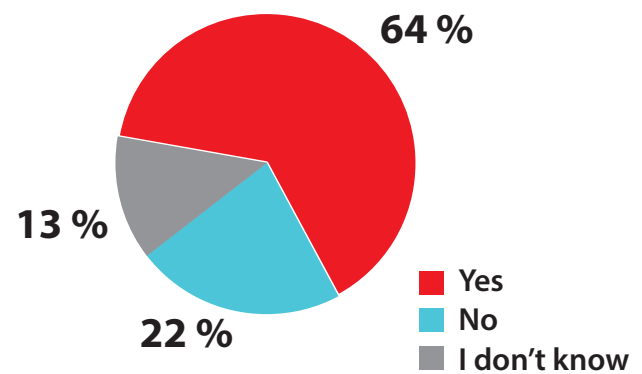
Reasons for not participating in the activities of the Red Cross



Past support for the Red Cross of RNM



Possibility for future support of Red Cross of RNM



Three quarters (74%) of the respondents who receive/received help are satisfied with the quality of services and assistance, and only 4% of them say they are not satisfied at all. Three quarters (77%) of the respondents stated that the Red Cross contributes to meeting the needs of the most vulnerable categories. The most frequent proposals from the respondents to the Red Cross are: more assistance needs to be provided to vulnerable categories, greater presence in all municipalities, psychological support, greater education and involvement of young people, opening more soup kitchens, opening more station points, activities in health care, promotional work in the schools and environmental conservation activities. The respondents believe that operation of the Red Cross of RNM would be improved by: increased activity in all municipalities and in the villages, provision of support to those who really need it, more promotion/information in the media about the activities, more education and involvement of young people, activities to mobilize more donations and donors, opening more distribution points for humanitarian aid, etc.

The answers obtained from the overall survey of public opinion about the work of the Red Cross provide basis for additional indications from the population of RNM regarding the development of the organization according to the expectations of the potential target groups, as well as the perception of the satisfaction and preparedness to support the activities of the Red Cross.

Analysis of the situation in the country related to the scope of the work of the Red Cross

The development processes and transformations in the Red Cross are closely related to the current conditions in the social environment and predictions regarding the needs that are expected to arise in several key sectors that are correlated with the needs of the target categories of the population that are served or could be served by the Red Cross in the coming period. For this purpose, within the preparations of the document Transformation-28, the Red Cross of RNM asked several expert and eminent professors to give their views regarding the conditions and priorities in the country in the area of health, social care and crisis management, as well as possibilities for the inclusion of Red Cross with its activities and contribution to improving the conditions in these areas in the upcoming five-year period.

The primary goal of these analysis was to use the opinions of experts in detecting potential areas that will be associated with the development changes that will be implemented by the Red Cross of RNM in the period up to 2028 in order for the development processes to be essential and closely related to the expected changes in the social environment and the impact and the real needs of the population that will arise as a result of the new social flows.

The consultation process was carried out with the following experts:



Prof. Dr. Rade Rajkovchevski, Faculty of Security - Skopje



Prof. Dr. Sunchica Dimitrijoska, Faculty of Philosophy - Skopje



Prof. Dr. Mome Spasovski, Faculty of Medicine - Skopje

During the consultations, the eminent professors expressed their views related to the current situation in the country and their predictions regarding the development of events in the areas of their domain of work, as well as their views on possibilities of engaging the Red Cross in the coming period based on their predictions about the priority needs of the population in the period until 2028, which we briefly present to you in the continuation of the document. These insights, in correlation with the assessments of the management and the governance of the Red Cross, are used in the process of defining the transformation processes that should outline the path of the organization's developmental changes in the coming five-year period.



Disaster preparedness and response

Analysis of Prof. Dr. Rade Rajkovchevski, Faculty of Security - Skopje

In his analysis of the situation in the Republic of North Macedonia, Prof. Dr. Rade Rajkovchevski first gives an overview of the role and place of the key institutions in the state in charge of issues related to the protection and rescue systems, i.e. crisis management. He presents the role and tasks of the Protection and Rescue Directorate (PRD), the Crisis Management Center (CMC), the local self-government units as well as the role of the Red Cross of RNM based on the Protection and Rescue Law and the Crisis Management Law and the Law on the Red Cross of the Republic of Macedonia, which more closely regulates the work of the Red Cross.

In his observations, Professor Rajkovchevski emphasizes the importance of all institutions in the country in dealing with crises and emergency situations in the past period and gives recommendations based on the current situation and predictions for the coming period in order to ensure an even more efficient system for preparedness and response to disasters and crisis situations. As a volunteer of the Red Cross, Professor Rajkovchevski singles out a special place in his analysis for recommendations related to redefining the role of the Red Cross in the crisis management system in the country, as well as the restructuring of the disaster response system of the Red Cross of RNM in order for the organization to be more successful to perform the complementary auxiliary role to the authorities in the state in the times of disasters and crises in accordance with its mandate and capacities available to the Red Cross of RNM.

Professor Rajkovchevski believes that disasters as a result of extreme weather and climate/environmental disturbances will be more frequent, but the frequency of disasters will also increase due to geopolitical and economic factors that contribute to the emergence of humanitarian crises. Disasters are increasingly affecting the development of society, and the number of affected persons and economic losses are increasing more and more. In that direction, in his analysis, he points out that the Red Cross should focus more attention in the coming period on taking actions to reduce the risks from disasters. That is why one of the priorities for the organization in the coming period should be redefining the role of the organization in crisis management and protection and rescue systems in the country in accordance with the authorizations, responsibilities and capacities of the national society in order to be able to ensure effective disaster preparedness, response and recovery as the country's leading organization providing services to population affected by natural disasters and other humanitarian crises.

In his analysis, Professor Rajkovchevski emphasizes the importance of the technological progress and calls for more efficient use of new technological achievements and innovations for predicting risks and disasters and ensuring proactive, early action. He also emphasized the importance of establishing an efficient system for the collection and organized sending of humanitarian aid during disasters in other countries, as well as the building of stock reserves where the Red Cross of RNM will play a leading role.

Social welfare



Prof. Dr. Sunchica Dimitrijoska, Faculty of Philosophy - Skopje

Professor Dimitrijoska's analysis of the situation in the Republic of North Macedonia focuses on the implementation of activities in the field of social protection related to respect for the principle of pluralization, where, apart from the state, civil society organizations, private and natural persons and other non-profit organizations provide certain services for persons who are at social risk, create conditions for utilization of all resources and potentials that can be mobilized to meet the social needs, thereby making a positive social change.

The analysis also presents the National Strategy for Reducing Poverty and Social Exclusion, in which the main strategic goal is to reduce poverty and social exclusion, through better use and strengthening of available human and material resources, improvement of living, working and the social conditions of all citizens, systemic and institutional cooperation in the direction of enabling faster development, higher standard, better quality living and development of mechanisms for social inclusion of vulnerable categories of citizens in a local context. The services in the field of social protection in our country require constant adjustment and adaptation, both to the needs of the beneficiaries and to the real possibilities of the system and the state to realize these policies. The Law on Local Self-Government introduced the decentralization of part of the social services (non-institutional forms of protection – day care centers) and homes for the older people from the state to the local level. The deinstitutionalization process is implemented in accordance with the National Strategy for Deinstitutionalization of the Social Protection System in the Republic of North Macedonia.

In the analysis she presents statistical data from the State Statistics Office, according to which 455,600 people in North Macedonia live in difficult conditions in 2020, which is 21.9% of the total population. The most affected are multi-member families. Analyzed by gender, women are much more affected than men, so 22.5% of women and 21.4% of men live in poverty. Unfortunately, the COVID-19 pandemic has a negative impact everywhere in the world, including our country, and has contributed to an increase in poverty. The crisis caused by the spread of the coronavirus primarily reflected on the population primarily in terms of job losses resulting in an increase in unemployment. The World Bank announced in May 2020 that over 55,000 people in RN Macedonia may fall into poverty. According to their forecasts, the number of poor employees will increase by two to three times. Poverty will return to pre-2017 and even pre-2015 levels.

Regarding the older population, i.e. the risks caused by old age, in accordance with the report sent to the European Union, it can be seen that more than 70,000 (or 31.1%) of people over the age of 65 are not beneficiaries of pension benefits, and only a small part of them receive permanent financial assistance. Older people without family care are especially at risk. These groups cannot properly participate in political, economic, cultural and social life. Homes for the elderly, which previously operated as commercial companies, in accordance with the legal amendments, were licensed as institutions for social protection of the older people.

Therefore, in addition to the four homes for institutional accommodation of older people, the national capacities are currently increased and private institutions for the social protection of the older people also operate in the country. With this step of the Ministry of Labor and Social Policy, the national capacities of the state for accommodation of the older people have increased, and at the same time they have begun to guarantee minimum standards in the institutional capacities for the accommodation of the older people.

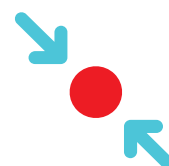
The newly licensed private institutions for social protection have smaller capacities than the existing bigger institutions, which has resulted in a greater degree of humanization of the living conditions for the older people.

As in other countries, in the Republic of North Macedonia there is no accurate data on homeless people. A special strategy for their social inclusion has been adopted for this target group. New forms of non-institutional protection are in form of small group homes, reception centers, counseling centers for parents and children and independent living with support. In the Republic of North Macedonia, a Station for the homeless has been opened, which operates through the City Red Cross of Skopje, through which appropriate services are delivered throughout the year: medical examinations, psycho-social support, legal assistance, the opportunity to perform hygiene needs, hairdressing services, provision of clean clothes and hot meals. Stations for homeless people also function in the Red Cross Branch Strumica and Red Cross Branch Bitola. In addition to the existing services provided by the Red Cross, future investments are needed to develop new forms of support for homeless people such as 24/7 temporary care, until their reintegration into society. There is also need for continuous education of homeless people in order to strengthen their personal skills, as well as offering employment opportunities for homeless people.



Creation of preconditions for utilization of all available resources and capacities that can be mobilized for **meeting social needs**.

Reduction of poverty and social exclusion through **better utilization and enhancement** of available human and material resources.



Decentralization of some of the social services (non-institutional forms for protection - daily centres) and homes for older people from state to local level.

Adopted strategy for **social inclusion**. New forms of non-institutional protection are the group homes, reception centres, counseling centres for parents and children and independent living with support.





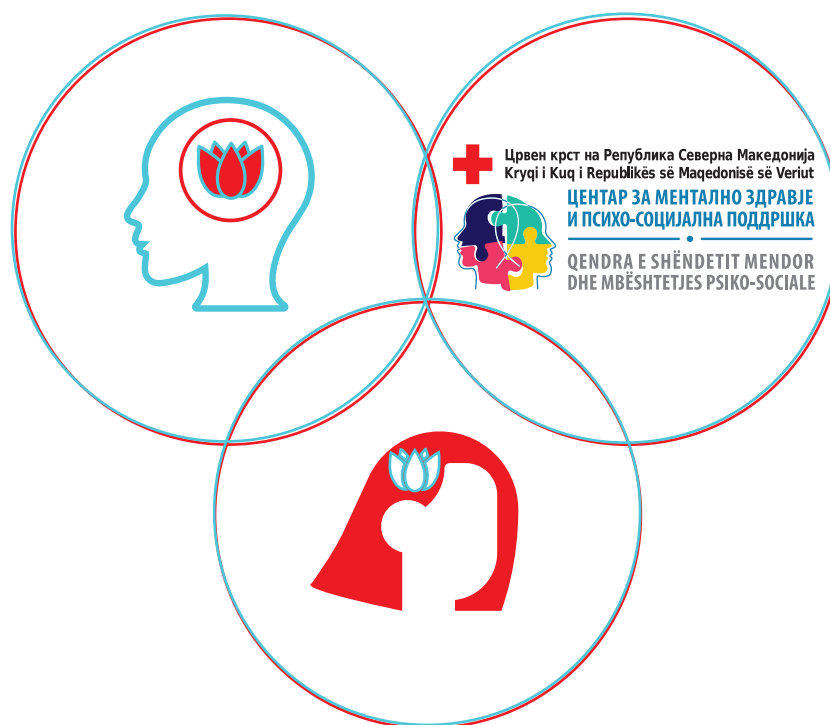
Health-preventive activities

Analysis of Prof. Dr. Mome Spasovski, Faculty of Medicine - Skopje

In the analysis of the situation in the field of health in the Republic of North Macedonia, prof. Dr. Mome Spasovski points out that the humanitarian response in emergency and crisis situations is based on a public health approach that aims at assessing the size of the problem, minimizing the serious consequences of the situation through direct involvement with effective interventions aimed at the target population, especially vulnerable population groups. He points out that different population groups have different needs that depend on age, place of residence, socio-economic status, and cultural aspects.

Prevention of chronic non-communicable diseases such as cardiovascular diseases, malignant neoplasms, mental health problems, diabetes, chronic respiratory diseases, oral diseases and musculoskeletal diseases are highlighted as the biggest challenges in terms of human health. Leading risk factors that contribute to the development of chronic non-communicable diseases are high blood pressure, overweight, alcohol, high cholesterol, polluted environment, physical inactivity, and low intake of fruits and vegetables. In RN Macedonia, the leading causes of death are diseases of the heart and blood vessels (58.4%), and malignant neoplasms (17.5%). Circulatory diseases are the leading factor of mortality in the last 50 years in RN Macedonia. Chronic obstructive pulmonary diseases are one of the main causes of chronic morbidity, loss of quality of life and mortality.

In terms of dealing with these challenges in this field, Professor Spasovski points out that there is room for the active involvement of the Red Cross, primarily in terms of undertaking activities to reduce risk factors and their determinants, health promotion, informing and sharing knowledge, providing support for self-assistance and promoting physical activities, while emphasizing the creation of active societies, active people and active environments, and the creation of active systems. He points out that the Red Cross can play an active role by conducting campaigns and familiarizing society with programs to raise awareness, knowledge and understanding of the benefits of regular physical activity, especially walking, cycling or other forms of mobility that will give active contribution to improving people's health. He also recommends implementing initiatives for the construction of new, safe premises for implementation of various physical activities and games in urban and rural environments separated from traffic and other hazards. These activities could be carried out by the Red Cross in partnership with the institutions that are responsible for the realization of the health promotion and disease prevention programmes that are adopted every year in accordance with the strategic goals of the Ministry of Health.

