



RED CROSS OF MONTENEGRO

1875



# STRATEGY

of the Red Cross of Montenegro

2018 - 2022

# **Strategy of the Red Cross of Montenegro 2018 – 2022**

## INTRODUCTION

The Strategy of the Red Cross of Montenegro for the period of 2018 to 2022 represents a starting point for the design of action plans and annual plans and programmes of activities at all levels of the organisation of the National Society.

The National Society has committed to contribute to the realisation of a unique mission of the International Red Cross and Red Crescent Movement through its humanitarian engagement, as well as to maintain the level of its own development and modernisation which enables it to function properly in terms of contemporary humanitarian challenges and demands from the deprived individuals and families within the community where it operates.

At the same time, the Strategy represents the continuation of the development processes initiated in the previous period of strategic planning established by the Strategy for the period from 2014 to 2018, whose aims and activities still partially represent the developmental priorities of the National Society.

Numerous acts and documents represent the framework for strategic planning. Key documents among these are:

- The Law on the Red Cross of Montenegro;
- The Statute of the Red Cross of Montenegro;
- The Law on the use and protection of the emblem and the name of the Red Cross;
- The Strategy for the International Federation of Red Cross and Red Crescent Societies 2020.
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While establishing strategic aims of the Red Cross of Montenegro, the national strategies of Montenegro are also taken as a starting point in the following fields: social and child protection, poverty reduction, elderly care, a permanent solution to the problem of refugees and displaced persons, acting in emergency situations, integration of the people with disabilities. It also strives to act responsibly in migration management and other areas where the Red Cross organisation is counted upon as a partner who may contribute to the implementation of the aims and activities from the indicated national documents. The selection of the developmental priorities indicated is a result of actual needs in Montenegro. The indicators of the achieved development show that the previous period of strategic development realisation has resulted in progress in the key areas of development, whereas a constant development and improvement of what has been attained marks an imperative for an efficient and effective operation of the National Society.

The basis for the design of this Strategy is further represented by the 2030 Sustainable Development Agenda of the United Nations, as a continuation of the Post-Millennium Development Goals of UN. The 17 Sustainable Development Goals defined by the Agenda represent a universal plan for eradicating poverty, protecting the planet, establishing peace and providing prosperity for all. The Agenda for Sustainable Development adopted by Montenegro as a member of the United Nations directs the development of humankind toward the elimination of poverty and hunger, reduction of inequality while promoting gender equality, improvement of education, tackling climate change, rationalization of exploitation and responsible use of resources, economic empowerment, biodiversity conservation, as well as toward strengthening partnerships and institutions for the realization of human rights, peace and justice. The sustainable development aims are particularly directed toward the empowerment of marginalized groups, such as children, women, the elderly, the poor, persons with developmental disabilities, etc., while the slogan of the Agenda is "Leave No One Behind".

On the whole, the Strategy of the Red Cross of Montenegro for the period from 2018 to 2022 sublimates the striving of the National Society to continually create the necessary conditions for the more and more successful and efficient realisation of the unique mission of the International Red Cross and Red Crescent Movement through the attainment of its strategic aims, at the same time maintaining its own level of development and modernisation, which enables it to function properly in terms of contemporary humanitarian challenges and demands from the deprived within the community where it operates.

## **Strategy for the International Federation of Red Cross and Red Crescent Societies (IFRC) 2020**

With the purpose of integrated acting towards the implementation of strategic aims of the IFRC, the Red Cross of Montenegro being its full member, there is a tendency toward the implementation of the aims in all areas of service where the Red Cross of Montenegro recognizes the possibility and the need of such humanitarian engagement in the country in which it operates.

### **Strategic aims of IFRC 2020**

- Save and protect lives and livelihoods and strengthen recovery from disasters and crises
- Provide healthy and safe living
- Promote social inclusion and a culture of non-violence and peace

### **Actions enabling the realisation of strategic aims of IFRC 2020**

- Build strong National Red Cross and Red Crescent Societies
- Tend towards humanitarian diplomacy to prevent and reduce vulnerability in a globalized world
- Function efficiently

The Strategy for the International Federation of Red Cross and Red Crescent Societies 2020 represents the foundation for strategic plans of national societies. It is based on fundamental principles of the Red Cross/Red Crescent and is guided by the values recognized in:

- capacities of people;
- integrity of action;
- partnership;
- diversity;
- leadership;
- innovation.

Thus the Strategy of IFRC represents the basis for strategic planning of national societies, with the Red Cross of Montenegro as a component of the Movement accepting these aims as its own and implementing them in its Strategy of development.

## NATIONAL SOCIETY DESCRIPTION

### Mission and vision

The humanitarian mission and vision of the Red Cross coincide with the mission of the International Red Cross and Red Crescent Movement, and are based on its fundamental principles.

The Red Cross of Montenegro directs its mission toward preventing and alleviating human suffering wherever it might be, protects life and health, particularly at the time of warfare and other emergency, engages in preventing illnesses and improving health as well as in social protection, encourages voluntary work and solidarity among its members so that they could help all who need help, raises consciousness on humanitarian needs and works on the protection of dignity and the improvement of life for vulnerable people. Developing its resources and building partner relationships with other organisations in the country and abroad, it provides a humanitarian response to every kind of vulnerability in regular circumstances and in emergency.

The vision of the Red Cross is to inspire, encourage, facilitate and consistently promote all kinds of humanitarian activities, at the same time preventing and alleviating human suffering, thus contributing to the maintenance and promotion of human dignity and peace in the world.

### Principles

While acting towards the implementation of the Mission, the Red Cross of Montenegro is guided by the fundamental principles of the International Movement:

**HUMANITY:** The International Red Cross and Red Crescent Movement, born of a desire to bring assistance without discrimination to the wounded on the battlefield, endeavours, in its international and national capacity, to prevent and alleviate human suffering wherever it may be found. Its purpose is to protect life and health and to ensure respect for the human being. It promotes mutual understanding, friendship, cooperation and lasting peace amongst all peoples.

