STRATEGY 2020-2025 OF H.R.C

HELLENIC RED CROSS

INDEX

INTRODUCTION

The Strategy is a framework of action where our activities will be designed and implemented over the next five years. It will provide guidelines to HRC staff, volunteers and Local Branches, so as to effectively respond at all stages of the Strategic Direction implementation.

At hurt, it clearly sets out specific approaches and priorities in line with the Principles and Strategy 2030 of the Movement, as well as with the reccomendtions of the OCAC report which followed the HRC self-assessment process based on the OCAC tool.

The Strategy was developed through an intensive and collaborative process, initially among the staff of the HRC Sectors and Departments, among Board Members, and through an open consultation with volunteers, Local Branches, community members and other entities.

1.   The Hellenic Red Cross

The mission of HRC is:

To improve the lives of the most vulnerable, through:

- programs and activities, which are implemented in the community by its national network of volunteers and its specialised staff, in the areas of health, social care, crisis and disaster management, as auxiliary to the State, whenever is requested; and

- the promotion of International Humanitarian Law Principles of the Movement and humanitarian values.

The vision of the HRC is:

- To be the largest voluntary humanitarian organisation in the country;

- To inspire, encourage, facilitate and always promote all forms of humanitarian activity with a mandate to prevent and alleviate human suffering, thereby contributing to the preservation and promotion of human dignity and solidarity;

- To work with reliability, responsibility and commitment towards and in cooperation with the community.

- According to its vision, the HRC is working to ensure that anyone in need, can receive assistance.

- The HRC is a National Society – member of the International Red Cross and Red Crescent Movement.

- The **Fundamental Principles** which guide HRC and the International Red Cross and Red Crescent Movement work are humanity, impartiality, neutrality, independence, voluntary service, unity and universality.

- The **Values** that govern its activities are commitment, respect, relevance, integrity, accountability, transparency, consistency and sustainability.

- The HRC is the largest voluntary humanitarian organisation in Greece. It is auxiliary to the Greek State in the provision of humanitarian services, which include community preparation for crises and natural disasters and respond operations.

Challenges for the Hellenic Red Cross

GENERAL CHALLENGES

- Defining its role and identifying the areas where it will focus its activity, in an era with intense social changes, where social security system faces challenges and funding resources are reduced.
- Defining its objectives, its focus activities and the methods which will continuously ensure their quality.
- Being able to cope with uncertain factors and adapt its work to emerging social and humanitarian needs.

SPECIFIC CHALLENGES

- Meeting the needs of increasing vulnerabilities.
- Improving the mechanisms and methods it uses to reach the most vulnerable in a more effective way.
- Increasing its ability to assess the needs of individuals it serves, in order to identify and understand the full range of their vulnerabilities.
- Systematically monitor all implementation stages of its activities and programs, in order to draw conclusions and lessons learned, so it continuously improves their quality.
- Increasing the engagement of the target group of its services in their planning, and implementation process, so that they meet better the group's needs.

2. The Strategy

2.1 Strategic Goals

The Strategy 2020–2025 sets out two general and long-term goals for the Hellenic Red Cross.

These are:

- To address the needs of the most vulnerable, due to emerging humanitarian challenges.

- To be organisationally developed, in order to be sustainable and effective in its humanitarian role.

These two goals will be achieved by:

A. Providing services and developing activities for:

- The prevention and alleviation of the needs of vulnerable people.
- The reduction of risks and enhancement of the resilience of individuals and communities to cope with adverse changes in their situation.
- Reveal vulnerable groups needs and develop partnerships with respective actors in search of relief measures and solutions.

B. Targeted activities and management measures for:

- Its structural reorganization with a view to its sustainable development.

- Further improve its operational capacity.
- Ensuring its sustainability.

The HRC will follow specific strategies, including a series of clear activities and actions, in order to achieve its objectives and the desired results. The general principles of its strategies will be:

- Action that responds to assessed needs of the community,

- Collaboration with individuals and the community when developing and implementing activities and programs.

- Participation, Communication/ Accountability, Commitment and Transparency towards individuals, the community and donors, for every activity or program implemented.

- Empowerment of volunteers, staff and Local Branches.

- Strengthening of its organizational structures and its organisational capacity for a sustainable development.

- Development of partnerships with stakeholders and other actors for the benefit of vulnerable people.

2.2 Purpose of the Strategy

The purpose of the Strategy is to:

- set the objectives and priorities of the HRC for the next five years

- to provide a concrete direction for HRC

- lead to a more effective collaboration between staff and volunteers in Attica and the periphery, during the operational period 2020-2025.