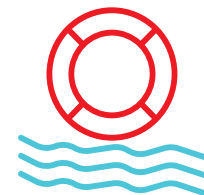
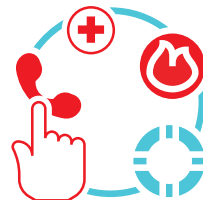
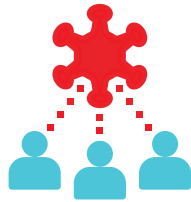
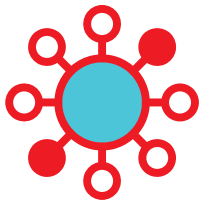


Professor Spasovski particularly addresses the issue of promotion of mental health and involvement of the Red Cross in **three key areas**:

Promotion of mental health among children and youth - due to the large percentage of adolescents who have mental health disorders, especially behavioral, anxiety and depressive disorders, schizophrenia and bipolar disorders that result in impaired development, interrupted education and a high rate of disability, it is necessary to take preventive and inclusive action at the preschool and school age level with the aim of inclusion of children with various types of disabilities and hyperactivity in the educational process, early prevention and intervention in crisis situations and prevention of violence and suicide among children and young people.

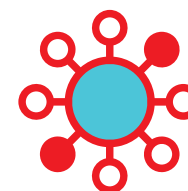
Positive parenting - As one of the most important protective factors for children's mental and physical health, Professor Spasovski emphasizes the need for organizing trainings for parenting skills and disciplining the child, which will contribute to the reduction of children's behavioral disorders.

Mental health of women and mothers - the prevalence of depression and anxiety in women is higher than in the male population by a ratio of 5:1 for depression and 2:1 for anxiety disorders. In RN Macedonia, there are no services that focus on improving the mental health of women. As necessary activities in this sphere, the professor singles out the monitoring of risk factors for certain mental illnesses in the treatment of women, development of educational and preventive programs specific to the peri- and post-natal period, development of promotional-preventive programs aimed at the female population, especially for young mothers. The Red Cross could be involved in these activities in partnership and cooperation with the Health Center - Skopje, mental health centers and centers for children and mothers, through its volunteers in form of provision of support in the parenting schools, and of course also with health centers throughout the country and encouragement on the initiative to open new schools with the aim of educating future parents.



IV. Transformation processes

Transformation 1: Transformation of the governing and management model of the Red Cross of RNM



The governance and management represent the two pillars of the organization's leadership, which unite the competences and responsibilities of members, volunteers and staff in relation to the achievement of the objectives of the Red Cross of RNM. The work of the governance and management of the organization is based on the normative framework, policies and strategic documents of the organization. The established system of governance and management in our organization is based on the statutory norms of the International Red Cross and Red Crescent Movement characterized by the specifics and tradition that distinguish the work of the Red Cross of RNM in the past 78 years.

In the governing structure at the national and local level, the members choose competent persons with appropriate qualifications and capacities, from different entities, with different professional background, political determinations and beliefs, with knowledge of the organization and commitment to the realization of the activities of the national society, to govern the organization in a specified mandate period. It is comprised of the Assembly, Governing Board, President and Vice President, as well as committees and advisory bodies. The management structure is represented by the staff of the organization managed by the Secretary General at the Head Office level, i.e. Secretaries at the level of the City Red Cross of Skopje / Red Cross Branch organizations. The management is responsible for the implementation of the adopted strategic and program decisions in the organization.

In an effort to be an even more successful organization that is already a recognized leader in the humanitarian sector in the country, in the coming period we are ready to invest in a new leadership and management model that will offer us new opportunities for efficient transformation and utilization of potential, capacities, knowledge and the experiences of our members, volunteers and staff.

The selection of persons in the governing structures of the Red Cross organization is based on an established delegate system for the participation of members in the grassroots organizations, branch organizations, the City Red Cross of Skopje and the Red Cross of RNM. Regarding the election model, we will advocate for open participation in the governing structure, which will be based on selection by application and established criteria, not limiting the selection based on the grassroots organization from which the member comes, but we will strive for the quality and competencies of the members who apply to be part of the governing structure.

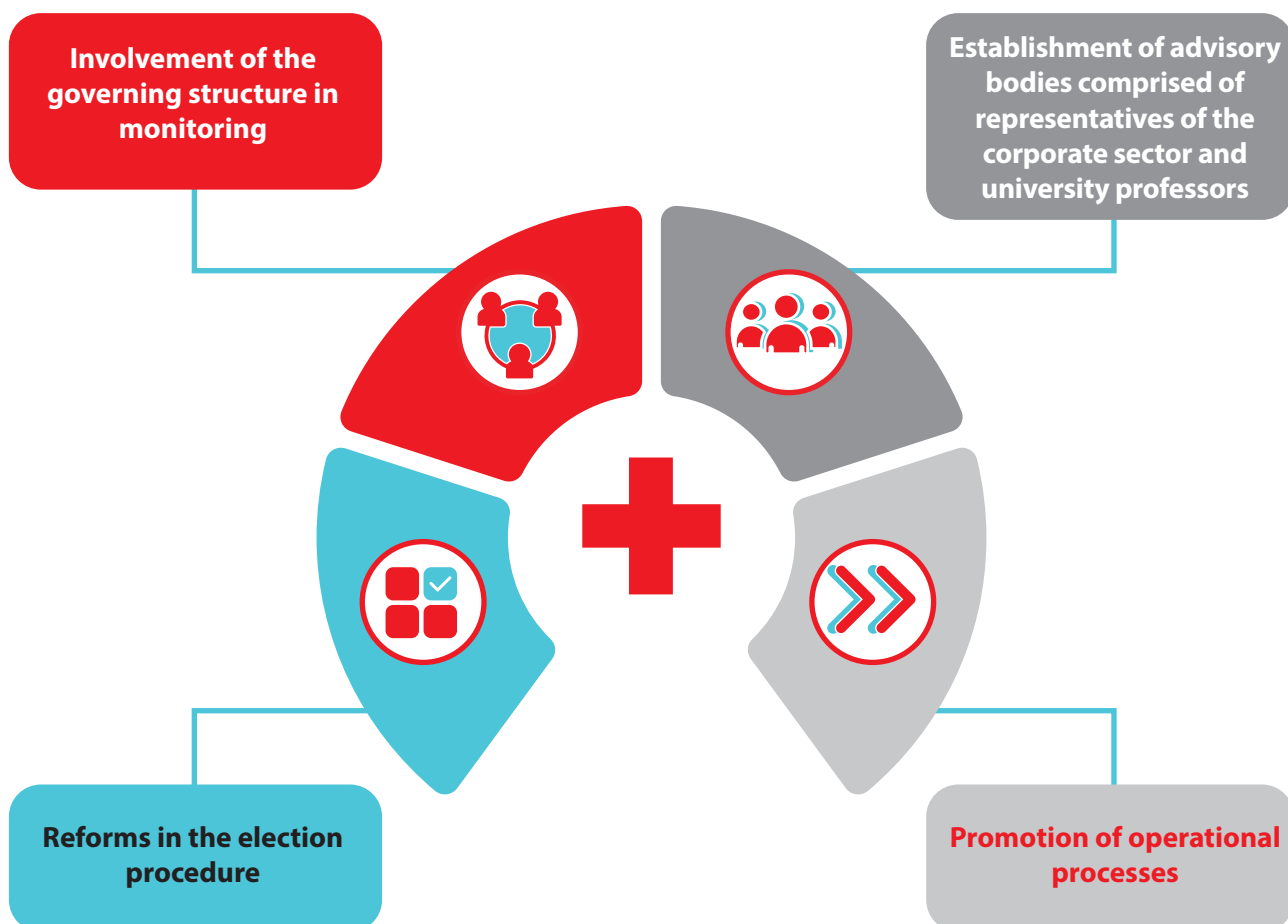
We will encourage a closer involvement of the governance in monitoring the conditions and results of the Red Cross branches and the City Red Cross of Skopje in order to ensure participation, advocacy and individual contribution and responsibilities for monitoring the current situation in the organization.

We will promote responsible work in terms of adopting and respecting norms and standards for respect of moral, ethics and well-being of all human resources in the Red Cross organization as well as the final beneficiaries.

We will develop solutions that will enable us to form advisory bodies comprised of experts who will be able to contribute to the improvement of the work of the Red Cross as a result of their expertise. We will pay special attention to the include university professors and persons with special achievements in science to contribute for linking the work of the Red Cross and the method of implementation of program activities with current trends and scientific achievements, which will directly affect the quality of the delivery of services to beneficiaries. Locally and nationally, we will encourage the involvement of representatives from the corporate sector, whose primary role will be to improve access and promote cooperation initiatives, taking into account the companies' social responsibility policies.

In the work of the governing bodies, we want to enable participation of prominent external individuals who are influential in society or the community within their profession or occupation, such as retired politicians, athletes, journalists, health workers, artists, etc., who will promote the Red Cross and provide appropriate professional support for the functioning of the governing and advisory bodies of the organization.

In the transformation process, we will place special emphasis on the improvement of the work processes of the management structure through the introduction of systematized solutions that will contribute to the improvement of the performance of staff, capacity building of the staff, the establishment of standards for motivating, appraisal and recognition, evaluating of the achievements and improvement of the control mechanisms.



Transformation 2: Building partnerships to respond to humanitarian challenges



The mission of the Red Cross of the Republic of North Macedonia relies on building and developing partnership relations with the components the Red Cross and Red Crescent Movement, state institutions, the private sector and other organizations, in order to provide comprehensive support to people who need help. Partnership cooperation primarily offers various opportunities for implementing joint initiatives, responding to priority needs of different target groups, creating common values, sharing and upgrading resources and capacities. As a result of the evolving crises, natural and manmade, the complexity of emergency situations, as well as the emerging of new vulnerable categories of the population in the everyday life, the Red Cross of RNM is constantly facing the challenge of effectively mobilizing support to respond to needs of the affected population. For this purpose, our organization continuously works to promote innovative strategic partnerships that offer new solutions and support for the growing number of humanitarian challenges in the country.

The response of the Red Cross to the humanitarian challenges in our country in the past years has recorded successful stories of mobilizing humanitarian aid and support for the most vulnerable categories of the population, which makes us a recognized partner of the state, especially in times of crisis and disasters. We are prepared to invest in new projects through which we will be recognized as a responsible partner for the implementation of various initiatives in accordance with the policies and legal framework in the country that enable introduction and implementation of services of social importance to meet the needs of various target groups.

We will advocate that humanitarian actions and assistance in cooperation with partners represent above all sustainable support that will contribute to building the capacities of communities. We will put the emphasis on changing existing habits in local action by promoting positive examples and offering services that will strengthen the capacities of communities, to meet the needs of the vulnerable population in accordance with the policies of the authorities and the corporate sector for corporate socially responsibility.

With its partners from the public and private sectors, the Red Cross of RNM will develop and promote successful practices in response to new humanitarian challenges in order to ensure proactive behavior for early warning, preparedness and protection. Philanthropy and altruism will be the basic postulates on which the development of partnerships will be based in the direction of building a healthy and safe society.

We will promote our cooperation with the corporate sector and other partners as an opportunity to provide a return benefit, visibly emphasizing social responsibility and positive publicity, cooperation based on common goals, exchange of expertise and knowledge, strengthened motivation of human resources and improved reputation towards the beneficiaries.

We are aware that the most effective and sustainable solutions are those that are locally driven and put the community at the center of activities, while leveraging resources through flexible long-term and sustainable partnerships. We are ready to support and promote local partnerships of local Red Cross organizations that will focus on the needs and interests of the local communities where they operate.

We will advocate for wider recognition and sharing of positive practices, leveraging complementarities, assets, networks and skills, mobilizing resources, driving innovation and testing new business models and solutions.

Transformation 3: Introduction of a new model for organizing our work at local level



The organization of work in local Red Cross organizations is firmly rooted in the tradition of the International Red Cross and Red Crescent Movement. These organizational integral units exist in all national societies and play a major role in local life. In the world, these local organizations are organized in different ways because they adapt according to their functionality according to the local context and the needs of the population. What they all have in common is that they are the immediate focal points where we organize the work of volunteers and members, where we collaborate with local communities to detect people's specific needs, where we mobilize financial resources and where we provide a range of social humanitarian and health preventive activities. Also, through our local organizations, we help during crises and emergencies, promote our fundamental principles and we cooperate with the authorities, institutions and other stakeholders.

Red Cross of RNM has 33 Red Cross Branches and City Red Cross of Skopje through which it organizes its work in local communities. In its transformation process, the Red Cross of RNM will work on developing a new model of local organizing where the integral units of the national society will be a place where our members, volunteers and staff, in addition to their involvement in the implementation of the activities, will be the bearers of positive changes in the organization that will help us be even more successful. Our intention is to create strong local Red Cross organizations united in a strong national society that will continue to be a leading humanitarian actor at the local and national level.

In the new model, we will promote the exchange of positive experiences and lessons learned between local Red Cross organizations as an efficient and often more effective way than traditional forms and approaches of learning. We will consider new opportunities and alternatives to the traditional model of branch organizing in order to revitalize our membership and volunteer base. We will especially consider modern forms of physical or virtual volunteer organizing in order to provide additional opportunities for people to participate in Red Cross activities.

We are ready to consider opportunities to deviate from the traditional perceptions of what municipalities are versus what they can be. We will consider new forms to increase participation in our organization instead of the existing model that relies on structural organization.

We will support engagement according to needs, deviating from the traditional institutional model. Our goal is for local organizations to be creative places that will connect people according to their personal interests and the needs of the target groups. We will promote approaches where local Red Cross organizations will be platforms through which people will have the opportunity to make changes in the social environment in ways that are consistent with our principles and values. Our goal will be to promote personalized/individual development through balanced approaches that will enable us to target the services of our local Red Cross organizations to the target groups based on the available funds, the degree of development, local needs and the available capacities.