**IMPARTIALITY:** It makes no discrimination as to nationality, race, religious beliefs, class or political opinions. It endeavours to relieve the suffering of individuals, being guided solely by their needs, and to give priority to the most urgent cases of distress.

**NEUTRALITY:** In order to continue to enjoy the confidence of all, the Movement may not take sides in hostilities or engage at any time in controversies of a political, racial, religious or ideological nature.

**INDEPENDENCE:** The Movement is independent. The National Societies, while auxiliaries in the humanitarian services of their governments and subject to the laws of their respective countries, must always maintain their autonomy so that they may be able at all times to act in accordance with the principles of the Movement.

**VOLUNTARY SERVICE:** It is a voluntary relief movement not prompted in any manner by desire for gain.

**UNITY:** There can be only one Red Cross or one Red Crescent Society in any one country. It must be open to all. It must carry on its humanitarian work throughout its territory.

**UNIVERSALITY:** The International Red Cross and Red Crescent Movement, in which all Societies have equal status and share equal responsibilities and duties in helping each other, is worldwide.

### Legal position

The Red Cross of Montenegro was founded in 1875 in Cetinje, and it was internationally recognized on November 29 of the same year.

After the restoration of the sovereignty of the State of Montenegro in 2006, the Red Cross of Montenegro renews the status of an independent national society on June 12, 2006. That same year, on September 21, the International Committee accredited it with a status of a national society, and on November 20, 2007, the Red Cross of Montenegro renewed its full membership in the International Red Cross and Red Crescent Movement.

The activities of the Red Cross of Montenegro, its position and authority, as well as the specific obligations it performs in accordance with the Geneva Conventions, the Additional Protocols, the decisions and conclusions of the International Conferences of the Red Cross and Red Crescent Movement, are regulated by the Law on the Red Cross of Montenegro, which was proclaimed by the Parliament of Montenegro at its session on 18 April 2006.

The law specifically promotes the role of the Red Cross of Montenegro as an organization that assists the state in carrying out its entrusted tasks.

While carrying out the tasks of public interest assigned by the Law and implementing programmes and activities within its humanitarian mission, the Red Cross of Montenegro seeks to provide an adequate humanitarian response to all forms of vulnerability of individuals and families - the humanitarian needs of those in a state of social vulnerability, displaced persons - refugees, especially the population of RE (Roma, Egyptians), elderly and single people, children and youth with special needs, those affected by elementary and other disasters and crises, homeless people, asylum seekers and migrants, victims of violence and other vulnerable groups.

Within the framework of its humanitarian mandate, the Red Cross of Montenegro has been recognized by the state as an important factor, which is to be counted upon in the implementation of numerous strategic documents aimed at the improvement of the position of target groups facing socio-humanitarian problems and vulnerability in general and at their protection: Social and Child Protection System Development Strategy, 2013-2017; Strategy for Integration of Persons with Disabilities 2014-2015; Strategy for Durable Solutions of Issues Regarding Displaced and Internally Displaced Persons in Montenegro, 2014; Strategy for Social Protection of the Elderly, etc.

The Red Cross of Montenegro has its special obligations in the area of diffusion and international humanitarian law, health preventive service, preparation for providing response in circumstances of mass disasters and crises. Global humanitarian problems, such as reducing the risk of climate change consequences and protecting victims of violence and all forms of promotion of non-discrimination and non-violence, remain in the focus of its service.

The emblem of the Red Cross of Montenegro is protected, as a widely recognized symbol of the organization, by the Law on the use and protection of the emblem and the name of the Red Cross.

Its unique service on the territory of Montenegro the Red Cross of Montenegro provides through the work of the 23 organizational units within its framework. These units functioning as special legal entities carry out their joint tasks and activities within the administrative-territorial units - 19 local branches of the Red Cross, the Red Cross of the Old Royal Capital Cetinje, the Red Cross of the Capital of Podgorica, the city organizations of the Red Cross of Tuzi and Golubovci. During the period of the implementation of this document, it is planned to establish two other Red Cross organizations in newly-formed Montenegrin municipalities, as well as to transform the legal status of a city organization into a local branch in accordance with the administrative division, with the aim of enabling the presence of the Red Cross in all local communities in Montenegro. The main providers of humanitarian activities in local organizations of the Red Cross are numerous members and volunteers of the organization, who are mostly young people.

## **Realization of the development aims of the Strategy of the Red Cross of Montenegro 2014-2018**

Notwithstanding the identified deficiencies, during the past four-year period of the implementation of strategic aims and activities of the Red Cross of Montenegro, the Red Cross of Montenegro confirmed that it represents a responsible and efficient humanitarian organization and a reliable partner in the realization of humanitarian activities, programmes and projects to both the authorities and numerous local and foreign benefactors.

The advantage of the Red Cross organization naturally lies in its organizational network, educated volunteer staff, their readiness and capacities to provide a timely and quality response to humanitarian-social needs as well as in the circumstances of natural and other mass disasters.

In relation to the key development aims defined by the Strategy for the past developmental period, the following has been achieved:

- improved capacities to act in disasters and providing response to natural and other mass disasters;
- improved spatial, material and technical conditions for the work of the organization;
- improved international cooperation, both within the Movement and with other international organizations and institutions;
- modernized method and concept of communications, both internal and external;
- improved training programmes in the area of first aid and water rescue;
- intensified work of the Search Service;
- licensed programme of the Red Cross in the area of the elderly care;
- increased number of volunteers trained for the implementation of the Red Cross activities;
- intensified educational and motivational work in the field of voluntary blood donation;
- increased number of the Red Cross programmes and projects;
- enhanced social services;
- increased visibility in the public and increased level of understanding of the principles and mission of the Red Cross;
- improved cooperation and partnership with the authorities both nationally and locally;
- improved spatial, material and technical conditions for the work;
- developed system of internal control of the organization's functioning;
- enhanced cooperation with diplomatic and consular missions abroad.