2.3. Fields of HRC activity

In the **five-year period (March 2020 - March 2025)**, the HRC will undertake targeted programs and activities in the following thematic areas:

- Health, with emphasis on Primary Health Care

- Social Care, with emphasis on Primary Social Care

- Crisis and Disaster Management,

- Protection, with emphasis on International Humanitarian Law, Restoring Family Links, and Humanitarian Values

- Community Engagement and Accountability (CEA)

- Capacity Building

- Relief

The HRC activities will be implemented by its staff and volunteers in Athens and the periphery, through its Local Branches.

HRC Administration and staff of Headquarters will create the framework to support the implementation of activities defined by the Strategy, based on the greatest humanitarian needs.

This framework will include:

- Continuous development of staff and volunteer skills and improvement of the working methods and planning of activities outlined in the strategy,

- Systematisation of the process of exchanging experiences and competences between Local Branches, volunteers and staff,

- Utilisation of knowledge, experience and successful activities & methods within and outside the organization,

- Communication of the humanitarian work carried out and its outcomes to HRC Local Branches, members, volunteers, relevant bodies and the general public;

- Mobilisation of the HRC locally, encouragement of its volunteers to propose activities in areas of greatest need, with the aim of empowering Local Branches to develop activities on their own initiative, in line with the HRC strategy.
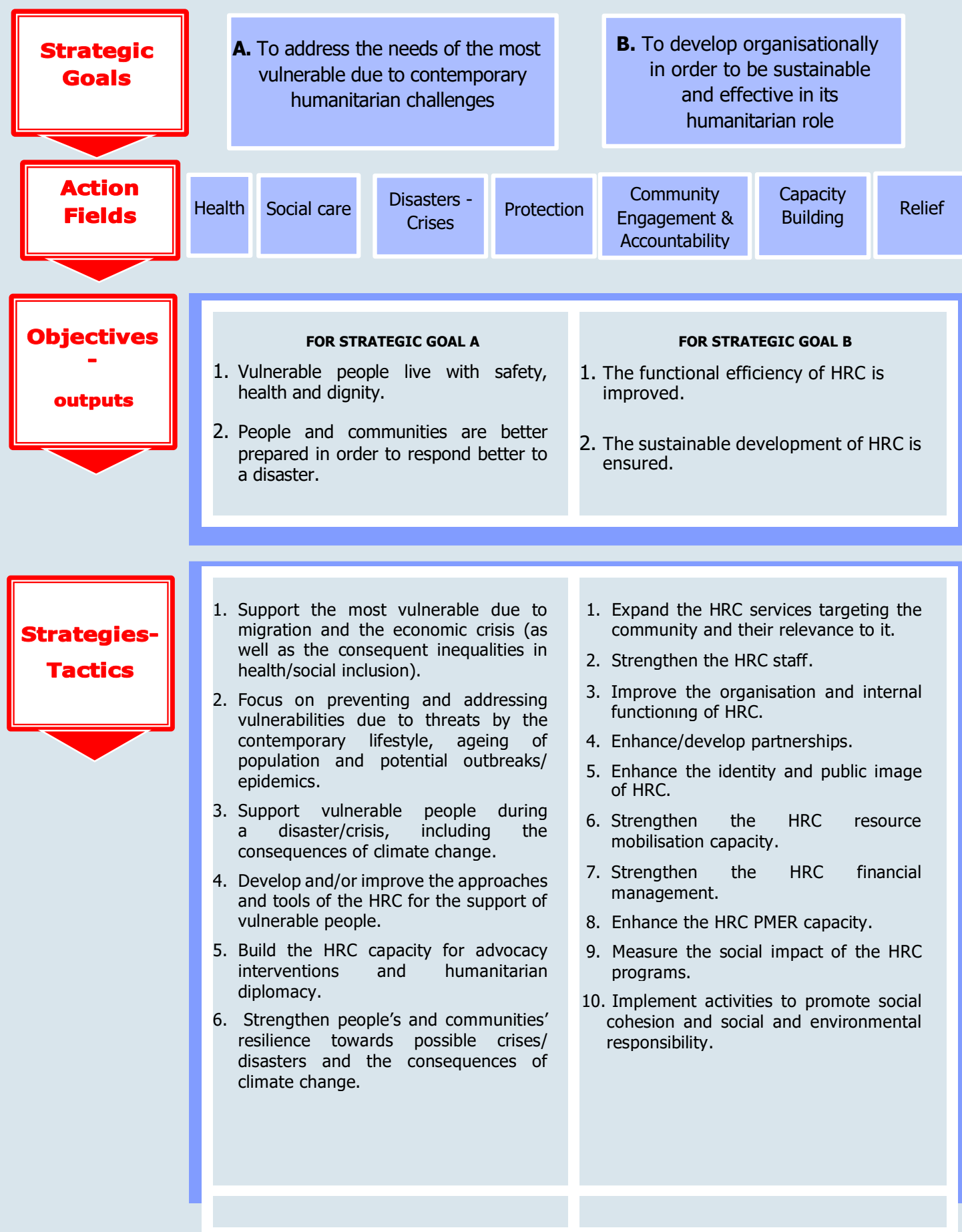
2.4. The main changes