It is evident that not all local organizations make the desired progress and often rely on the support of the Head Office of the Red Cross of RNM. This is due to the reduced number of members and volunteers, limited number of activities, reduced local support, lack of focus on local needs and inefficient operation. We will put special emphasis on defining the capacities and possibilities for each local Red Cross organization in order to provide adequate development support in the coming period. In the new model of local organizing, we will determine and categorize the development priorities and activities of the local organizations based on the operating context, the needs of the target groups, capacity of the organizations, the desire for development and the possibilities for mobilizing financial resources in order to ensure effective use of available resources. We will promote autonomy in action, but we will also advocate for consistent control and accountability through clearly established standards for monitoring operational performance. In the model, we also expect that local organizations will recognize opportunities to be initiators of positive changes in national frameworks.

We will pay special attention to the development of leadership capacities at the local level as leaders of the transformation process in the local environment. Networking and mutual cooperation among our local Red Cross organizations as well as with other stakeholders will also be one of our priorities in order to use all the opportunities to share knowledge, deal with challenges, create new ideas and opportunities and explore possibilities for mobilization of resources.

We will invest in forms of rapid transition to digital work in order to ensure greater connectivity in our network supported by new technologies. In this way, we will provide greater opportunities for learning and sharing knowledge and support the development of our integral units.



Transformation 4: Model for mobilizing membership in the Red Cross of RNM



The membership base of the Red Cross is a key indicator of the public support the organization enjoys in the society. A large number of the members are also volunteers who carry out our activities in local communities. That is why one of the key priorities of our organization is securing a larger number of members in order to ensure comprehensive support for our humanitarian activities. In that direction, the Red Cross of RNM in the upcoming five-year period aims to introduce a new Membership Model that will incorporate innovative forms for recruitment and retention of members in the organization in order to ensure wider public support in the Republic of North Macedonia for the work of Red Cross of RNM and to raise additional funds for the implementation of the programmes of the national society in local communities.

The findings of the latest analysis of the conditions related to the membership of the Red Cross of RNM based on the data received from the Red Cross branches at the beginning of 2022 indicate various challenges in some branches related to the membership base in the grassroots organizations of the Red, payment of membership fees, ensuring the necessary number of members in the grassroots organizations in accordance with the provisions of the Statutes of the Red Cross of RNM, registration of the members in the RCB membership registers, registration of the membership in the existing membership software of the Red Cross of RNM, issuing membership cards to members of the Red Cross in certain RCBs, and other aspects related to the mobilization of membership in the organization of the Red Cross of RNM. The new membership model in the Red Cross of RNM aims to offer more comprehensive solutions in terms of ensuring increased number of members and the functionality of the grassroots organizations of the Red Cross. On the one hand, it will enable smooth functioning of the grassroots organizations of the Red Cross and delegation of members to the governing bodies of the organization, and on the other hand, it should provide opportunities to increase the number of members who will be actively involved in the volunteer activities of the national society.

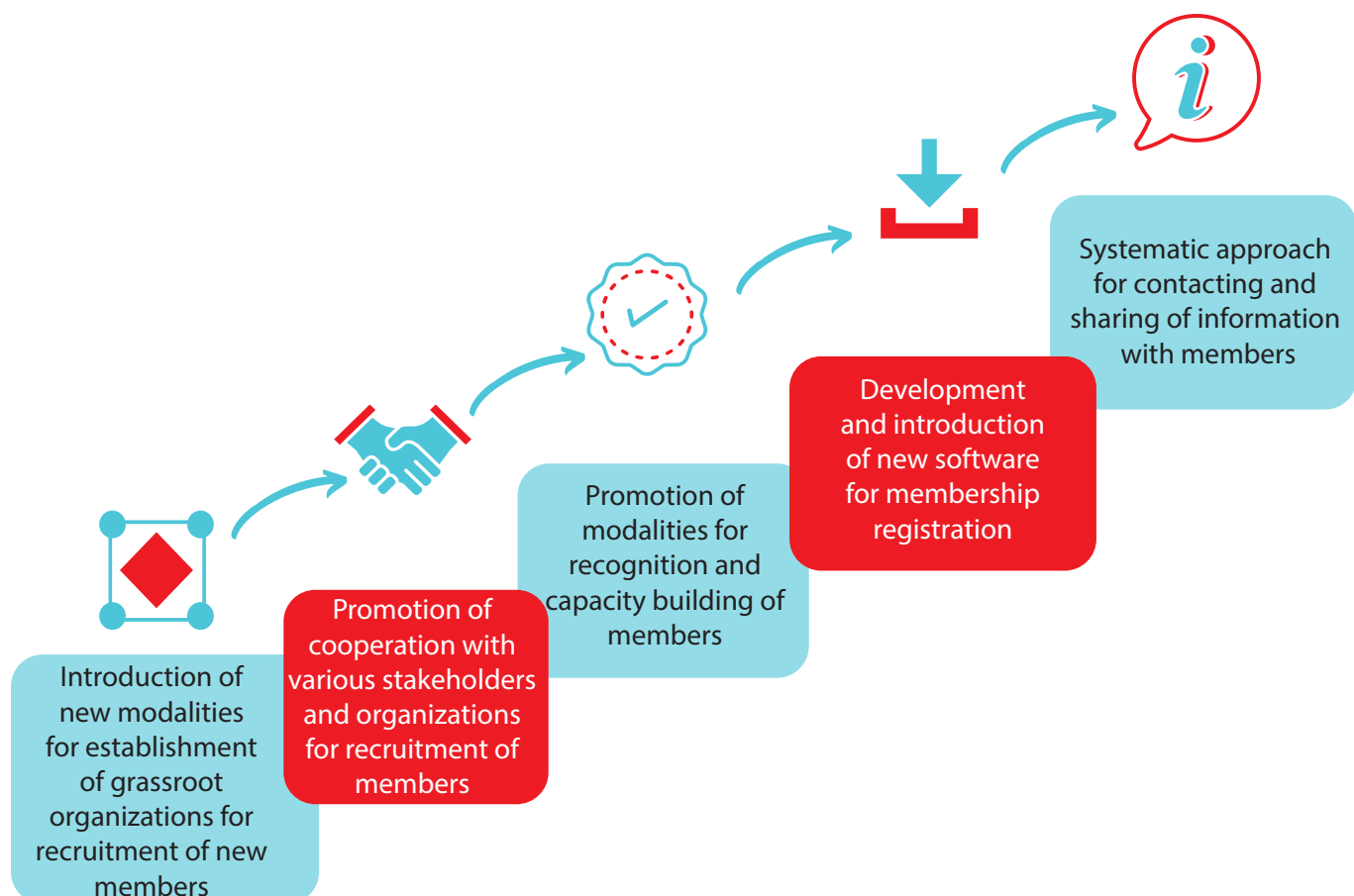
The process of transformations places special emphasis on considering possibilities of offering additional solutions for the establishment of grassroots organizations, especially in relation to the members who apply for membership in the Red Cross branch offices, who, according to the Statutes of the Red Cross of RNM, can only be registered as members - supporters of the organization. In a way, this category of members - supporters is in a subordinate position in terms of taking advantage of the opportunity to participate in the organization's governing process, therefore finding a modality for the formation of grassroots organizations within the RCB or direct membership that does not imply membership in a grassroots organization should provide equal opportunities for membership in the organization and participation in the election process at the local and national level. With the new model, we expect to improve the quality of the governing base, for people, which until now, due to the inability to be part of the system for membership in grassroots organizations (in local communities, enterprises and schools), did not have the opportunity to be actively involved in this process.

The increase in the number of members should make a special contribution in raising additional funds for the programme activities of the Red Cross branches. Red Cross membership through new membership modalities such as family membership or the convenience of paying membership fees for two or three years should offer opportunities for wider involvement and greater public support for Red Cross activities, especially in terms of greater involvement of the population in the work of the Red Cross in local communities.

In the new Model, we will place special emphasis on the promotion of cooperation with various stakeholders and organizations in the country such as trade unions, sports organizations, associations, companies and institutions, in order to recruit new members, but also to initiate opportunities for partnerships and cooperation in the future, both nationally and locally. In the new Model we will strive to offer conveniences related to the method of paying the membership fee (e.g. individual membership fee, membership fee for volunteers with a percentage discount due to activity in the organization, membership fee for young people with a percentage discount due to the person's age, family membership fee, lifetime membership fee) to enable greater accessibility and opportunities for people to become part of our membership base and depending on their interest to participate in the governing system of our organization.

At the same time, in our new membership model we will promote modalities for recognition, appreciation and capacity building opportunities for our members and other benefits and conveniences to be provided by the Red Cross or to be done in cooperation with partner organizations/institutions. We will pay special attention to providing support to Red Cross branches in terms of detecting potential target groups for membership in the Red Cross. The new membership model will be accompanied by a new software solution that will be simple to use and will enable easy and quick entry and monitoring of membership data in the Red Cross branches. We will invest in promotional activities to increase the number of members, such as organizing campaigns to recruit new members and raise the awareness of existing members on the importance of being a member in the Red Cross organization and extension of the membership in the national society.

We will pay special attention to improve the communication channels with potential members to mobilize them to join the Red Cross organization by promoting and incorporating different forms and modalities practiced by the national societies in the Movement. In the new model, we will strive to establish a comprehensive system for information sharing with our members in order to provide members with timely information about the work and achievements of the Red Cross of RNM, as well as opportunities for involvement in the activities of their interest.



Transformation 5: Model for inspiring and mobilizing volunteers



Volunteers and volunteering represent the potential of communities to respond to challenges in the local environment. Volunteering is based on the principle of voluntary work, acting for the benefit of other persons without financial compensation. Volunteering as a way of acting has social and individual benefits. Volunteering as a model of functioning in the society represents national solidarity and in times of unfavorable situations, the more prosperous groups make their contribution for the benefit of those who need support. On the other hand, volunteering offers people the opportunity for personal development and capacity building, both professionally and personally. People volunteer because they want to be part of a wider social group in the community promoting mutual support, coexistence, peace and tolerance, as fundamental values in human life. Volunteering in the Red Cross/Red Crescent Movement represents a direct and close connection with the communities around the world and enables us to do social, development and humanitarian work on a scale not otherwise possible.

Globally, the Red Cross and Red Crescent Movement has around 11-12 million volunteers. This number varies depending on the disasters and crises occur in a given year, but regardless, it is still a significant number of people mobilized to support others within the Movement. However, the overall trend of Red Cross and Red Crescent volunteering is increasingly being questioned (as a result of unreliable data in many countries), but in any case it is reasonable to estimate that overall numbers have stagnated in the best scenario over the last decade (with only little growth in some areas) or even worse, globally the number of volunteers in the Movement is declining. Research and analysis in recent years indicate changing global and local trends that affect volunteering, so we are ready to invest in adjusting and adapting the volunteer model at the Red Cross of RNM if we want to remain the leading organization in the area of mobilizing volunteers in the 21st century.

It is evident that the motivations behind the desire to volunteer change as a result of the social, economic and political contexts in which the forms of volunteering are also extremely diverse and affect the different characteristics and manifestations of volunteering. Volunteering is mainly a local activity. The strength of volunteering is that people voluntarily take action to solve problems they face in their local environment. These local volunteers are often perfectly willing to respond; they understand local problems, know the language, culture and customs and have personal motivation unlike those who are not directly connected to the community. Experience shows us that more people are volunteering in a shorter period of time, and there is a need at local and national level to take action to improve the diversity of our volunteer base at local level to represent the communities it supports.

The Red Cross, performing its auxiliary role, enables the realization of the individual and collective needs of the volunteers to give a contribution and impact in improving the situation at the local level, and this must of course continue, but there is an impression that there is a need for better utilization of the capacities of the global and local network of the Red Cross to ensure greater innovation and connection of local and global actions in facing our common challenges. Technology is changing the way human activities are done and volunteering is no exception. Technological progress connects people in previously impossible ways, the potentials are unlimited, and we are prepared to be more open to the innovation of volunteers who will be connected through focused networks and less controlled by central mechanisms of governance and management.

Red Cross of RNM is a leading organization in the country in the area of mobilizing volunteers who contribute for coping with various challenges and implementation of activities of social interest. On annual basis, the Red Cross of RNM mobilizes on average about 4,000 volunteers who volunteer in various programs of the national society in local communities. In the coming period, the Red Cross of RNM, in cooperation with the competent institutions in the country, will work on advocating for recognition and promotion of the importance of volunteering in the country and the appropriate recognition of the volunteer contribution in the society.

We are prepared to invest in a new model of volunteering that will ensure greater diversity in the organization, that is, greater inclusion of minority groups, women and people living with disabilities, for which we will need to establish appropriate communication means and infrastructure. In the new model, we are determined to more actively involve the older population, which has the potential to offer great and professional support. On the other hand, we should continue to work in a creative and innovative way to provide support and mobilize young people, especially considering that young people are particularly interested in volunteering and they have the greatest passion and desire to be involved in solving social issues more than ever before.