During the past period, the Red Cross organization was recognized as a partner in implementation within various national strategies: Strategy for Social Inclusion of Roma and Egyptians, until 2020; Strategy for Disaster Risk Reduction 2018-2023; Strategy for Integration of Persons with Disabilities until 2020; Strategy for Development of the Social Protection System for Elderly Persons 2018-2022; Social and Child Protection System Development Strategy 2018-2022; Strategy for the Prevention and Protection of Children from Violence 2017-2021; Strategy for Fight Against Trafficking in Human Beings 2019-2024; Strategy for Integrated Migration Management. In other words, the Red Cross contributes to the realization of the indicated documents through its activities.

### Positive and negative impacts analysis

Positive impacts	Negative impacts
The Law on the Red Cross of Montenegro generally represents an adequate legal framework for the organization's service.	The Law on the Red Cross of Montenegro stipulates in principle only the obligation of the state and local authorities to finance public affairs of the Red Cross, which in most cases does not provide the necessary financial resources for the work.
The Law on Protection and Rescue adequately defines the responsibilities and role of the Red Cross in this area.	The collision of the provisions of the Law on Traffic Safety and the Law on the Red Cross of Montenegro, these provisions regulating the training of candidates for first aid drivers, prevents the Red Cross from implementing this type of activity.

The Law on Blood Provision treats the Red Cross organization as one of the principal providers of educational and motivational work.	The Law on Non-Governmental Organizations does not provide the possibility for the organization of the Red Cross to register its activities in accordance with the position, role and authority it has.
The Law on Social Protection provides the Red Cross with an opportunity to be licensed as a provider of services in the area of social and child protection.	There are no systemic solutions that would allow the funding of voluntary blood donation activities.
Strengthened humanitarian role and overall recognition of the Red Cross of Montenegro as a humanitarian partner to the organizations in the country and to foreign partners.	The criteria prescribed by the Law on Social and Child Protection in terms of the personnel capacities for the service providers are limiting to the organization of the Red Cross.
Enabled access to EU funds. Enabled access to EU funds.	Unequal capacities among the local branches – in terms of personnel and material capacities – to perform the aims and tasks of the organization.
Numerous benefactors and a respectable partner position of the Red Cross having been established.	Lack of initiative from the local branches in terms of providing donor funds.
Preserved autonomy of the Red Cross work and service.	Inertness of the local branches in terms of providing income according to the Regulation on the manner of calculation and collection of funds in the manifestations of the Red Cross.
	Insufficient knowledge and inadequate positioning of the Red Cross in the field of public procurement, games of chance, income sources based on residence and bathing fees, excise taxes, etc.
	Unfavourable socio-economic situation of the predominant part of the population.

The Red Cross of Montenegro seeks to improve and develop numerous segments of its own service in the community. In order to achieve this goal, it is necessary to establish a strong and operational organization which, in cooperation with other appropriate stakeholders and partners in the country and abroad, invests effort and resources for the purpose of achieving an active and effective contribution to the improvement of living conditions and reduction of human suffering and vulnerability.

In that sense, the Red Cross of Montenegro is committed to continuously increasing its capacities, starting from strengthening the volunteer and professional staff, promoting the knowledge of the mission and the principles on which it is based, preparing for the response in disasters, caring for health in the community. It is as well dedicated to the social and humanitarian service with the aim of creating quality preconditions for sustainable development and of providing support for the realization of programmes and projects.

The strategic aim directed toward the strengthening of capacities in the field of preparing for and responding to disasters and crises is part of not only the mission, but also of the legal obligations of the Red Cross, that is of its position as an integral factor in the state system for the protection and rescue of the vulnerable population and material goods.

In addition to alleviating the consequences of natural disasters, the Red Cross prepares and strengthens its capacities for participation in the elimination of man-caused disasters in the area of environmental pollution, adaptation to climate change, reduction of the risk of accidents and crises. As part of this development aim,

the strengthening of partnership and cooperation with relevant state bodies is promoted along with the establishment of mechanisms for coordination and joint service in disasters in order to contribute to a more efficient national system in the field of protection and rescue.

The service of the Red Cross in the area of preventive healthcare is aimed at the strengthening of work on the protection of particularly vulnerable categories of the population, on training young people to provide first aid, on motivation for participation in the process of providing sufficient amounts of blood for the purposes of health protection and saving lives.

The current socio-economic situation, unemployment and other negative consequences of the transition processes cause social exclusion of a significant part of the population of Montenegro. In these circumstances, the strategic aim of the Red Cross, which is directed toward increasing the care of socially excluded individuals and groups and toward the protection of their rights, is particularly important for persons with special needs, the elderly, children with special needs, victims of trafficking, homeless people, Roma and Egyptians, migrants, asylum seekers and other target groups with difficulties in exercising human rights. The potential mass immigration represents a major humanitarian challenge for the organization of the Red Cross, from the standpoint of preparing for the response to such a phenomenon.

Through the strategic process of development the Red Cross of Montenegro thus strives, within the framework of this humanitarian mandate, to achieve a developmental level adequate to the demands of the community in which it operates, that is, adequate to the needs of the beneficiaries of its humanitarian services.

## STRATEGIC AIMS

### **Strategic aim 1: Developed capacities of the Red Cross of Montenegro at all levels for the implementation of programme tasks and fulfilment of the humanitarian mission**

The Red Cross of Montenegro will strive in the future to improve its capacities, both human and material, at all levels, in order to create preconditions for quality implementation of programme tasks and fulfilment of humanitarian mission. A special focus will be directed to the improvement of capacities at the local level, in order to empower local branches to work in an environment which brings about new challenges.

#### ***Specific aim 1.1: Strengthened human resources (volunteers, employees and management bodies)***

Human resources are the most important resources in every organization, including the Red Cross of Montenegro. Thus it is necessary to continuously improve their capacities for carrying out all tasks responsibly. In addition to education and training that will be organized for both employees and management bodies, a particular challenge is to continually recruit new volunteers as well as to train them for the involvement in programme activities, because they make the basis of action of the Red Cross organization.