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The main changes that HRC Strategy will bring are:

- **Focusing of its efforts on both its humanitarian work and organizational development.** These efforts will render the HRC a well-organized, efficient, distinguished and potent humanitarian organization. At the same time, it will enhance its performance and activities in the following areas: health, crisis management, social care, protection and capacity building.

- Enduring the **relevance of its activities to social needs**; it shall be the main axis of its activities.

- **Focusing on the community** by strengthening people's resilience and reducing threatening risks, through relevant updates and trainings.

- **Integrating into its priorities further improvement of its emergency preparedness**, so as to increase its response ability within 24 hours, anywhere in Greece. Concerning its crisis management activities, HRC will focus on disaster preparedness, disaster risk reduction, immediate action (when a crisis occurs), and post-acute recovery interventions.

- **Developing strategic partnerships within and outside the Movement, with actors related to its fields of activity**, in order to achieve better results in its humanitarian work.

- **Utilising its rich experience from past activities in areas of social protection** (low income citizens/ retirees, people with chronic health problems, single parent families, unemployed, etc.) and move steadily forward.

- **Increasing its ability to adapt to changing conditions, responding promptly and fully to all areas of its activities,** through volunteer's mobilisation and partnerships.

- **Ensuring that sustainability is part of all its core activities.**

- **Implementing its activities throughout its network in Athens and the Local Braches (LBs),** making effective use of its large volunteer network. The staff will support the implementation of the activities.

- **Utilising technology to increase LBs communication channels with HRC Headquarters and between them.**

- **Involvement of HRC volunteers in the program management cycle and decision-making.**

3. Depiction of HRC Strategy

3.1 Brief Depiction of the HRC Strategy

| **Strategic Goals** | **A.** To address the needs of the most vulnerable due to contemporary humanitarian challenges | **B.** To develop organisationally in order to be sustainable and effective in its humanitarian role |

| **Action Fields** | Health | Social care | Disasters - Crises | Protection | Community Engagement & Accountability | Capacity Building | Relief |

Objectives - outputs

FOR STRATEGIC GOAL A

1. Vulnerable people live with safety, health and dignity.

2. People and communities are better prepared in order to respond better to a disaster.

FOR STRATEGIC GOAL B

1. The functional efficiency of HRC is improved.

2. The sustainable development of HRC is ensured.

Strategies-Tactics

1. Support the most vulnerable due to migration and the economic crisis (as well as the consequent inequalities in health/social inclusion).

2. Focus on preventing and addressing vulnerabilities due to threats by the contemporary lifestyle, ageing of population and potential outbreaks/ epidemics.

3. Support vulnerable people during a disaster/crisis, including the consequences of climate change.

4. Develop and/or improve the approaches and tools of the HRC for the support of vulnerable people.

5. Build the HRC capacity for advocacy interventions and humanitarian diplomacy.

6. Strengthen people's and communities' resilience towards possible crises/ disasters and the consequences of climate change.