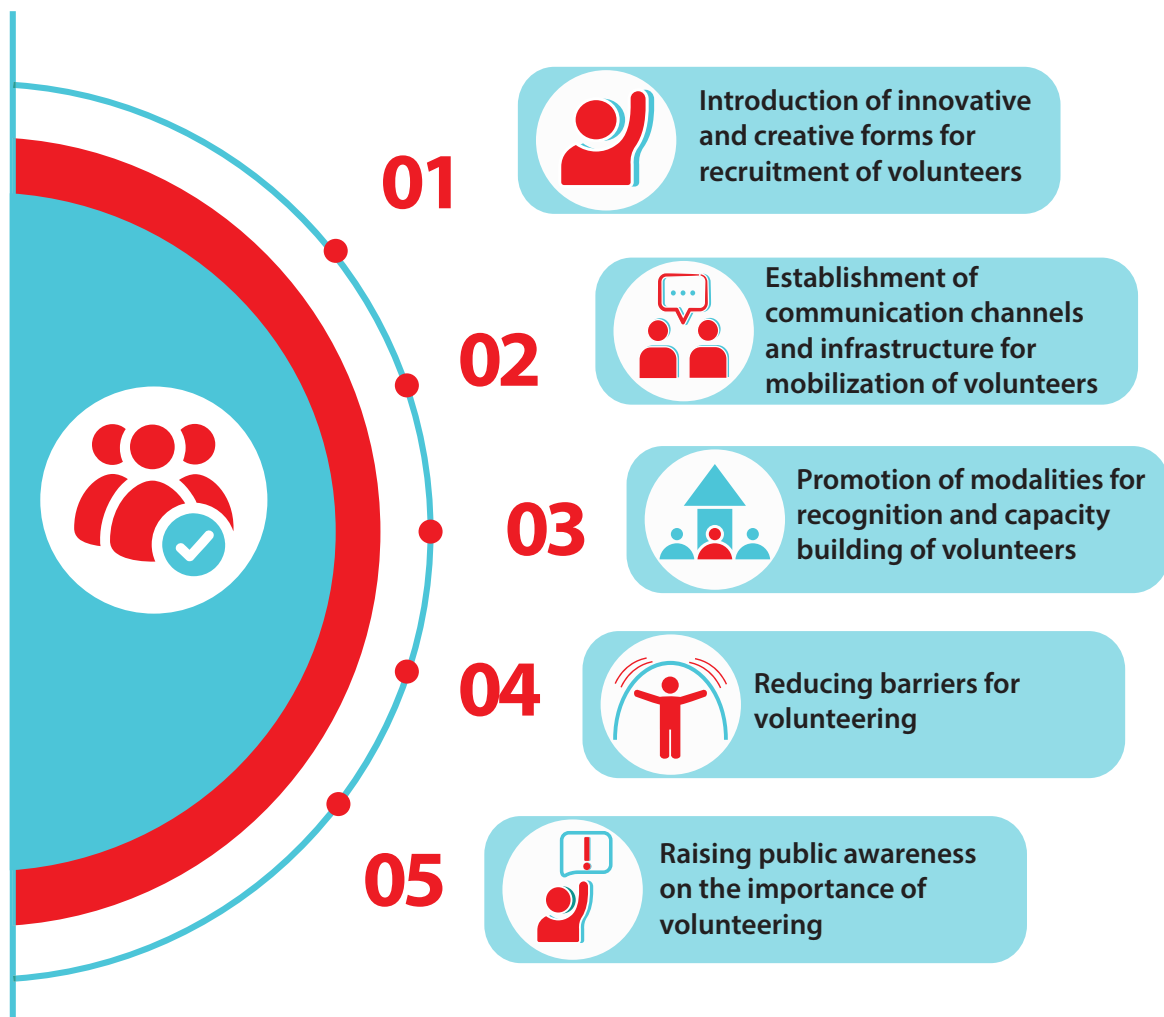
We are determined to develop a volunteering model that will offer an effective way to provide volunteer support to communities, so we can transform into an organization that will be more open and ready to establish a faster, networked, decentralized and self-managed volunteering model by changing the existing model which is largely centralized, with processes and procedures that can sometimes stifle creativity and are often an obstacle to the quick and effective involvement of volunteers in our network. Our existing model relies on recruiting and engaging volunteers to deliver pre-designed services. Although this element is still necessary, we are ready to think about introducing changes where volunteers can provide the support, knowledge and resources and impact that they want to see in the world in order to continue to be part of our Movement. Changes in social trends that affect people will most likely mean that we will have to organize volunteering in a different form than today if we want to meet volunteering needs and at the same time provide support for our activities and services.

The new model of volunteering should above all help us to provide mutual support and a unified approach in the behavior and actions of volunteers and staff in the organization and towards our beneficiaries. Volunteering is changing, driven by greater connectivity and capacity for self-mobilization and spontaneous volunteering through digital technologies.

We will work hard to motivate volunteering in the Red Cross of RNM organization by developing new, more flexible, open and complementary approaches that will allow us to create a more effective network of humanitarian workers, working for the common good in our local communities. In planning volunteer activities and volunteer engagement, we will place emphasis on ensuring the safety and protection of volunteers, especially those working in emergency situations. We are committed to strengthening our approaches to volunteer management, enabling a participatory working model and effective support for our volunteers and recognizing the engagement and work of volunteers. We will look after our volunteer base to provide a wide range of volunteer services, giving our contribution to the social environment especially during crisis situations. We will put special emphasis on promoting digital volunteering, corporate volunteering, volunteering through online campaigns and other forms that will correspond to the needs of volunteers.

We will work on reducing barriers to volunteering that currently affect certain individuals in the society and enable greater volunteering opportunities for older people, intergenerational collaboration and inclusion of people with special needs, and other marginalized people who may not have been able earlier to join the Red Cross. We will work on adopting appropriate policies and programmes for management of volunteers and members and systems that are disseminated, generally accepted by the management and governance of the organization and volunteers and members.

We are determined to continue with activities to strengthen the capacities of the human resources responsible for management of volunteers and improve the system for engaging existing volunteers in the work of the RCB's and City Red Cross of Skopje, improve the system for recruitment, retention and motivation of volunteers in the organization. In this process, we will continuously use the positive experiences within the Movement in the area of volunteer development. We will undertake activities to raise public awareness on the importance of volunteering in the country and we will ensure a continuous process of sharing feedback to communities as well as active involvement of volunteers in the planning and decision-making process.



Transformation 6: New trends in the youth operation



The youth of the Red Cross of RNM are enthusiastic, ambitious and dedicated members and volunteers who invest their competencies, knowledge, abilities and free time in the direction of fulfilling the mission of the organization and helping people in need. Youth activities are organized through the operation of 33 youth clubs that function in the Red Cross branches and the City Red Cross of Skopje. The work of the youth of the Red Cross of RNM is focused on the needs of young people and target groups, through peer-to-peer approach and various forms of informal education with the aim of promoting and improving health, mitigating social problems through humanitarian actions, acting in emergency situations from a humanitarian perspective, preserving dignity and diversity, training the young population on protection and self-protection, acquiring skills in the area of first aid, promoting the principles of the Movement, calling for a culture of dialogue for mutual understanding, tolerance and humane relations without discrimination.

The organizational transformation of youth work will be aimed at building coordination structures that will nurture the principles of youth work in the essence of their work culture. In that direction, we will work on the introduction of a new three-level system of coordination and motivation of the work of youth clubs (local, regional and national level), which will provide good prerequisites for successful implementation of various youth initiatives in local communities. The focus will be on building a special induction system, education and continuous professional development of the youth coordinators who will further multiply the same principles within the permanent volunteer structures.

We are ready to build an organizational culture that will enable overcoming certain challenges in youth organizing as a prerequisite for effective and efficient work of young people who are aware of their role and contribution in realizing the mission of the Red Cross.

We will strive to change the perception of young people in terms of their place and role in the management and governing structure of the organization, where young people will be recognized as future as well as current leaders and young people who, with their competences, would make a special contribution to the development of the organization.

We will pay particular attention to building a mechanism to ensure the necessary care for our volunteers and members in the Youth Clubs by offering a normative, professional and functional framework for action. We are determined to contribute to building an organizational culture where the Red Cross will be open to everyone, where young people will have a special place.

The programme transformation will be based on several key postulates. We will invest in youth programmes of the Red Cross of RNM (social-humanitarian activity, health-preventive activity, disaster preparedness and response and promotion of human values) which will offer new and well-structured contents based on the approach "from young for young people". In these programs, young people will be creators of activities based on local needs, current developments and trends, where they will be able to express their innovation, creativity, determination and vision.

We will promote minimum standards for the operation and efficiency of the Youth Clubs, which would guarantee that each club functions in accordance with the organizational policies and normative framework and delivers adequate results in the social environment. These standards should ensure the unified work of young volunteers within the entire organization.

We will invest in volunteering that will be based on a systemic reorientation from quantitative to qualitative volunteering where volunteers will be primarily recruited according to their competencies and expertise to engage in pre-structured volunteer tasks. In our work we will strive to include as many young people as possible and we will put emphasis on promoting positive human values and building responsible persons who will be proactive stakeholders in the community. We will dedicate a special space in our transformative process to targeted mobilization of the student population in specialized program services where young people will have a range of opportunities to apply their academic knowledge in implementing activities to meet the needs of different target groups in the communities.

Finally, within the overall changes in the upcoming five-year period, we will promote a process to ensure adequate representation of young people in the governing and management system, where young people will be an active stakeholder and partner in making decisions related to the organization and a proactive initiator for the development of the organization by offering innovative solutions and approaches.



01

REFORMS IN THE ORGANIZATIONAL STRUCTURE OF THE YOUTH

Building coordination structures that will nourish the principles of youth work

02

INTRODUCTION OF YOUTH PROGRAMS

Introduction of new three-level system of coordination and motivation in the work of the youth clubs (on local, regional and national level)

03

INTRODUCTION OF A YOUTH SECTOR IN THE RCRNM

Change in the perception towards youth in terms of their role and place in the governing and management structure of the organization

04

PROMOTION OF POSITIVE HUMAN VALUES

Building responsible individuals that will be proactive stakeholders in the community

Transformation 7: Services for assistance and care of socially vulnerable categories of population



The services in the area of social protection in our country are implemented by respecting the principle of pluralization, where apart from the state, the civil sector, as well as other private and natural persons are involved in providing certain services to persons who are at social risk, create conditions for utilizing all resources and potentials that can be mobilized to meet social needs, thereby making a positive social change. The Red Cross of RNM is actively involved in the delivery of quality social services for home assistance and care, as well as personal assistance services for persons with disabilities.

Home assistance and care services for older people and people with disabilities



The service of home assistance and care represents a long-term care in the home and includes the provision of basic health and social services in home conditions to persons who, due to age, chronic diseases, and other reasons are frail and unable to take care of themselves. This service enables people to be assisted to stay at home and live as independently as possible. The care service is provided in the home of the person that receives a service or in the home of a family member. The services are of a different nature and replace the institutional care or other forms of organized care.

In 2017, the Red Cross of RNM conducted a survey in our country covering 1,000 older people, and the results confirmed the need for opening services for home assistance and care for older people. The survey results indicate that the older people prefer to receive help and support services in their homes - because they feel comfortable, calm and safe in their homes. Such findings required a more comprehensive intervention aimed at recognizing needs and influencing decision-making for the establishment of new social services. According to the Law on Social Protection of 2019, the older people may use social services for assistance and care in the home and the law provides a possibility the services to be provided by the civil society organizations that have a license or authorization to provide social services. During 2021, with the support of the Ministry of Labor and Social Policy, 10 centers were opened for the delivery of care services for the older people at home. Red Cross is a licensed provider of the services, and the persons who are the direct providers of the assistance and care service in the homes of the beneficiaries are trained caregivers who have professional capacities for the specific care required. The intention of the Red Cross is to develop and expand such services in the national society by covering a larger number of beneficiaries.

In providing the service for home assistance and care, the Red Cross will continuously invest in ensuring quality and the variety within the service by introducing specialized providers of the final care service such as care assistance for people suffering from Alzheimer's disease, and palliative care of the frail. These services will be offered to the general public, and will work on raising awareness about the importance of the service. From the research available so far, the majority of care and nursing for the older people is provided by family members, who do not have the necessary skills and competencies. Regardless of the specific circumstances, being a family caregiver is a challenging role and probably one that people are not trained to take on. With the right help and support, assistance and effective care can be provided for the older people. With this in mind, the Red Cross of RNM, in addition to the services provided by certified caregivers, will introduce a new program of additional support for assistance and care of older people.

The program will offer an opportunity to train younger family members to strengthen their role in providing adequate care to the older people in their homes.

Personal assistance services for persons with disabilities



The Republic of North Macedonia, as a signatory to the Convention on the Rights of Persons with Disabilities, undertakes a series of activities for revitalizing the provisions contained in the Convention and realizing the rights of persons with disabilities in all segments of life. In 2018, the introduction of the personal assistance service was foreseen in the social protection system, and later with the adoption of the new law on social protection, the personal assistance service is part of the package of social services to improve the quality of life of people with disabilities. The personal assistance service provides individual help and support for people aged 6 to 65, with reduced functional capacity, in order to enable independent living, active and equal participation in the community, as well as performing daily activities, which a person without disability usually carries out without anybody's support at a workplace, educational institution, rehabilitation center, professional rehabilitation center and other places where activities are conducted in relation to the performance of working tasks, education and work training of the beneficiary, in the community, and other activities of interest to the person. The personal assistance service is provided by licensed or authorized providers of social services, i.e. natural persons who work in social protection as a professional activity in accordance with the Law on Social Protection. Direct personal assistance service providers are certified personal assistants.

In 2018, the Red Cross of RNM verified a special program for personal assistance to persons with disabilities. The Red Cross is a licensed provider of personal assistance services to persons with disabilities. These services are expected to be developed and expanded through several Red Cross branch organizations in the national society, with the aim of making the services available to a larger number of beneficiaries. The service for the final beneficiaries is delivered free of charge, and it is supported by the Ministry of Labor and Social Policy. Following the needs of the citizens, in the past period there was a need to introduce, that is, expand the service for people with combined developmental disabilities. It is expected that these changes will be integrated into the social protection system, according to which the Red Cross of RNM will develop a new special program for the training of personal assistants, followed by establishment of the new personal assistance. In particular, the national society will invest in capacity building for delivery of the service to the final beneficiaries, continuously following the news to improve the quality of the service.



Social services

Social services for home assistance and care, as well as the service for personal assistance to persons with disabilities, as well as the provision of social services in general, require constant adjustment and adaptation, both to the needs of the beneficiaries, as well as to the real possibilities of the state's systems to implement these policies. Accordingly, the Red Cross of RNM will monitor the quality of service delivery by examining the satisfaction of the beneficiaries who receive these service, as well as the satisfaction of the service providers - the caregivers. On basis of the lessons learned, new investments will be made in preserving the quality by undertaking necessary changes in the delivery of the service according to the corresponding needs of the beneficiaries. The Red Cross will especially strive to follow the innovations in the delivery of this type of service, by strengthening the capacities of caregivers. The Red Cross will invest in building trust and responsibility in the delivery of higher quality social services before the institutions that are part of the support system in the country, and will work on continuous building of trust before the final beneficiaries, for purpose of further development of the services and recognition of the organization as a prominent provider of quality service delivery.