#### Expected results:

- By the realization of this strategic aim the following improvement and strengthening are expected:
- the overall level of development of the organizational capacities of the National Society and its constituent parts, as well as the level of management quality;
- the capacity of solving organizational problems, of improving employees' competencies for work in the Red Cross, and of enhancing the process of planning and implementation of programme activities at all levels;
- the quality and content of services;
- positioning and establishing an interactive relationship in the community in which the Red Cross operates;
- increasing the number of volunteers who will perform the defined programme activities in a quality manner;
- improving the efficiency of the work of the Red Cross governing boards at all levels and enhancing the process of decision making through a more active participation of target groups and interested parties.

It is not possible to perform programme activities in a quality manner without a strong volunteer base. In addition to the recruitment of volunteers, it is necessary to establish a system to keep, motivate and reward them, so that they would actively participate in the organization as long as possible.

It is particularly important to develop the capacities of the employees of the Red Cross organization, while adapting their knowledge and skills to some newer and contemporary trends brought about by changes in the environment.

As a precondition for stronger positioning of the organization and its role as an actor of civil society, an adequate selection of the managing structure is also essential for successful work.

#### Planned activities:

- Manage volunteer base in accordance with the Volunteering Policy and create conditions for learning and developing potentials for all programme areas and activities, as well as create opportunities for volunteering in the organization.
- Develop the programme for the involvement of older volunteers.
- Include the representatives of target groups in volunteer activities.

- Affirm voluntary work within organizations, the community and the public.
- Continuously train the employees (project writing and project management).
- Train the members of the governing boards (diffusion, representation, transparency, responsibility ...)
- Regularly monitor the capacities of the human resources of the Red Cross organizations at the local and national levels for the implementation of strategic aims.
- Develop the Red Cross human resources software base - volunteers, employees, managing and governing structures at the local and national level.
- Analyse the current situation and assess the needs for the knowledge and skills of employees and volunteers.
- Cooperatively plan and assess the achievement of strategic aims (by the managing structure of the local and national level), organize thematic and periodic meetings.
- Create standards and procedures for reporting on the results of work as conditions for appointing the managing personnel of the organization, in accordance with the Human Resources Policy of the Red Cross.

***Specific aim 1.2: Improved system of providing and managing funds at all levels of the Red Cross of Montenegro***

Without a sustainable and stable financing system, it is not possible to provide for the functioning of the organization. Additional efforts must be thus made to stabilize the system of financing the Red Cross at all levels. A special focus will be placed on fundraising activities, where it is necessary to involve the private sector more significantly. Managing resources in a quality manner and using them rationally is as important as providing them.

Expected results:

- Created project tasks on the basis of which the necessary funds for the implementation of support programmes are provided.
- New projects designed and implemented with the support of local and international partners.
- Annual plans prepared in accordance with laws and regulations.
- Local branches enabled for the efficient use of their own resources in order to raise funds for performing programme activities.
- Better financial sustainability of the organization through an enhanced fundraising process from the EU and other funds.
- Increased funding of the Red Cross programme by the corporate sector.

Planned activities:

- Create new fundraising programmes to ensure adequate funding for the existing, but also for new programmes.
- Strengthen cooperation with the private sector, as well as develop new mechanisms that will enable citizens and legal entities to donate funds.
- Revise fundraising plans.
- In the next period, emphasize project financing and enable coverage of employees' salaries and thus reduce costs of previous sources.
- Maximize legally defined revenues.
- Take care of collection of receivables.
- Perform financial activity in a responsible and transparent manner.

### ***Specific aim 1.3: Developed system of internal and external communications of the Red Cross of Montenegro***

The Red Cross of Montenegro must develop a system for timely exchange of all relevant information, both within the organization and with target audiences outside it. An efficient communication system is the basis for high quality performance and reputation enhancement and better positioning. Through the communication system the knowledge about the Red Cross and its principles is spread, and in doing so, human values are promoted.

#### Expected results:

- Increased visibility of the Red Cross of Montenegro at all levels.
- Enhanced position of the Red Cross among target audiences, as an organization which helps the vulnerable groups in a quality and efficient manner.
- Improved capacities of the Red Cross of Montenegro at all levels for continuing internal and external communication.

#### Planned activities:

- Regularly communicate with target audiences at all levels, through different channels and ways of communication - sending reports, information, press releases, organizing events etc., which should be adapted to the target audience.
- Organize regular training for the representatives of the Red Cross local branches and the Secretariat in order to strengthen the capacities for internal and external communication.
- Modernize the communication system, primarily through a more active action on social media and through the use of other contemporary communication techniques.

### ***Specific aim 1.4: Improved cooperation and established partnership with relevant entities at local, national and international levels***

The organization of the Red Cross cannot function properly if it does not cooperate with all relevant entities at all levels. This cooperation must be developed in order to implement mutual initiatives in a quality manner. Cooperation with the private sector has to be particularly improved in order to provide support and resources for the activities we perform. International cooperation represents a very important part of our work both within and out of the International Movement, as it further provides support for the various humanitarian initiatives we implement.

The Red Cross of Montenegro ensures international cooperation as an internationally acknowledged national society of the Red Cross and as part of The International Federation of Red Cross and Red Crescent Societies.

The Red Cross of Montenegro programme activities are directed to providing help and support to different target groups, which contributes to the constant enhancement of the reputation of the organization within the state, as well as within the International Red Cross and Red Crescent Movement.

One of the main challenges that the Red Cross of Montenegro encounters is the regular provision of international support for the implementation of the national society's activities. This is feasible through innovative, transparent and efficient functioning for the purpose of attracting partner organizations and of mobilizing resources for the implementation of the Red Cross of Montenegro programmes and projects.

#### Expected results:

- Provided international support for the implementation of the national society's activities.
- Positioned role and active participation of the Red Cross of Montenegro within the International Red Cross and Red Crescent Movement.
- Enhanced cooperation with diplomatic missions and international organizations in Montenegro.