1. Expand the HRC services targeting the community and their relevance to it.

2. Strengthen the HRC staff.

3. Improve the organisation and internal functionıng of HRC.

4. Enhance/develop partnerships.

5. Enhance the identity and public image of HRC.

6. Strengthen the HRC resource mobilisation capacity.

7. Strengthen the HRC financial management.

8. Enhance the HRC PMER capacity.

9. Measure the social impact of the HRC programs.

10. Implement activities to promote social cohesion and social and environmental responsibility.

3.2   Detailed depiction of the HRC Strategy

STRATEGIC GOAL A: To address the needs of the most vulnerable due to the contemporary humanitarian challenges.		
Objectives – Outcomes: A1. Vulnerable people live with safety, health and dignity		
Strategy/ies - Tactics	**Activities - Actions**	**Indicators**
A1.1 Support the most vulnerable due to migration and the economic crisis (as well as the consequent inequalities in health/social inclusion)	• Provision of targeted primary health care services to vulnerable population groups, by the respective HRC Services, based on needs assessment. • Provision of targeted primary social care services to vulnerable population groups, by the respective HRC Services, based on needs assessment. • Development and implementation of targeted health promotion and/or hygiene promotion training programs, based on needs assessment, for the empowerment of vulnerable groups to prevent health problems and/or manage them in a more effective way. • Provision of outreach health and PSS services to vulnerable population groups from the respective HRC Mobile Teams. • Provision of reception and social inclusion services to migrants/refugees • Provision of intercultural mediation services to migrants and refugees during their visits to public health care Units and other public Services. • Provision of integrated services to refugees/migrants UAMs. • Provision of supporting services (translation by telephone, legal support, mediation etc) to migrants/refugees. • Migrants/refugees to become HRC volunteers. • HRC volunteers/youth volunteers participate in all activities and services provided for the support of vulnerable people.	• # of vulnerable people received primary health care services. • # of vulnerable people received primary social care services at the community. • # of targeted health & hygiene promotion programs developed. • # of people trained from the HRC health and hygiene promotion training programs. • # of people received PSS services by the Mobile PSS team. • # migrants/refugees received services from the Mobile Health team • # of migrants/refugees received reception and social inclusion services. • # of migrants/refugees received intercultural mediation services. • # migrants/refugees UAMs who received integrated care services. • # of migrants/refugees received supporting services. • # of migrants/refugees becoming HRC volunteers. • # of HRC volunteers'/youth volunteers participated in activities and services for the support of vulnerable people.

	• HRC volunteers at the HRC Branches propose and implement activities for the support of vulnerable population groups. • Development and implementation of targeted CTP interventions for socially vulnerable people and migrants, when funds are secured. • Ensure that Protection principles are followed in all HRC programs.	• # of activities implemented exclusively by volunteers at the HRC Branches. • # of funded CTP interventions implemented for vulnerable people. • # of monitoring meetings held for the adherence of HRC programs to Protection principles.
A1.2 Focus on preventing and addressing vulnerabilities due to threats by the contemporary lifestyle, ageing of population and potential outbreaks/ epidemics	• Provision of targeted health education and health promotion programs to children and adults to raise their awareness on the ways to prevent non-communicable diseases, including mental health problems, and the ways to prevent infectious diseases, including vaccinations, for the prevention of outbreaks/epidemics in the community. • Delivery of respective trainings (as above) and campaigns by HRC volunteers/youth volunteers. • Provision of primary health care services, primary social care services and PSS to older people, from the respective HRC Units and Services, as well respective interventions provided by volunteers at the HRC Branches with specialisation on these fields. • Implementation of inter-age/inter-generational activities by youth volunteers. • Designing CTP interventions to cover specific needs of older people and seeking funding.	• # of targeted educational programs provided to sensitise people and communities on the prevention of non-communicable and communicable diseases. • # of people who benefited from these educational health prevention programs. • # of targeted educational programs provided to sensitise people on the prevention of mental health diseases/problems. • # of people benefited from the educational programs for the prevention of mental health diseases/problems. • # of volunteers implemented educational and informative activities on the prevention of health and mental health issues. • # of older people who benefited from HRC health programs and Services. • # of older people who benefited from HRC social care programs and Services. • # of inter-age/inter-generational activities implemented by HRC youth volunteers. • # of HRC youth volunteers who implemented those activities. • # of submitted CTP interventions proposals to cover specific needs of older people. • # of CTP interventions implemented to cover specific needs of older people.
A1.3 Support vulnerable people during a	A1.3α Strengthen HRC's disaster response capacity at local level: • Establish Branch Disaster Response Teams (BDRTs) in HRC Branches. • Development of Local Disaster Plans for each of the main local disaster threats, at the HRC Branches. • Provision of basic disaster response trainings at the HRC Branches.	• # of HRC Branches having BDRTs. • # of trained BDRTs members in the HRC Branches. • # refresher courses for BDRT members. • Every BDRT technical focal person (for health, PSS, RFL, etc.) has the appropriate operational clothing.