The social services in the national society, which are delivered according to the standard operating procedures of the state's systems, will be internally standardized in order to confirm an appropriate action, but also for recognition of our organization within the unified approach for implementation of the services. The services for the final beneficiaries are delivered by the Red Cross free of charge, and they are supported by the Ministry of Labor and Social Policy. According to a specific criteria of the ministry, the final beneficiaries are determined and they independently have the opportunity to choose the provider of the social service. Red Cross as a confirmed partner, for the fifth year in a row has been recognized in the country and by beneficiaries as a serious organization that is dedicated in a professional manner to deliver good quality of services. One of the development goals of the organization is to further develop social services in the national society and to set high quality criteria.

With the aim of ensuring sustainable development of social services, the Red Cross of RNM developed a concept of providing economic services. In this way, the services are made available to the general public, for citizens who need professional social services for the care and assistance of older people and persons with disabilities. What is extremely important is that we will work and advocate for providing equal access for beneficiaries to the necessary service according to their specific needs. With the establishment of a digital platform for promotion of social services, citizens will have the opportunity to quickly and efficiently receive appropriate information regarding the available services. Through the application of appropriate visibility tools, we will influence the general public to recognize the value of our organization in providing a professional approach to the delivery of home care and assistance services, as well as assistance to persons with disabilities.

Transformation 8: Social inclusion and promotion of equal opportunities at the labor market



The fight against social exclusion is one of the priority issues through which the Red Cross makes efforts to contribute to the improvement of the connection between the individual and the community. The reasons for social exclusion are often associated with insufficient employment, low educational level, limited employment opportunities, outdated knowledge and abilities or lack of modern communication tools, inappropriate housing, and lack of access to information. The fight against social exclusion requires active mobilization of all participants, both at the national and local levels, in identifying appropriate solutions to the challenges facing the country. Social inclusion programs tend to focus on education, employment, livelihoods or advocacy on the rights and needs of excluded persons.

According to the policies of the state in relation to regional and local development, the objectives set in the area of the labor market, emphasize the need for a broad, well-organized and open access to education on local level as well as trainings of high quality and application value related to the economic market and the labor market. The same applies to creation of local prerequisites for the creation of new products / services that generate growth and jobs and help in solving social challenges. North Macedonia is facing a high unemployment rate and according to statistical data, the most represented in the total number of unemployed people are people with a lower educational level and no qualifications. In order to contribute to the improvement of the conditions and opportunities for increased participation of the unemployed, i.e. persons who are socially isolated in the labor market, the Red Cross implements activities to strengthen professional capacities, as well as development of their social skills. Through learning various crafts based on their affinities, desires, and above all capacities, the Red Cross enables employment opportunities for the vulnerable population in the labor market, aimed at improving their economic situation, as well as the situation of their families.

Since August 2017, the Red Cross of RNM is a verified organization by the Ministry of Education and Science, which conducts training for caregivers to provide assistance and care for older people and people with disabilities, according to verified program verified by the Center for Adult Education. In 2018, the Red Cross of RNM became a verified training provider for personal assistance to persons with disabilities. In early 2021, the Red Cross of RNM, through the Center for Adult Education, verified two new special programs, for palliative care of frail people and the programme for assistants for care of people with Alzheimer's disease. The first caregivers have been trained for palliative care, and these programs are expected to be implemented through the Red Cross branches in the country, which will continue to deliver this type of services to the population in the communities. In addition to the benefits for the direct beneficiaries, the implementation of new social services opens up employment opportunities for persons from socially vulnerable categories of citizens.

On the labor market in our country there is a high gender gap in terms of participation of men and women, and the low participation of women compared to men stands out as one of the main challenges. In that direction, the Red Cross, through special programmes, opens up opportunities for professional training and competitiveness in the labor market. By establishing social services, we will create new employment opportunities for women by providing equal opportunities for the involvement of men and women in special training programs and social services. The range of needs and demands of the older people and persons with disabilities is far greater than the available capacities for providing such services by caregivers and assistants. In order to train people - qualified caregivers who will deliver quality professional services for the elderly, the Red Cross of RNM has verified

special training programs for caregivers and assistants to acquire skills and competencies for assistance and delivery of appropriate care through which we contribute to building of the adult education system in the country, by providing high quality learning and opportunities for acquiring qualifications in accordance with the needs of the population.

Certified persons are enabled to increase their competitiveness on the labor market, strengthen their personal competencies, and have better employment opportunities. It is important to point out that in the past six-year period, a total of 1163 long-term unemployed persons who have obtained an appropriate certificate have been trained in 16 educational training centers of the Red Cross, of which 4 centers cover an additional 8 municipalities. Trained persons are put in charge of delivering quality social services for citizens - providing help and care to persons who, due to age, chronic diseases, disabilities, and other reasons are frail and unable to take care of themselves, as well as personal assistance to persons with disabilities in order to contribute to independent living of persons with disabilities and their active and equal participation in the community and in society as a whole.

In order to deliver quality social and health services for the older people persons with disabilities, we will work on training certified caregivers who will be qualified to deliver care to older people, as well as personal assistants to persons with disabilities, thereby covering a larger number of older people with adequate care in their homes and support for people with disabilities in their everyday life. These changes will have several social benefits – the opportunity for socially excluded women and men, especially the long-term unemployed to acquire a qualification and be more competitive in the labor market, benefits for employment of a vulnerable population, and especially, by delivering quality services to make an impact on the improvement of the health and well-being of the vulnerable population in the communities.

Through targeted programs for social inclusion with a combination of providing social services, initiatives to raise awareness, as well as advocacy, the Red Cross of RNM will make a positive and effective contribution to solve challenges that lead to the long-term exclusion of certain target groups. To achieve these commitments, we will invest in the continuous strengthening of partnerships and trust with government institutions at all levels, as well as communities. Changes are needed in the approach to deal with exclusion, in regard to direct involvement in the special programmes and services of the Red Cross, of long-term unemployed persons who have acquired appropriate professional qualifications, as well as employed certified persons.

The promotion of equal access to acquire appropriate competencies and access to employment in quality services, and the continuous capacity building, will come directly from people who have integrated into society through Red Cross programmes. This will contribute to increased awareness in the communities about the possibilities for improving the social inclusion of vulnerable target population groups. In the creation of the new special programmes, the Red Cross will include people from the target excluded groups, because they are the most effective force for positive changes in the communities.

Homeless people are one of the socially excluded vulnerable target groups that are of special interest by the Red Cross which provides them with different assistance and support. Homeless people face reduced life expectancy, health problems, discrimination, isolation and barriers to accessing basic public services and benefits. The City Red Cross of Skopje, within the Station for the Homeless people, has been continuously delivering appropriate services to the homeless for 14 years in form of medical examinations, psycho-social support, legal assistance, hygiene care, hairdressing services, provision of clean clothes and hot meals. The Station has an equipped kitchen/dining room where these people are served with hot meals twice a week.

On average, 160 homeless people visit the Station every Wednesday and Friday. Total number of 204 homeless persons are served by the Red Cross. Services for homeless people are delivered by a multidisciplinary team that is tailored to their needs. At the Station for homeless, people are provided with free primary health care and medicines. If additional treatments are needed for these people at the secondary and tertiary level, the Red Cross team does its best to find appropriate solutions in cooperation with the institutions in the country.

The psychological support and assistance to homeless people is an inseparable segment in the professional work that is carried out for faster and more successful overcoming of the socio-psychological problems by this category of people. Through a variety of psychological methods and techniques, we work on improving the integrity of the persons, increasing their motivation to take a positive step to return to healthy social life, as well as establishing a psychological balance for their efficient and effective living. People receive support in obtaining appropriate documents that are needed when applying in case of open opportunities on the labor market. Homeless people are especially encouraged and enabled to participate in acquiring appropriate professional qualification or requalification in order to support their access to the labor market - employment which in turn is a crucial moment for their successful reintegration. Within the regular activities of the Red Cross, 10 homeless people have been provided with work integration.

Within the Station, there is also a shelter that is open during extremely low temperatures for provision of temporary care of homeless people who have health and psycho-social problems. In addition to overnight accommodation, homeless people also receive hot meals. The capacity of the shelter at the moment is accommodation for 30 people. The past experience shows that this type of temporary care is insufficient. There is a need to expand the existing facilities, and to enable care for a total of 60 people, for which the existing space of the shelter could be upgraded and expanded. The Red Cross can expand this service with new activities such as opening a Daily Center for Education with the aim of strengthening their personal skills, as well as organizing appropriate trainings. Through the center, work will be offered to homeless people. With this approach, homeless people would be motivated to undertake positive changes in their social life.

At the same time, the Red Cross will make efforts through advocacy activities to influence the competent institutions to open a Center for temporary residence of homeless persons. The center would function in cooperation and with the support of the Ministry of Labor and Social Policy. The Red Cross has the human resources to manage this type of social service. The center would have a capacity for 50 to 80 homeless people, who would be provided with 24/7 care until their reintegration into society. Homeless persons would receive a complete package of services: accommodation, nutrition, hygiene care, medical care, psychological support, legal support. These changes will be made in close cooperation with the responsible institutions in the country. The Red Cross of RNM will offer the existing infrastructure, which can be completed and equipped in a suitable Center that will respond to the needs of homeless people. The Red Cross has a space with a total area of 600 m², of which 300 m² would be available for accommodation, while 300 m² would be properly equipped and purposefully used as a Daily Center for Education of homeless people.

Transformation 9: Development of economic activities for social purposes



Social entrepreneurship in our country is in its initial phase and it is becoming more and more interesting. Social entrepreneurship is an organized activity with the aim of creating opportunities, employing people in the production and sale of products or services where profit is not the only or main goal of the activity, i.e. the profit is used for the employment of certain socially excluded or vulnerable social groups and it is used to solve needs and problems in the community. Our country faces a high unemployment rate of 22.9%, as well as a poverty rate of 21.8%. In response to these conditions, social entrepreneurship can play a vital role for integration of socially excluded and vulnerable groups and reduction of the unemployment.

Social enterprises are in the early stages of development. There are several good examples of enterprises working in the field of social economy and of course there is a great potential on the part of the state and civic sector to encourage the development of enterprises that would have a positive impact on society. Social enterprises in our country would be in the category of small and medium-sized enterprises, which are still drivers of the economy. This opens up space for new job opportunities in several sectors such as social protection, health, ecology, etc. If we take into account that 15,000,000 workers work in this sector in the European Union, of course the potential is huge. European practices for social enterprises recognize these enterprises as organizations that, regardless of their legal form, have as their primary goal the realization of measurable, positive social impacts, rather than the making profit for the owners.

Efforts are being made in the country to enact a Law on Social Entrepreneurship to define the status of the social enterprises so that they can be well recognized, but also to adopt certain criteria by which that status will be obtained. After defining the social enterprises and their scope of work, it is important to work on the availability of funds. Given the fact that there is a lack of funding for social enterprise startups, this is one of the areas that will need to be subject of interest. Possibilities for support would be through a government program, such as grants, or with external support. The Network of Social Enterprises of North Macedonia was founded in 2019, as a platform for communication and cooperation between different social enterprises, and it encourages the exchange of good practices and intersectoral connection. In 2021, the National Strategy for the Development of Social Enterprises in the Republic of North Macedonia was adopted, with the aim of creating a legal, financial and institutional framework for the development of social enterprises in the country.

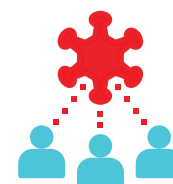
The Red Cross of RNM has several positive experiences of economic activities aimed at providing funds for social purposes. The following examples of good practice can be highlighted: The educational center "Solferino" of the City Red Cross of Skopje, "Button" - a store for secondhand clothes, Small packages of sugar for the needs of business entities, work in a cafeteria where a long-term unemployed person was hired through the Red Cross Branch Bitola, transport of persons who are not in a life-threatening condition, the establishment of new services for older citizens through the "Emergency Button" service, and the social services for care and assistance to older people and persons with disabilities which is in process of being established. Verified special training programs covering long-term unemployed persons for professional competence are also implemented by the national society. The Red Cross of RNM prepared economic packages for the delivery of social services for assistance and care of older persons and persons with disabilities. For the wider promotion of these economic activities, we will change the way of marketing the services to the public through the application of new tools and the preparation of a marketing strategy.

Based on the experience, as well as the need to set up new innovative approaches for the sustainability of the organization's services, we will adopt a Strategy for Development of Social Entrepreneurship in the national society that will define the priorities and set a framework for action to raise awareness and interest in the local environments for the development of economic activities for social purposes. Through the establishment of economic activities, the Red Cross branches will introduce new and innovative ways of financing their operations as a basis for sustainable development of activities and services. We will also invest in strengthening the capacities of the national society for the establishment and development of economic activities that will provide opportunities for new employment of vulnerable target groups of the population.

We will promote new entrepreneurial support programs in collaboration with external partners to develop projects for social initiatives that will respond to the needs and strategy of the organization and offer innovative solutions that will be targeted for social impact in communities.



Transformation 10: Coping with health challenges during epidemics and pandemics



Epidemics and pandemics are one of the leading threats to global health security. They affect people's health and well-being and can have a huge impact on the livelihood of the entire society.

Infectious diseases kill more than 14 million people worldwide each year. In this century alone, the world has seen deadly regional outbreaks of Ebola, Middle East Respiratory Syndrome (MERS), Acute Respiratory Syndrome (SARS), Yellow Fever, etc. The Covid-19 pandemic caused significant direct or indirect consequences on people's well-being in the last few years. With the increase in the number and severity of natural disasters, the incidence of epidemics and pandemics worldwide increases.

Epidemics begin and end in communities. The management and prevention of epidemics and pandemics is a priority of the International Red Cross and Red Crescent Movement. The health prevention program of the Red Cross of RNM addresses the health priorities of the most vulnerable population groups by raising awareness on the prevention of various challenges that infectious diseases bring with them and contributing to overcoming the health consequences caused by pandemics and epidemics. In this area, we are ready to improve our impact through actions that will focus on equity, sustainability, programme quality and innovation, to build more inclusive and sustainable preventive health programs and services for prevention, early detection and correct and timely response during epidemics and pandemics. We will place special emphasis on leveraging innovations in preventive tools and approaches to educate the population on infectious disease prevention and overcoming structural barriers to ensure an effective response to future public health crises.