Planned activities:

Communicate intensively with partner organizations at a national and international level, as well as within the Red Cross and Red Crescent Movement. The Red Cross of Montenegro will continue to exchange information and establish cooperation with national partner societies and other organizations, so that it could provide adequate financial and technical support for the implementation of its activities. This may also be achieved through the constant monitoring of available funds, both at the level of the Movement and that of other benefactors.

Participate in international meetings organized within the Red Cross and Red Crescent Movement, which are intended for the management and governing structure, volunteers and employees of the organization. In this way the necessary knowledge and skills are acquired, cooperation is established and preconditions for better recognition of the role and importance of the Red Cross of Montenegro are created. Employees of the Red Cross of Montenegro will actively participate in the statutory meetings of the Movement where important decisions are made for the further functioning of the Movement and thus influence the process of their adoption. Furthermore, agreements on cooperation with a certain number of national societies will be signed, which will create preconditions for the strengthening of partnership relations.

Cooperate greatly with the Ministry of Foreign Affairs of the Government of Montenegro (MFA), especially in terms of preparations for participation in the International Conference of the Red Cross and Red Crescent; further cooperation through the work of the Commission for International Humanitarian Law and through the creation and implementation of the Strategy for International Development Cooperation and Humanitarian Assistance. The Red Cross of Montenegro will regularly report to the Ministry of Foreign Affairs on the latest trends and decisions at the level of the International Movement.

Communicate intensively with diplomatic missions in Montenegro, especially with those countries where good cooperation with their Red Cross and Red Crescent organizations already exists.

Bearing in mind that the scope of modern humanitarian challenges often exceeds the capacities of particular states or humanitarian organizations, the Red Cross of Montenegro will intensify cooperation with international organizations, especially those within the framework of the United Nations System.

***Specific aim 1.5: Improved work on the diffusion of knowledge about the Red Cross and International Humanitarian Law***

The diffusion, as an international obligation of each state - the signatory of the Geneva Conventions of 1949 and their Additional Protocols of 1977, is entrusted to the organization of the Red Cross which has a permanent task to expand knowledge on the basics of International Humanitarian Law and on the basic principles of the International Red Cross and Red Crescent Movement, with the aim of reducing and alleviating human suffering wherever and for whatever reason it appeared.

The Red Cross of Montenegro perceives organizational and personnel training of the organization as one of its priority aims, so that it can respond to all its obligations in terms of the Diffusion. For this reason it is necessary to create and improve various models of spreading knowledge about the Red Cross. These models should be adapted to all parts of the public: children, primary and secondary school students, students, state institutions, the corporate sector, the media. The dissemination of knowledge about the organization's activities and the increased level of public awareness of the basic principles of the International Red Cross and Red Crescent Movement contribute to an increase in public support, which can further influence the greater number of volunteers, donations, and cooperation at different levels.

The diffusion of knowledge about the Red Cross, its history, structure, principles and International Humanitarian Law is the basis for the development of other programme activities and leads to the overall aim of alleviating human suffering wherever it happened.

Expected results:

- Educated personnel of the National Society and local branches of the Red Cross with the purpose of the more efficient diffusion of knowledge about International Humanitarian Law and the basic principles of the International Movement among different target groups on the territory of Montenegro.
- Organization of an annual national training and a formed team of peer educators in this area.
- Organization of workshops and lectures in educational institutions in all cities, which will be conducted by trained peer educators.
- Increased number of representatives of institutions and private entities familiar with the basics of International Humanitarian Law as well as with the principles and areas of the Red Cross service.
- Established cooperation with the Ministry of Health and other relevant institutions aiming at the improvement of the work in the field of Diffusion and respect of the emblem.
- Developed high quality and substantial propaganda and educational material contribute to the spread of public knowledge about the basic principles of the Red Cross and the basics of the International Humanitarian Law for the general population, which is to be adapted to the workshops and lectures.

Planned activities:

- Organize a national training for volunteers and employees of the local branches and the Red Cross Montenegro once a year after which teams of peer educators are to be formed.
- Organize short refresher training for trained educators from the group of volunteers and employees in the local branches and the Red Cross of Montenegro once or twice a year depending on the need.
- Organize regular workshops/lectures for pre-schoolers, elementary and secondary school pupils and students according to the subsequently established dynamics. These workshops/lectures are to be conducted by the previously trained volunteers and employees of the local branches and the Red Cross of Montenegro.
- Organize panel discussions/workshops for representatives of institutions and legal entities at the time of celebrating the Red Cross week and the Red Cross of Montenegro week.
- Analyse laws and sub-legal acts which deal with the issue of the use and protection of the emblem and create proposals for additional protection.
- Design promotional and informative materials.

**Strategic aim 2: Improved capacities of the Red Cross of Montenegro for saving and protecting lives and assets in disasters and crises**

The circumstances of disasters and crises, which occur in various forms, occasionally affect both our country and the countries with which we cooperate and which we help in such situations. In order to provide a quality response to such situations, it is necessary to work on the strengthening of capacities in regular circumstances as well. Thus the Red Cross of Montenegro continuously works on the improvement of human and material resources, in order to be ready to operate in emergency situations. These activities must be further intensified in the following period.

***Specific aim 2.1: Established functional system of the Red Cross of Montenegro for the preparation and response to disasters***

The Red Cross of Montenegro is part of the overall state system for acting in disasters, so that as part of that system it must establish cooperation with other members of the system. In addition, our organization has its own system, which includes all parts of the organization. In order for this system to be functional, the strengthening its capacities must constantly be worked upon, in particular through training and simulations, so as to establish an efficient system of functioning, communication and reporting.

Expected results:

- Enhanced legislation in the system of protection and rescue.
- Adequate equipment of the Red Cross of Montenegro for acting in disasters.
- Increased number of trained personnel in the framework of the system for assistance in disasters.
- Reduced mortality rate, losses, damage and other key consequences in disasters and crises.
- Improved community recovery from disasters and crises.
- Decreased degree of exposure and vulnerability in relation to disasters caused by nature and by human factor.
- Better preparedness of communities to face climate change.

Planned activities:

- Provide basic supplies for emergency situations.
- Participate in task forces that prepare amendments and supplements to legal acts regulating the state in this area.
- Organize training (erecting temporary accommodation, first aid, psychosocial support, distribution of humanitarian aid, logistics, establishing family ties) and equip volunteers who are members of teams for disaster response; participate in international meetings which deal with this segment of service in order to keep in touch with the latest information and to strengthen their position within the International Movement.
- Hold regular sessions of the Commission for disaster response whose member among others is a representative of the Directorate for Emergency Situations and Civil Protection. Taking into consideration that the Red Cross of Montenegro is part of the system for protection and rescue, a quality and efficient cooperation with the Directorate is a precondition of further development of this area.
- Sign agreement on cooperation before disasters in order to facilitate the reception and sending of international aid as well as to make necessary preparations for efficient response in case of disasters.
- Provide aid to communities for recovery from disasters – the type of aid which prevents further damage and loss, assistance while repairing, providing psychosocial support, restoring properties/assets. Recovery is conducted in that particular way which enables the rebuilding of communities that will be strengthened and thus more resilient to future disasters.
- Perform activities aimed at reducing the risk in disasters relating to the work on mapping the most important local hazards and the degree of exposure to them in communities, in order to strengthen the adaptation of communities primarily to climate change which causes the hazards.

***Specific aim 2.2: Improved programme of water rescue in the Red Cross of Montenegro***

Our organization is a member of ILS (The International Life Saving Federation) and as such performs the programme of water rescue in accordance with international standards. In order for the programme to be carried out in a quality way, it is necessary to constantly invest in staff as well as in the equipment, and it is necessary to work on the improvement of cooperation with all relevant entities involved in this area of service.

Expected results:

- Stable position of the Red Cross of Montenegro and water rescue in the framework of state institutions responsible for this area.
- Established partner relationship and cooperation with state services which also deal with education, prevention, safety and rescue (police, protection and rescue service, Faculty for Sport and Physical Education, Lučka kapetanija (Port Authority) and emergency aid service).
- Strengthened personnel capacities in this area.
- Intensified cooperation with ILS (The International Life Saving Federation).

Planned activities:

- Hold regular meeting and exchange information with relevant institutions (The Ministry of Tourism, Javno preduzeće za morsko dobro – Public Enterprise for Coastal Zone Management).
- Organize training for instructors' assistants.
- Procure additional equipment for professional staff.
- Prepare and distribute promotional material, popularize water rescue in public.
- Participate in international meeting in the organization of ILS.
- Participate in the work of the Commission for disaster response.
- Bring licenses in accord with the ILS Equivalency Table.

***Specific aim 2.3: Established rescue system on prepared ski trails***

During the winter season, ski resorts are open in the north of Montenegro and visited by a great number of skiers. The Red Cross of Montenegro has so far only been engaged in the ski resort in Bjelasica, through the engagement of rescuers who provided the necessary assistance to injured skiers. This system needs to be further developed, primarily through the training of additional personnel, but also by ensuring the presence of our organization on other ski trails in the country.

Planned activities:

- Request for membership in ICAR (International Commission for Alpine Rescue).
- Amendments to the law on ski resorts.
- Training of rescue workers for the work on ski trails.
- Procurement of equipment for rescuers.

***Specific aim 2.4: Functional system of the Search Service and establishing family ties***

The search service is one of the activities we conduct in the framework of our public authority. Its significance is especially evident in disaster situations, migrations and so on, when ties among family members are broken. The work of this service has become particularly approved during the previous period due to increased migrations and migrants' arrival to Montenegro, as they need this type of assistance. Therefore this situation demands training and additional education of representatives of the Red Cross at all levels, at the same time requiring cooperation with other national societies, with the International Committee of the Red Cross, and also with relevant entities in the country, so that the search cases could be resolved faster and in order to provide support to the establishment of family ties among family members.

Expected results:

- Improvement of the Search service capacities, i.e. the Service for establishing family ties.
- Conducted regular additional education of already educated volunteers and employees for the work with all vulnerable categories for the purpose of providing services through the Search service.
- Conducted annual training for the education of new volunteers in the area of the establishment of family ties.
- Organized round table discussions on establishing family ties and family unification at a national and regional level.
- Developed internal procedures for the proceeding in case there is a need for family unification.
- Developed procedures and cooperation for the work with persons in immigration detention centres.
- An updated database in accordance with the Personal Data Protection Law and with the regulations of the International Committee of the Red Cross.

Planned activities:

- Analyse the situation within the Search Service in all local branches of the Red Cross.
- Participate in regional and international meetings for the Search Service.
- Provide funds for the functioning of the Search Service.
- Organize annual training for new volunteers.
- Organize additional training for already educated employees and volunteers.
- Develop internal procedures for proceeding in case there is a need for family unification.
- Organize an annual round table discussion on establishing family ties and family unification with local, national, and international partners.

**Strategic aim 3: Improved action of the Red Cross of Montenegro on preventive healthcare in Montenegro**

One of the main activities of the Red Cross of Montenegro is healthcare service, through which our organization works on health education of different target groups, as well as on providing health support to vulnerable categories of the population. Therefore, the work of our organization in this area is multiply directed. First and foremost, it is necessary to work on the strengthening of its position, as well as on the providing of additional resources for the implementation of all programme tasks that have been entrusted. A special challenge is working with the general population and raising awareness about the importance of various health issues.