We will work on the preparation of specific strategies for working with communities in times of epidemics and pandemics in order to contribute to a faster change of risky behavior and stop the process of spreading diseases. We will promote practices to reduce risky forms of behavior in order to influence people's behavior and habits during and after the end of a particular epidemic to reduce the spread and occurrence of a similar epidemic in the future. We will place special emphasis on the development and application of effective measures for the prevention of epidemics and reduction of their consequences, as well as the prediction and assessment of risks from potential epidemics through the preparation of operational plans and allocation of appropriate resources for that purpose. We will invest in training specialized teams at national and local level for prevention, response and recovery from pandemics and epidemics which will be ready to provide appropriate support to different target groups. We are ready to provide professional and logistical support to health institutions and authorities in the country in terms of mobilizing human and material resources to ensure an effective response in times of pandemics and epidemics.

Transformation 11: Reduction of consequences caused by climate change



Climate change is a humanitarian emergency that threatens human survival, now and in the future. The frequency and severity of extreme weather changes continues to increase. In the last 10 years, 83% of all disasters triggered by natural causes are caused by extreme weather conditions and events caused by climate change, such as floods, heat waves and storms.

1.7 billion people worldwide have been affected by the effects of climate change over the last decade. The negative impacts of climate change are a serious threat to the physical and mental health of the population around the world, and also exacerbate existing demographic and socio-economic inequalities.

As a result of climate change, the Republic of North Macedonia is increasingly facing a warmer and drier climate, which leads to dry periods and floods. Health risks associated with the effects of climate change may lead to the emergence of vector-borne - water-borne diseases and reduced air quality, food-borne and other infectious diseases, mental health consequences, increased rates of respiratory and cardiovascular illness, injuries and increased mortality associated with extreme weather conditions.

The Red Cross, within the scope of its work, will implement programmes and tools for early warning of the population about climate change. For the integrated management of climate risks, the national society will establish a reference center for climate change with the aim of detection and timely adaptation to climate change to reduce risks from natural disasters with a special emphasis on the prevention of health consequences caused by climate change, in cooperation with domestic and foreign institutions.

We will invest in encouraging systematic activities for adaptation to climate change by conducting a dialogue with the authorities in the country and we will take part in joint research activities with relevant stakeholders to provide guidance and resources for practical measures that will contribute to a more efficient response in dealing with climate change.

In the field of social protection, we will work on finding and promoting solutions that will help overcome the needs of the most vulnerable population related to climate risks and adapting to the impacts caused by climate change. In cooperation with the responsible institutions in the country, international and local partners, we will strive to better identify risks and vulnerabilities and to ensure better access for the most vulnerable population to information related to the impacts of climate change and provision of timely and appropriate support.

Transformation 12: The Red Cross as a reference and competent organization for provision of first aid



First aid is a vital initial step in providing effective and rapid intervention that helps reduce serious injuries and increases the chances of survival. The administering of first aid, if applied correctly, can bridge the gap between temporary or permanent injuries, rapid recovery or long-term disability.

The Red Cross of RNM is actively working to raise awareness on the importance of first aid, providing training and services to various target groups in order to improve people's safety and overall health. During the past years, the Red Cross of RNM has paid special attention to the promotion of first aid curricula; it intensified its cooperation with competent scientific institutions in the country, it modernized the equipment for teaching and improved the methodology of education and acquisition of practical skills in the area of first aid.

We advocate for continuous improvement of the quality of first aid programs, created according to the needs of different target groups such as preschool children, primary and secondary school students, candidates for motor vehicle drivers, persons responsible for safety and health at the workplace, persons with special needs, etc.

During the next five-year period, the national society will focus on improving the knowledge and skills of volunteers and staff for an efficient response to crises and everyday situations by introducing a systematized approach to first aid education. With that, indirectly in the communities we will have qualified persons with skills and knowledge who will be able to provide an effective and efficient response in emergency situations.

In order to provide quality and science-based first aid education, we will establish an Expert Center for first aid that will work on the development and promotion of first aid through the adoption of policies, new programs, teaching contents, literature, monitoring of innovations in the field of first aid.

The Red Cross of RNM will strive for this center to grow into a Reference Center for first aid in the country that will develop policies, tools and licensed training programs for different target groups of the population as well as first aid training for institutions responsible for crisis management in the country.

Emergency medical assistance is essential for ensuring adequate health care for the population. For this purpose, the Red Cross of RNM in cooperation with the Ministry of Health will initiate the introduction of a special program for the training and work of paramedics as part of the mobile teams of the Red Cross of RNM, as well as for support of the emergency medical services.

The Red Cross of RNM will work on introducing digital solutions for first aid training for different target groups, which will enable their greater and easier availability of the first aid to the population. By providing easily accessible, quality and science-based first aid education, we will contribute to building safe and healthy communities by preventing and reducing risks in everyday accidents and disasters.

The Red Cross of RNM makes a special contribution to the promotion of first aid in educational institutions, where we teach young people at the earliest age how to properly give first aid. We organize branch and national first aid competitions for young people in order to further raise their awareness and improve their first aid knowledge. First aid is an invaluable lifesaving skill that young people should upgrade throughout their lives. In the coming period, a particularly important area in which the Red Cross of RNM will invest is the integration of first aid in the educational process of children in kindergartens, primary and secondary schools. Enabling children and young people to learn and give first aid is an important prerequisite for a safer environment and building safe communities for all citizens. The introduction of first aid in the curriculum will be implemented through relevant educational programmes according to the intellectual, social and behavioral abilities of the children. With these trainings, children will develop knowledge and skills in different areas of first aid.

We will invest in establishing a formal framework for integrating specialized Red Cross services in the field of first aid and psychosocial support as part of future legal solutions for crisis management.

Transformation 13: Promotion of mental health



Mental health activities within The Red Cross and Red Crescent Movement are aimed at providing access, support and care for people with psycho-social needs, protecting people's safety, dignity and rights, addressing stigma, exclusion and discrimination for people with psycho-social needs, implementation and development of interventions based on internationally recognized standards and practices, mental health care for staff and volunteers and upgrading of human resource capacities for mental health and psycho-social support. The protection of mental health and psycho-social support are part of the activities of the Red Cross of RNM in the past period, but they are not systemically separated. In the coming period, the Red Cross of RNM, through the newly established Center for mental health and psycho-social support, will develop its activities in several key areas.

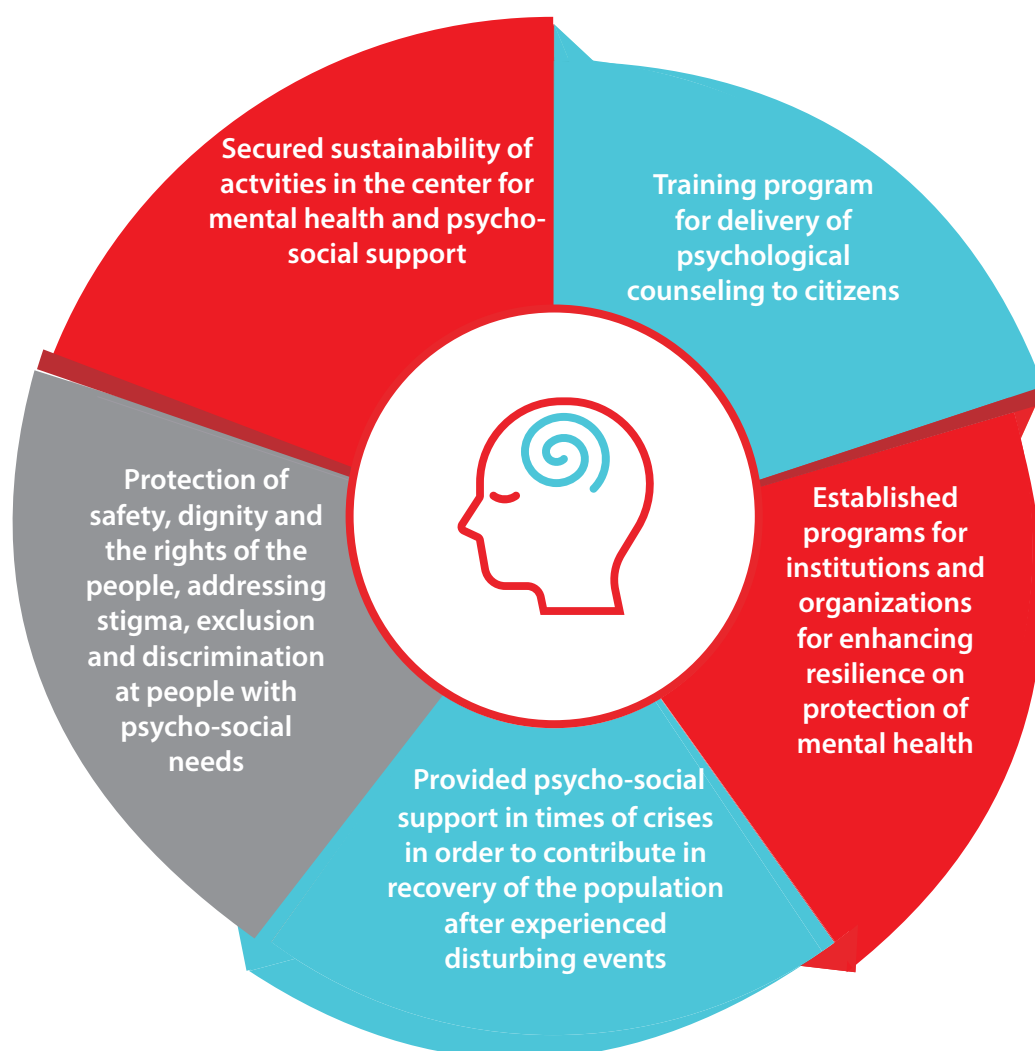
We are determined to work on the development of internal mechanisms for training volunteers and Red Cross staff in order to provide the necessary knowledge and skills for coping with stressful situations, provision of personal care and seeking support in case of need. Special emphasis will be placed on training managers and leaders to reduce stress in the work environment. We will strive for our staff and volunteers to have the necessary competencies and skills to be able to provide the necessary support to people with psycho-social needs. In the coming period, we will work on developing a supervision system to ensure the protection and support of the volunteers and staff in our organization.

We will put special emphasis on creating a special program for training staff to deliver psychological counseling to citizens. In order to sustain the activities, psychological advice will be offered as economic service. The persons who will deliver these services will be under supervision in order to ensure the quality of the service.

We will work on providing psycho-social support during crises in order to contribute to the recovery of the population after experienced disturbing events. We will implement the activities in this area by providing adequate psychological first aid, counseling, psycho-social support, recovery and strengthening the resilience of the affected population and referral for providing adequate professional assistance if needed. In that direction, we plan to form psycho-social intervention teams that will provide the necessary support in crisis situations.

The Red Cross, performing its auxiliary role to state institutions, will also work on providing adequate support in the area of mental health for various stakeholders and service providers within the crisis management system of the Republic of North Macedonia. The support will be aimed at people who are involved in operations to provide emergency aid to people affected by crises and emergencies, in the form of development of programs and trainings for dealing with anxious people, stress management, dealing with stressful situations in crisis situations, strengthening coping capacities and other interventions. With the aim of sustainability of mental health activities, the Red Cross will prepare a special program – a package of trainings intended for institutions, organizations to strengthen resilience to protect against various mental health conditions, which will be offered as economic activities.

Through the Center for mental health and psycho-social support, we will work on introducing Red Cross services for different target categories in the field of mental health. We will encourage the authorities and responsible stakeholders to recognize the importance of mental health and psycho-social support by harmonizing the national normative framework with international standards and practices to ensure adequate and quality care in crisis situations.



Transformation 14: New concept for motivation of voluntary non-remunerated blood donation



In frames of this transformation process, the national society will work on introducing a new concept for motivation for voluntary non-remunerated blood donation in order to strengthen the existing material capacities and human resources in providing efficient and quality services in the area of blood donation. Blood donation in the Republic of North Macedonia is of special social importance. Within its competences and legal authorizations, the Red Cross of RNM is responsible for promoting and organizing blood donation actions in the country. Providing the necessary amounts of blood and blood components largely depends on the efforts to encourage national awareness on the importance of blood in order to ensure a high degree of motivation of citizens to donate blood through proper and targeted health-educational and motivational activities.

Motivating people to donate blood is a responsible and continuous task that incorporates various activities in order to influence changes in human attitudes and behaviors and to mobilize new blood donors. Red Cross of RNM is particularly active in raising awareness on the importance of voluntary blood donation among the general population and in working with different target groups, by forming positive attitudes among people about blood donation and motivating people to actively participate in blood donation.

In the upcoming five-year period, we will pay special attention to the promotion of motivational aspects in the field of blood donation in order to influence the mobilization and retention of voluntary and non-remunerated blood donors. In particular, we plan to expand our activities by promoting new forms of peer education in educational institutions. With the new concept for motivation for blood donation, we will invest in education and training of professionals who, in cooperation with more experienced motivators and organizers of blood donation activities, will train educators for new motivators for voluntary non-remunerated blood donation.

We will work on promoting the human aspects about the meaning of blood donation as one of the basic values of the act of donating blood as opposed to promoting benefits. We will invest in establishing regular communication channels to better acquaint blood donors with the benefits from blood donation in terms of preserving their own health and the health of other people, as well as informing them about various aspects related to blood donation in our country.

Special emphasis in the process of transformations will be placed on the incorporation of digital technologies and social networks in promoting and motivating people for voluntary blood donation. In the coming period, we will work on integrating new digital applications and software solutions for blood donation in order to enable greater, faster and easier availability of information about blood donation.

Transformation 15: Coping with the growing challenges in the area of disaster preparedness and response



Disasters as a result of extreme weather and climate / environmental disruptions will become more frequent. Complex geopolitical and economic factors also contribute to causing humanitarian crises that become protracted. The increase in population density in urban environments and migrations bring a variety of challenges and potential disasters (seismic events or weather events or outbreaks of infectious diseases) with a potentially large impact on the population. The impact of disasters on the development of society is evident. Although the number of deaths from disasters seems to be decreasing over time, the number of people affected and the economic losses still increase exponentially. Decisive action is therefore needed to reduce disaster risks as disasters have devastating effects on local livelihoods and significantly hamper hard-won development progress.