***Specific aim 3.1: Increase in the number of volunteer blood donor and the change of their structure***

In the field of voluntary blood donation, the Red Cross of Montenegro plays a very important role primarily referring to the motivation of people to voluntarily give blood, as well as to awarding the best in this field. Since Montenegro has not yet reached the level of providing blood in stable amounts, additional efforts must be made to provide a sufficient number of donors who will donate blood voluntarily and unpurposefully. Since not all target groups share equal representation in the donor structure, it is therefore necessary to work on the motivation of those groups that are underrepresented, primarily the young and women. A particular challenge is also providing the necessary support for the realization of the planned activities, which needs to be worked upon more intensively.

Expected results:

- Improved voluntary, non-purpose blood donation in Montenegro, with reduced family, purposeful donation.
- Improved promotion and motivational activities of voluntary blood donation in Montenegro.
- Increased number of Montenegrin citizens engaged as voluntary blood donors, with special emphasis on the young.
- Increased number of business entities, sportsmen, persons working in the field of education and healthcare, etc. as voluntary blood donors.
- Enhanced and clearly defined cooperation and coordination among institutions and organizations dealing with the improvement of voluntary blood donation in Montenegro (The Red Cross of Montenegro, the Institute for Blood Transfusion, the Healthcare Fund, voluntary blood donors' clubs...).

Planned activities:

- Organize actions for voluntary blood donation in all municipalities in Montenegro.
- Organize educational and motivational lectures for the young, business entities and all interested parties in all municipalities in Montenegro.
- Broadcast promotional videos for the improvement of voluntary blood donation; regularly give information

in the media relating to organized activities in the area of voluntary blood donation and regularly appear in the media for the same purpose.

- Organize promotional activities in public places in order to make citizens familiar with voluntary blood donation.
- Present the Red Cross and the Ministry of Health awards for contributing to the improvement of voluntary blood donation in Montenegro in the previous year.
- Organize training for motivators of volunteer donors in a number of municipalities.

### ***Specific aim 3.2: Increased number of people who are familiar with the basics of first aid***

One of the programs for which our organization is most recognizable is first aid, because this program also includes children and the elderly. Knowing the basics of first aid is very important, because knowledge and skills in this field can sometimes contribute to the saving of human lives. Therefore, the ultimate goal is to educate as many people of different ages as possible to help them provide first aid to those who need it at the right time and in the right way. Activities will focus on cooperation with schools, faculties, working organizations, in order to primarily raise awareness of the importance of knowing first aid, and then to increase the number of those who apply and attend training.

#### Expected results:

- Educated population for providing first aid and self-aid in regular and emergency situations.
- Increased number of instructors and master instructors trained to give training in kindergartens, schools, faculties and work organizations.
- Increased number of employees in work organizations who have completed a basic course in first aid assistance and decreased risk of injury as well as mortality rate.
- Increased number of volunteers who have completed a basic course in providing first aid as well as training for a realistic view on injuries and illnesses.
- Increased amount of BLS (Basic life support) education training, basic life support (cardio-pulmonary resuscitation).
- Increased number of persons using the Red Cross mobile application whose important segment is first aid.
- Published national first aid handbook.
- Obtained European First Aid Certificate.
- Increased number of first aid instructors with an internationally accredited license.
- Better media promotion of this healthcare activity.

#### Planned activities:

- Train the population continually by organizing training in kindergartens, elementary and secondary schools, faculties and work organizations.
- Organize lectures and demonstrative exercises which will point to the first aid significance.
- Continue organizing competitions at a local and national level as well as participating in European first aid competitions.
- Continue strengthening teams for the medical provision of gatherings and participation in them.
- Organize regular meetings at the local, state and international levels and cooperate actively with all relevant institutions.
- Design a national first aid handbook.
- Apply for the European First Aid Certificate.
- Strengthen human resources, train personnel in numerous seminars and types of training at both the state and international level.
- Create and promote promotional material.

- Continue celebrating World First Aid Day.
- Promote activities in the media.

***Specific aim 3.3: Improved service of the Red Cross of Montenegro in the field of disease prevention (HIV/AIDS, TB...)***

The Red Cross of Montenegro has continually been working on the prevention of different diseases, primarily through educational activities and by organizing peer education. These activities are aimed at the target groups with an increased risk of diseases; therefore lectures are organized for them as well as preventive examinations and so on. In order for these activities to be successfully implemented, it is necessary to organize additional training primarily of the Red Cross volunteers who will organize workshops, training and so on for their peers at schools and faculties, as well as to establish and strengthen cooperation with healthcare institutions and other organizations operating in this area for the purpose of organizing mutual actions and campaigns.

Expected results:

- Increased number of educated volunteers.
- Increased number of volunteers involved in the HIV/AIDS prevention programme.
- Enhanced cooperation with relevant institutions.
- Designed and distributed promotional and educational material.
- Marked significant dates.
- Increased number of the people informed on HIV/AIDS prevention.

Planned activities:

- Conduct workshops for risk groups (Roma and Egyptians population, asylum seekers).
- Organize lectures for students, secondary and elementary school pupils.
- Train volunteers to strengthen the team of teachers.
- Organize seminars.
- Mark significant dates in cooperation with relevant institutions and organizations.
- Design informative materials.

**Strategic aim 4: Improved service of the Red Cross of Montenegro in the social field by providing support to socially vulnerable groups and by contributing to their social inclusion**

The Red Cross of Montenegro continuously provides various types of support to numerous socially vulnerable categories. These types of support range from the distribution of humanitarian aid to providing psycho-social support. New social problems create new categories of the vulnerable, so that the activity of our organization changes depending on the needs of the most vulnerable, although the basic mission remains the same, that is to help those in need.

***Specific aim 4.1: Improved system of providing support to the socially vulnerable individuals and families***

There are still a large number of individuals and families who are socially underprivileged in Montenegro, so that the activity of our organization must continue to provide humanitarian support to them. As there are fewer donors supporting this type of activity, especially international ones, the work of our organization must be focused on collecting support for these categories of population, as well as on strengthening cooperation with the private sector.

#### ***Specific aim 4.2: Improved system of providing support and social inclusion of the elderly in Montenegro***

There is a trend of aging in Montenegro, which means that the number of people belonging to the category of the elderly is increasing. Most of them still need humanitarian support, but besides it, our activities still need to be focused on providing psycho-social support, as well as on promoting healthy aging and on opening clubs for the elderly. All these activities should contribute to their more active involvement in society and to better aging.

##### Expected results:

- Increased number of educated volunteers involved in the programme.
- Increased number of beneficiaries and the Red Cross local branches involved in the programme.
- Enhanced capacities of the Red Cross local branches (particularly in the areas of business planning, fundraising, reporting and transparency of work, providing various quality services for the elderly and other similar activities.)
- Fulfilled conditions stipulated by the rules on licensing professional workers and organizations which provide social protection services.
- Raised awareness of the public about the needs, problems and human rights of the elderly.
- Improved quality of professional services provided for the elderly (services of gerontonurses).
- Enhanced cooperation with other interested parties (state institutions and NGO sector).

##### Planned activities:

- Organize regular meetings at the internal level (with representatives of the Red Cross local branches) and at the external level (with members of DIGNITAS network and other interested parties).
- Organize training for volunteers from this field.
- Organize training for gerontonurses.
- License professional workers and accredit new programmes of training.
- Implement volunteer services continually to beneficiaries in the form of visits, conversations, walks, a specific type of help in personal and home hygiene, grocery shopping, provision of lesser medical services and activities within the existing clubs for the elderly.
- Implement various social activities for the elderly and promote healthy aging for all generations.
- Mark the International Day of Older Persons, the World Health Day and World Elder Abuse Awareness Day.
- Find additional financial resources by applying with project proposals at a national and regional level.
- Design promotional material and conduct public campaign for human rights of the elderly.
- Open new clubs for the elderly, as well as intergenerational centres.

#### ***Specific aim 4.3: Improved position of the population of Roma and Egyptians in Montenegro***

Although the Red Cross of Montenegro provided significant support to the Roma population in Montenegro in the previous period, this category of inhabitants is still not sufficiently strengthened for independent action, so it is necessary to continue providing support, which is adapted to their needs, and will be realized in the areas of education, health, humanitarian activities, etc.

##### Expected results:

- Improved status of the population of Roma and Egyptians through their adequate integration into Montenegrin society.
- Increased number of children of Roma and Egyptians who regularly attend elementary and secondary school system.
- Increased number of adult Roma and Egyptians on the labour market.

- Decreased number of neglected children, street children and early marriages among minors.
- Increased number of young people who want to continue their education which they have previously given up or which they never started.
- Increased number of persons of Roma and Egyptians informed about the possibilities of improving their personal health and health of their family.

Planned activities:

- Furnish indoor playgrounds for pre-school children.
- Support Roma and Egyptian parents through regular counselling on procedures for enrolling children in a regular education system.
- Establish independent businesses for adult Roma and Egyptians, i.e. the so-called business incubators.
- Raise awareness of Roma and Egyptian parents about the consequences of all types of child neglect (workshops, individual visits, case monitoring...).
- Give extracurricular classes of literacy for adolescents of Roma and Egyptians.
- Organize workshops of the Family Centre for future mothers, wives and grandmothers.
- Organize workshops of the Youth Club.

***Specific aim 4.4: Improved service of the Red Cross of Montenegro in the field of providing various types of support for vulnerable groups***

The Red Cross of Montenegro provides support to vulnerable groups who need some type of support and assistance. Our service depends on current humanitarian challenges and situations. Thus our activities are focused on migrants, asylum seekers, homeless people, persons with disabilities, and the type of activity is adapted to their needs, in order to empower themselves for independent functioning. In this regard, the objectives in this area are related to the development of various support systems and to the provision of support for their implementation.

The main problem of these groups is the constant confrontation with prejudices and rejection by society, insufficient information about the rights they have, as well as about the services available to them. Furthermore, a large number of them are unable to take care of themselves, to adapt to the new environment, to different habits and living conditions. They very often live in extreme poverty and are therefore at an increased risk of violence and exploitation due to their vulnerability.

Expected results:

- Improved capacities of the Red Cross of Montenegro and the local branches of the Red Cross for the provision of support to all vulnerable categories.
- Enhanced cooperation with relevant institutions and organizations of civil society.
- Increased number of volunteers trained to provide psycho-social support to various vulnerable groups.
- Improved quality of social life of marginalized and vulnerable groups.
- Introduced new diverse services and improved quality of services already being carried out.
- Ensured funds for the functioning of social services.

Planned activities:

- Organize national and local training for volunteers for the provision of psycho-social support.
- Organize educational, creative and psychological workshops for members of marginalized and vulnerable groups.
- Implement continually past activities in terms of providing psycho-social support to beneficiaries.

- Design, print and distribute promotional and educational material.
- Promote activities in the media and defend rights of vulnerable groups.

***Specific aim 4.5: Improved service of the Red Cross of Montenegro in the area of the fight against human trafficking***

The problem of human trafficking is still evident in many countries, especially those with a tourist and transit character. Although this problem is not very much present in Montenegro, it is necessary to act preventively in order to raise awareness of various parts of the public about this phenomenon, and about the ways to prevent it. It is therefore important to further improve the organization's capacities for the organization of activities aimed at vulnerable target groups (children and young people, Roma, migrants ...). It is as well necessary to strengthen cooperation with relevant entities in order to work together and fight against human trafficking.

Expected results:

- Increased number of educated volunteers.
- Organized promotional and educational gatherings, campaigns, workshops, seminars, forums.
- Marked significant dates.
- Designed promotional and educational material for specific target groups.
- Enhanced cooperation with relevant organizations and institutions.

Planned activities:

- Train volunteers to strengthen the team of teachers.
- Organize workshops for risk groups (Roma and Egyptians, asylum seekers).
- Organize promotional and educational gatherings for students, secondary and elementary school pupils.
- Conduct seminars, workshops, forums.
- Hold meetings and organize actions with the signatory institutions of the Agreement on Mutual Cooperation.