The frequent involvement of the Red Cross of RNM in dealing with crises and disasters in the country imposes a need to redefine the role of the organization within the crisis management and protection and rescue systems in the country in accordance with the powers, responsibilities and capacities of the national society, as well as policies and the strategies of the responsible institutions in charge of crisis management in the state. The Red Cross of RNM possesses expertise and knowledge in various segments of ensuring effective disaster preparedness, response and recovery and is one of the leading organizations in the country, providing services to the population affected by natural disasters and other humanitarian crisis situations.

In the process of transformations of the national society, disaster preparedness and response activities will be directed in several key areas that should make a special contribution to building a sustainable and efficient disaster management system.

Our focus during the next decade will be on actions to alleviate the weaknesses and disadvantages arising from all kinds of crises and disasters for people, especially the most vulnerable, in order to enable the prosperity and progress of the population. We will work to effectively use technology and innovation to anticipate risks and disasters and provide proactive, early action and predictable funding.

In the coming period, we will place special emphasis on redefining the disaster preparedness and response program in order to restructure our internal setup, review the existing challenges as well as the opportunities available within the organization and social environment to ensure a continuous, efficient and systematized response and support for target communities and partner institutions that are part of the crisis management system.

Based on the lessons learned from the past and the detected weaknesses in providing a comprehensive response to crisis situations, we are ready to invest in additional capacities that will allow us to remain the leading organization in the country in terms of organizing, collecting and distributing humanitarian aid in the country. We will also work on promoting and establishing a system for collecting and shipping humanitarian aid during disasters in other countries, where the Red Cross of RNM will have the leading role.

Through our network, we will continue to strengthen our ability to reduce risks, take early action and respond to crises by building strong preparedness and response capacities using all available national and international support mechanisms. We will invest in understanding and solving the root causes of the occurrence of crises, the emergence of risks and vulnerabilities, integrating ethical and principled approaches to ensure survival, sustainability and well-being of humanity and the ecosystem of our planet.

We will place particular emphasis on the development of disaster preparedness and response training programmes and modules in order to establish a sustainable framework for building the capacities of our specialist teams operating in local communities.

We will contribute to the establishment of an efficient system for early warning and risk assessment to reduce the effects of possible disasters and crisis situations in the country using the experiences of the International Red Cross and Red Crescent Movement.

In cooperation with local governments and other local stakeholders, we will actively work on building capacities to respond to disasters and crisis situations through the formation and training of joint teams in order to provide timely and immediate support in case of emergency situations at the local level.

We will continue our efforts to establish an efficient system for providing humanitarian aid in the form of stock reserves that will be available in case of a major accident or disaster.

We are ready to take the leading role in the distribution and management of humanitarian aid provided by various international partners by performing our supporting role to the authorities in the country.

We will place special emphasis on building capacities and establishing a system for providing psychological support in case of disasters, intended for partner organizations that participate in operations as well as the population affected by disasters.

We will invest in further structuring and equipping the national first aid team by resourcing and building a pool of trained individuals and teams that will be available to deploy and respond to a major disaster or emergency.

We will invest in establishing a formal framework for integrating specialized Red Cross services in the field of first aid and psychosocial support as part of future legal solutions for crisis management.



Transformation 16: Establishment of professional water safety service



In response to the frequent accidents at open waters and closed swimming pools in our country in the middle of the last century, the Red Cross started implementing water safety and rescue activities in order to raise public awareness about the safe use of water areas as well as providing lifeguards. In the early 1990s, the Red Cross became a full member of the International Life Saving Federation. Over the years, the national society has been educating the population and training lifeguards for open and closed waters, and through the rescue teams, it has participated in a large number of rescue actions that have saved many lives.

On the territory of the Republic of North Macedonia, there are water safety centers where every year trainings are held for lifeguards for open and closed waters, with the aim of training the experts to provide assistance to drowning people in open and closed swimming pools in the Republic of North Macedonia. On an average annual level, the Red Cross of RNM provides about 100 lifeguards for open waters and about 40 lifeguards for swimming pools who have an average of 120 successful interventions on active drowning people and over 2000 different first aid interventions.

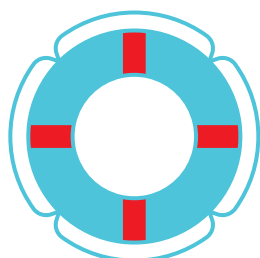
Within the change process, the national society will undertake advocacy activities for the preparation of a normative framework by the state, on basis of which work will be done to transform the Water Safety Centers into rescue services in order to ensure more efficient and sustainable operation by establishing a professional rescue service. We will also work on initiating normative internal solutions that will enable functional and sustainable operation of the services and increased safety for the citizens at swimming areas throughout the country.

We will invest in introducing new models for educating the young population to overcome prejudices and fears when staying and using water grounds and dealing with security risks.



100 lifeguards for open waters

40 lifeguards for swimming pools



over **2000 different**
first aid interventions

Transformation 17: Promotion of a model for mountain rescue and safety



The development of mountain tourism and mountain sports (recreational mountaineering, alpinism, speleology, sport climbing, skiing, etc.) in the Republic of North Macedonia imposes a growing need to improve the safety of people who sport and recreate on the mountain.

Over the years, the Red Cross of RNM stands out as one of the organizations in the country that is ready and makes a positive step in providing mountain safety services with its specialized teams that are professionally trained for first aid and rescue. On the territory of the Republic of North Macedonia, there are three rescue stations for mountain safety in Ohrid, Bitola and Skopje, as part of the local capacities of the Red Cross of RNM, based on its volunteer base, expertise and humanity, i.e. developing and nurturing the feeling and desire of volunteers to help persons who need help when staying and visiting mountainous areas. The issue and the work of specialized rescue services in the country have not yet been settled, despite the evident need for the existence of such services.

As an organization, we will advocate before the competent institutions in the country for introduction of a systematized solution for the establishment of rescue services whose main goal will be to help and rescue people in inaccessible, mountainous and urban conditions, and will also be active in the field of education, prevention, and avoiding accidents.

Mountain rescue services are a good model where expertise, recognition of needs, benefits from networking and enthusiasm are drawn from mountaineering societies, and logistical support comes from Red Cross branches. This model has the potential to be replicated in other regions of the country, as a model that allows rational use of the positive experiences of mountaineering and other societies whose expertise is related to disaster preparedness and response, and also where Red Cross would not be required to fully provide the human and material capacities from its own ranks.

Transformation 18: Green organization



The Red Cross of the Republic of North Macedonia continuously follows the trend of the latest achievements in ecology in order to implement and apply measures that ensure a healthier and cleaner environment and prevent harmful effects on the environment and increase energy efficiency. We follow the Energy Strategy of the Republic of North Macedonia 2030, according to which the protection of the environment implies actions primarily through energy efficiency, renewable energy sources, the choice of energy sources and modern technologies favorable from the aspect of protection of the environment, quality legislation and monitoring, education and public awareness, as well as promoting positive examples. The action of the Red Cross of RNM in this area will be towards implementation of activities to make an active contribution to the overall efforts to protect the environment.

We will strive to integrate energy sources at all facilities in order to generate fully renewable energy that does not pollute nature. We will strive to reduce the carbon footprint of our vehicles by promoting the use of vehicles that will increase our impact on environmental pollution prevention.

In our working environment we will promote the recycling of different waste material to contribute to the reduction of consumption of new raw materials which will result in reduced energy use, reduction of air and water pollution. We will invest in the digitization of the entire administrative and archival work in order to reduce the use of paper.

We will put special emphasis on networking with other green organizations in order to promote environmental protection activities through environmental actions, awareness-raising educations, public campaigns, etc.

Transformation 19: Financing and financial sustainability



Being financially sustainable means thinking about all aspects of the organization and identifying the best capacities or capabilities of the organization to generate enough resources to work towards the realization of its vision. By ensuring financial sustainability, the Red Cross of RNM strives to provide a range of sources of income generation.

For this purpose, the organization prepares comprehensive strategic, action and financial plans and has established an appropriate financial system that relies on accountable financial operations, the good image it enjoys in the social environment and the established values on which the work of the Red Cross is based. Generating funds is one of the essential aspects for ensuring sustainability in operations and represents only one of the complementary components for operational success, such as the ability of the organization to identify opportunities for action, the ability to recruit, manage and retain competent human resources, adequate financial infrastructure, demonstrating effectiveness and influence in the direction of increasing resources, as well as providing support from the communities and their involvement in the activities.

The Red Cross of RNM is financed by various sources such as membership fees, the Red Cross Law, games of chance, a blood donation promotion program, first aid training for driver candidates and first aid for organizations, services for vulnerable categories of the population funded by Ministry of Labor and Social Policy and funds from projects and programs supported by partner organizations for the implementation of joint activities.

In order to ensure the financial sustainability of the organization, the Red Cross of RNM in the upcoming five-year period will invest in finding new sources of funding in order to ensure the smooth functioning and implementation of program and project activities for different target groups.

In order to strengthen the capacities for mobilizing funds in the national society, the Red Cross of RNM will make efforts to build the trust of partners, regardless of whether they are individuals, government institutions, international organizations and agencies, companies and other stakeholders. Trust relies on the organization's internal values such as accountability and transparency in the operation, to which we will pay particular attention through responsible and rational work with the financial resources allocated for the implementation of our activities.

We will place special emphasis on the promotion of cooperation with the corporate sector at the national and local level for the establishment of long-term partnership relations for the implementation of joint initiatives. In that direction, we will invest in developing appropriate human resources in the Red Cross for cooperation with the corporate sector, who will possess appropriate knowledge and skills to take advantage of opportunities to implement socially responsible initiatives in local communities.

We will build teams in the local Red Cross branches for the development of well-structured projects for application to national and international funds such as the funds of the European Union.

In relation to the ongoing decentralization in the state, related to the transfer of new authorizations and significant financial resources to local governments to provide better services to citizens, the Red Cross of RNM will work to encourage and strengthen cooperation to support initiatives, as well as the establishment of long-term partnership cooperation through recognition of the values of the organization for approaching the citizens in the communities, but at the same time improving the services and increasing the quality of living.

In order to generate income from multiple sources for the realization of activities, we will pay special attention to the introduction of new forms and ways of providing funds through the implementation of economic activities intended for social purposes, such as social services for vulnerable categories of the population, trainings for acquisition of appropriate competencies, transportation of persons who are not in a life-threatening condition, opening of social enterprises, etc. These forms for raising funds are in the initial phase, so we will strive for their promotion, recognition and application throughout the organization.

The Red Cross of RNM has been making efforts to improve the financial management in the national society in the past period, for which purpose specific activities were carried out that had a direct impact on the development of the financial operations. A foundation has been laid for monitoring and managing the finances, for which the Red Cross in the coming period should ensure the upgrading of the capacities in the national society at all levels, to ensure effective and responsible financial operations.

We will work on the continuous improvement of the knowledge and skills of the management structure in the area of financial management, which includes financial planning, organizing, directing, controlling and reporting financial activities and processes. We will place a special emphasis on improving the mechanisms of internal and external control in order to ensure an accountable and transparent presentation of the financial results in the operation.

With the aim of efficient and effective data processing, flow of information and following latest developments in the area, we will invest in comprehensive digitization of financial operations in the national society through the application of electronic tools for application and reporting, as well as building institutional memory, i.e. establishing a database and documenting the financial-administrative operation.



Transformation 20: A systemic approach in the promotion of the international humanitarian law



International humanitarian law (IHL) is a set of rules that aim, for humanitarian reasons, to limit the effects of armed conflict on people and objects. Respect for IHL saves lives, reduces human suffering and ensures the protection of human dignity. The Red Cross and Red Crescent Movement is the main promoter and guardian of IHL throughout the world.

In the process of transformations Red Cross of RNM will invest in building a sustainable and reference system for the promotion, and exploring International Humanitarian Law consistent with the recognized role of the organization. The system we will build will be based on the establishment of a legal clinic for exploring and promotion of IHL, uniting scientific elites from the fields of law, security, military sciences and diplomacy. This system should offer a different approach in working in this area, which we strongly believe will be positively recognized by the state and beyond. The legal clinic, in addition to unifying the scientific community, will be in constant communication and coordination with the National Committee for International Humanitarian Law, which is a governmental body that deals with the mentioned problem.

Through this approach, we will offer a range of activities, programmes and projects based on modern methods, quality and up-to-date information available primarily to experts in the security and military sectors and to state and local authorities, relevant social stakeholders as well as students and young people as a special focus group in this area. Our goal is for the Red Cross of RNM to proclaim its reference role in the promotion of International Humanitarian Law that sets the limits of warfare that highlights the essential premise of the purpose of The Movement born in war.



The Red Cross and Red Crescent Movement is the main promoter and guardian of IHL throughout the world.



Establishment of a legal clinic for exploring and promotion of IHL, uniting scientific elites from the fields of law, security, military sciences and diplomacy.



Offering a range of activities, programmes and projects based on modern methods, available primarily to experts in the security and military sectors and to state and local authorities, relevant social stakeholders as well as students and young people as a special focus group in this area.



Transformation 21: Promotion of human values

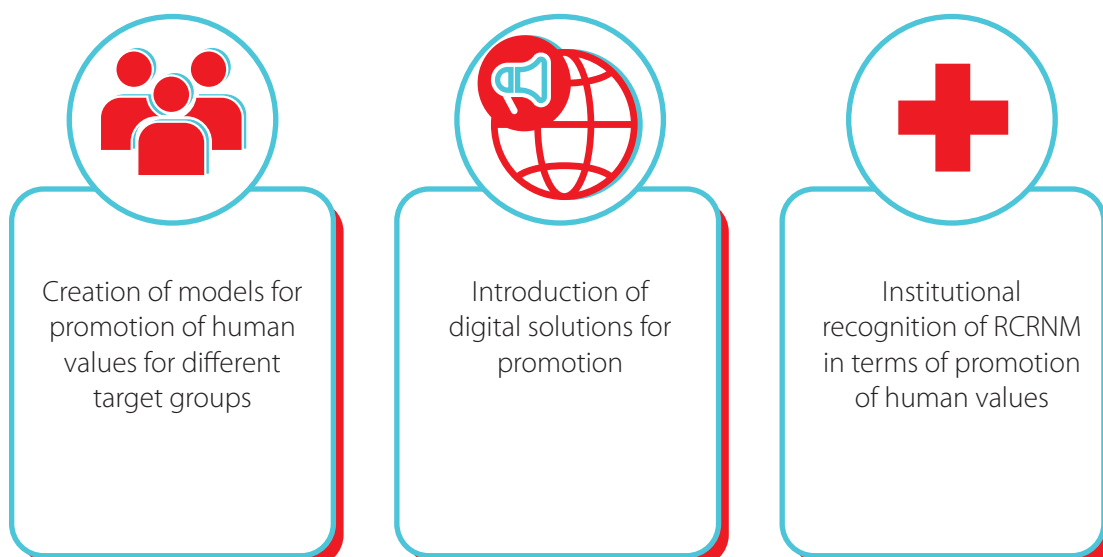
Promotion of human values is an integral part of the dissemination of the Red Cross and Red Crescent Movement, but also of particular importance for the realization of the mission and vision of the Red Cross and the fundamental principles. The role of the Red Cross in building a social culture based on positive human values is recognized everywhere in the world, including our country. The Red Cross of the Republic of North Macedonia is recognized as an active actor and partner in fostering positive values among the population with a special focus on youth by many state institutions, international governmental and non-governmental organizations, and mostly by the community itself in which it operates. We want to continue building inclusive and humane communities that will rest on the principles of togetherness, solidarity and humanity, not forgetting and taking care of the most vulnerable among us.

Our vision is to act, encourage and promote humane values to respond promptly to contemporary humanitarian challenges, while we are determined to do more, do it better and go further.

We live in a world where disasters and international and local conflicts are constantly occurring, causing unprecedented suffering to the civilian population and other categories of vulnerable populations. The Red Cross is considered one of the most important stakeholders who works dedicatedly to provide support for the most vulnerable population. That is why dissemination is the most important strategic communication tool for promoting the work of the Red Cross and human values. Therefore, the mechanisms of dissemination and promotion of human values will continue to be the main focus of the work, while we will take care of their constant improvement, innovation and adaptation for different target groups in society.

We will work on strengthening the existing dissemination model for working with young people, which aims to promote the culture of dialogue, connecting dissemination and humanitarian actions, recruiting new volunteers to the Red Cross through the promotion of humane values, promoting culture as a system of values and promoting an active approach to life.

Our continued focus over the coming years will be on protecting and promoting positive change for humanity, based on humanitarian values and principles. We will focus on initiatives that promote inclusion and diversity in providing opportunities, representation and decision-making, both within our organization and in the community.



Transformation 22: Planning, monitoring and evaluation as tools for successful development



Planning, monitoring and evaluation are closely related processes that affect the overall development of the organization. Through systematic monitoring of our activities we collect, analyze and use the information related to the progress of our programmes towards achieving the set goals. Through regular evaluation, we evaluate our activities, projects, programs, strategies, policies and overall achieved results at the local and national level. We use the findings of these processes for our short-term and long-term planning in order to move our organization in the desired direction. These tools are also very important for us to monitor the performance of our integral units and to define the next steps on the way to a successfully transformed and modern National Society.

Our organization stands out as one of the leading national societies in the Movement which over the years has invested great efforts in integrating planning, monitoring and evaluation into daily work. In order to provide support for the overall transformation process in the organization in the upcoming five-year period, we place a special emphasis on harmonizing and providing a package of measures and activities that aim to further strengthen our planning, monitoring of operational performance and continuous evaluation of the achieved results that will direct the development process and represent control means for our management and governance.

Standards and criteria will be redefined, which on one hand will be a guide for the planning and implementation of activities at the local level, and on the other hand, they will be aligned with the current needs and opportunities for action at the local level. Through this approach, we will constantly be aware of the extent to which the goals are being met, transparency and accountability are significantly strengthened, correct decisions are made possible, and at the same time a basis is built for better planning and preparation of future programmes, taking into account the lessons learned and experiences from the past. We will work on introducing a new planning model that will represent a framework and norms for the business performance of our integral units in order to provide the opportunity for development, competitiveness and better monitoring and evaluation of the performance of the managing and governing structures at the local and national level.

An essential prerequisite for continuous development is to constantly perceive the current situation and take appropriate measures that will reflect the new trends in the operation in order to enable appropriate development of the organization at the local and national level. We will achieve this by introducing a new monitoring and evaluation system that will provide a standardized approach to planning and accountability, and thus the overall operation and implementation of the programs will be more adaptive and efficient.

We will strive to create a new organizational culture by encouraging and forming new habits and strengthening capacities, both human and technical. We will determine the development and shortcomings in the work of the Head Office and local organizations through continuous monitoring of the implementation of programs and policies through various forms and tools whose functionality will be regularly analyzed in order to improve it. The analyzes from the evaluations will direct us to detect measures and recommendations in order to overcome certain shortcomings or negative trends in the operation, which will be the basis for efficient transformation, reorganization and capacity building of the National Society.

We will digitize monitoring and evaluation processes by gradually introducing electronic tool formats and platforms for reporting, monitoring, planning and sharing practices leading to the establishment of software that will integrate electronic tools and significantly improve the feedback system and increase the opportunities and potentials for development and transformation through more effective and faster finding solutions to challenges and more efficient planning of future activities according to needs and local context. With the foreseen model of a well-functioning local organization, we will promote a standardized approach to work that will foresee the categorization of local organizations, redefinition and regionalization of activities, which will further contribute to more appropriate, effective and adaptive programs and services.

By introducing a new sector in the Head Office of the Red Cross of RNM, we will integrate monitoring and evaluation with financial audit, which will implement standards and introduce habits that will build trust and responsibility and encourage greater efficiency and motivation in work.

We expect that through the new planning, monitoring and evaluation system, we will improve our transparency and accountability, we will more easily identify and deal with operational challenges, we will use our resources more effectively, we will learn from the mistakes made, we will improve the process of decision-making, we will be better organized, we will replicate good practices and experiences and we will encourage innovation.





Transformation 23: Humanitarian diplomacy

The basic goal of humanitarian diplomacy is, in cooperation with the representatives of government institutions, international organizations, humanitarian organizations, non-governmental organizations and other stakeholders in society, to protect the well-being and dignity of people whose basic human rights and freedoms are threatened. Humanitarian in nature, it is realized through building sustainable relations, bilateral and multilateral, official and informal, and aims to influence decision-makers and other stakeholders who play an important role in creating public opinion with the intention of improving life and the interests of the vulnerable population with full respect for basic humanitarian principles and values.

One of the main objectives of the Red Cross of RNM in this field will be to promote efficient partnerships in the implementation of activities to respond to the needs of the vulnerable population. By building appropriate capacities, we will try to make humanitarian diplomacy an integral part of our daily work. We will develop humanitarian diplomacy as a means of advocacy, negotiations, communications, formal agreements and other measures that will be needed to achieve our goals.

We will place special emphasis on persuading decision makers to act in the interests of vulnerable populations so that we can better address the humanitarian challenges in our environment. Through the formation of expert working groups, organizing round tables, forums and the preparation of appropriate information material, we will advocate and promote the protection and respect of the rights of the most vulnerable target groups in order to provide them with a more dignified and safer life.

We will work on upgrading our capacities based on good practices, strategies and knowledge that will help us improve our approaches and actions in the field of humanitarian diplomacy in order to strengthen our integrity and partnership relations with governmental and non-governmental stakeholders in providing adequate care, protection and rights of people facing exceptional humanitarian challenges. In this area, we will put special emphasis on incorporating experiences and good practices from representatives of the International Red Cross and Red Crescent Movement and other international and domestic organizations in order to keep up with the challenges and to be able to provide an adequate response to the priority needs of the target groups.

Our focus in the field of humanitarian diplomacy will primarily be aimed at improving the lives of people who have found themselves in an unfavorable situation as a result of natural disasters, wars, conflicts, deprivation and violation of basic human rights as a result of violations of the rules of international humanitarian law. In cooperation with the competent institutions, we will strive to improve the normative and legal solutions that regulate this issue in the country, as well as their consistent application.

Transformation 24: Response to humanitarian challenges related to migrations



There are almost 280 million migrants in the world today. Approximately 90 million people at the end of 2021 were registered as forcibly displaced persons because of conflicts, violence, prosecution, violation of human rights or as a result of breach of public order and peace in the country. 27 million of these people are categorized as refugees and 4.6 million people with the status of asylum seekers. In the same year, around 24 million people were displaced and had to leave their homes as a result of natural disasters. Migration and displacement represent one of the greatest humanitarian challenges of our time.

The number of migrants globally has increased significantly in the last decade and is expected to continue to grow as a result of conflict, poverty and lack of quality employment opportunities. The climate crisis and environmental pollution are increasingly forcing people to change their place of residence. This leads to risks of exploitation and abuse by traffickers and other criminal groups, as well as deprivations of liberty caused by policies that limit access to basic services and care. The risks increase for stateless persons and those without official proof of identity.

Our work to support people on the move focuses on saving lives and preventing people from suffering. We help people cope with the risks and challenges resulting from migrations and work to protect and restore their dignity. Our Movement neither encourages nor discourages migrations. Our approach is unique and strictly humanitarian in accordance with our Fundamental Principles. Our broad humanitarian mandate and long-standing commitment to working with migrants regardless of their legal status means that we focus on reducing vulnerability and meeting the priority needs of these individuals. Enjoying the status of an auxiliary to the authorities in the humanitarian sphere, we have the opportunity to promote dialogue with the institutions in order to ensure the necessary care for migrants and the protection of their rights and dignity. Thanks to our volunteer network, we are part of our social environment and communities which means we can help strengthen integration and social inclusion and tackle discrimination.

Our focus over the next five years will be to ensure that all people who migrate are safe and treated humanely and with dignity, and to ensure that all people receive the support they need to thrive in an inclusive society. We will work to provide support to promote the protection of vulnerable groups, women, children, persons with special needs and asylum seekers. We will advocate for more consistent action in the field of migration by understanding the needs of migrants and providing an appropriate response to their needs. Through its humanitarian work, the Red Cross of RNM will engage in activities that will contribute to the protection of migrants by providing humanitarian support for persons on the move, support for detained migrants, restoring family links for separated families and individuals, activities with persons who may be subject to human trafficking, provision of legal support and activities for information and advocacy and social inclusion. We will implement part of these specialized programs in partnership with the competent institutions and the International Committee of the Red Cross and the International Federation of Red Cross and Red Crescent Societies in accordance with their specific mandates.

In our programs, we will strive to provide migrants, including irregular migrants, with significant access to assistance, information and referrals to other services at key points on migration routes or in areas with large migrant populations, so that they are better informed about their rights and potential risks, in order to make their decisions voluntarily, safely, with all the necessary information to mitigate potential risks. When possible, we will include migrants in our services or as volunteers.

Within our activities we will incorporate activities to strengthen the resilience of communities in areas with high levels of migration so that communities can recover from crises and prepare to overcome potential risks. We will ensure that migrants feel accepted and included in communities and have meaningful and ongoing interaction with the local population through activities to build trust, understanding and empathy for migrants.

In cooperation with the International Federation of Red Cross and Red Crescent Societies, we will provide training on providing comprehensive services to migrants, including mapping and assessing needs and providing comprehensive support for their priority needs. We will invest in promoting cooperation with other national societies to ensure a collective response to the needs of migrants. We will put special emphasis on capacity building of our Red Cross branches, especially the responsible staff and volunteers in order to be able to better respond to all challenges related to migrations. We will work on enhancing the dialogue with the responsible institutions in the country regarding the rights and vulnerabilities of migrants. We will initiate dialogue and humanitarian diplomatic and advocacy activities at all levels on the rights and needs of migrants and the role of institutions in providing support to migrants.



Monitoring and evaluation of the implementation of the Transformation-28 process



Monitoring and evaluation are critical in implementing transformational change and are important to be carried out throughout the process. The progress will preliminarily be limited to the duration of the Transformation-28 process, however, the period may be extended for monitoring purposes to gain a more comprehensive understanding of the impact of the process.

Continuous and effective evaluation of progress towards the achievement of implementation goals will show whether they are being achieved and whether adjustments need to be made during the implementation phase. The information that will be collected through monitoring and evaluation will provide management with indicators for making appropriate changes to adapt and implement the “Transformation-28” process in terms of meeting the desired goals and planned results to ensure organizational growth and success.

The process of change will be accompanied by a practical and applicable methodological framework for monitoring and evaluation, in which qualitative and quantitative instruments will be used to assess the success of the implementation of the changes that arise from Transformation-28. The transformation processes presented in this document are accompanied by a five-year operational plan that incorporates activities, time frames for implementation and expected results. These activities will be closely correlated with the annual planning and individual operational plans of the responsible persons for each of the programs of the national society. Through reviews and analyses, the activities contained in them will be monitored with predetermined fixed and regular dynamics.





Our expectations from the “Transformation-28” process

- Development of efficient approaches in the programme operation by monitoring and applying latest developments in the country in the area of support and development of appropriate services in the community.
- Integration of digital solutions in the operation to strengthen efficiency and modernize the organization’s response.
- Preparedness to change and adapt to current trends and policies in the social environment.
- Internal changes in the organizational setup for efficient and timely response to humanitarian challenges.
- Innovative forms of volunteering for building a healthy and safe society.
- Continuous evaluation of the performance in our operations in order to detect opportunities for more efficient competition in new fields of interest in order to be a more agile organization.
- Understanding how to change and adapt our agenda to respond to the continuous dynamics in the external environment.
- Defining performance standards different from the traditional landscape we are surrounded by in our current operations.
- Systematic perception of the standpoints of the governance, management, staff and volunteers in order to integrate all the values and perceptions in our organization.
- A new concept of leadership and decision-making at the national and local level where local communities will be at the center of our changes.
- Increased efficiency and better planning in order to be more relevant in providing our services to the most vulnerable population in the country.
- Capacity building through sustainable solutions for improved functionality and efficiency and a wider range of opportunities to meet the most urgent needs and vulnerable situations, working in accordance with the fundamental principles, in a transparent and accountable manner.
- Active involvement of various social stakeholders in the development initiatives of the Red Cross of RNM.

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