disaster/crisis, including the consequences of climate change.	• Development of an HRC network of staff/volunteers to link the HRC Branches with the local Civil Protection Offices. • Conduct trainings for the HRC Branches staff and volunteers to build their capacity in the CEA approach and the use of relevant CEA tools. • Conduct trainings for the HRC Branches staff and volunteers to build their capacity on issues of Protection and non-exclusion.	• Every BDRT technical focal person (for health, PSS, RFL, etc) has the appropriate operational technical and supporting means (laptop, printer, stationery etc) for the field needs. • # of HRC Branches having Local Disaster Plans. • # of HRC Branches trained with the basic Disaster response course. • # of staff and volunteers from HRC Branches trained with the basic disaster response course. • # HRC Branches having Civil Protection focal/liaison person(s). • # of HRC Branches trained in CEA and its tools. • # of HRC Branches trained on issues of protection and non-exclusion.
	A1.3b Strengthen HRC's disaster response capacity at national level: • Enhance the HRC National Disaster Response Team (NDRT). • Development of National Disaster Plans for each of the main disaster threats in the country. • Further development of special HRC operational teams to provide specialised services (health/hygiene, PSS, RFL, Protection, CTP) during disasters. • Conduct a disaster response drill, at national level, every 2years. • Sign MoUs (cooperation agreements) with the Civil Protection Secretariat (CPS) on operational and training matters regarding disasters. • Update/revise the Unified Disaster Response Mechanism whenever is necessary. • Train staff and volunteers on the implementation of CTP interventions. • Refresh /train staff and volunteers in Athens to retain/develop their capacity in the CEA approach and the use of the CEA tools. • Refresh /train staff and volunteers in Athens to retain/develop their capacity on issues of Protection and non-exclusion.	A1.3b • # of trained NDRT members. • # of refresher courses done for NDRT members. • Every NDRT technical focal person (for health, PSS, RFL, etc) has the appropriate operational clothing. • Every NDRT technical focal person (for health, PSS, RFL, etc) has the appropriate operational technical and supporting means (laptop, printer, stationery etc) for the field needs. • # of National Disaster response plans developed. • # of specialised HRC operational teams exist. • A national disaster response drill is held every 2 years. • # of MoUs signed with Civil Protection Secretariat. • The HRC Unified Disaster Response Mechanism is updated/revised whenever necessary. • # of trainings held in Athens on implementing CTP interventions. • # of staff and # of volunteers trained on implementing CTP interventions in Athens. • # staff & volunteers trained/retrained on CEA. • # staff & volunteers trained/retrained on issues of Protection and non-exclusion.

	A1.3.c. Response to crisis/disaster situations and the effects of climate change: • Implement CTP interventions. • Provision of services by the respective HRC disaster response operational units (NDRT, BDRT, Mobile Disaster Health Unit, Mobile Disaster PSS Unit, etc) • Distribution of relief goods. • Use of CEA tools. • Implementation of Protection principles.	A1.3c • # of HRC operational disaster response units mobilised in situations of disaster/crisis/climate change effects based on needs. • # of people benefited from the HRC disaster response operational units in a disaster/crisis etc. • # of people benefited from relief distributions. • # of CTP interventions implemented in a disaster/crisis/effects of climate change. • # CEA tools used. • # Protection interventions done.
A1.4 Develop and/or improve the approaches and tools of the HRC for the support of vulnerable people	• Implementation of HRC CEA strategy and tools in every HRC activity and service. • Implementation of Protection standards and HRC Protection strategy to prevent, identify and address protection issues. • Development of new HRC Protection policies and tools. • Establishing partnerships with institutions/organisations inside and outside the Movement, as well Governmental ones specialised in responding to specific needs and vulnerabilities. • Development of mapping and networking activities: map available services for vulnerable people and link vulnerable people with them based on their needs. • Enhance the collaboration with the State together with the initiation of discussions for the amendment of the RC Law regarding the HRC auxiliary role.	• # of HRC programs and activities using the CEA tools. • # of HRC programs and activities implementing the Protection standards and tools. • # of new HRC Protection tools and policies developed. • # of partnerships done with institutions/organisations to enhance the HRC services/support to vulnerable people. • # of networking activities/interventions done at HRC Branches by staff or volunteers. • The Law for the HRC auxiliary role is amended. • Discussions for the enhanced collaboration between the State and HRC started together with the discussions for the amendment of the RC law.
A1.5 Build HRC capacity for advocacy interventions and humanitarian diplomacy	• Development of an internal mechanism for systematic advocacy and humanitarian diplomacy. • Development of PMER tools for collection and analysis of relevant data. • Advocacy and humanitarian diplomacy towards institutions/ organisations and Authorities to address needs of vulnerable people whenever needed.	• Existence of a (systematised) mechanism in HRC for advocacy and humanitarian diplomacy. • PMER tools are in place for data collection and analysis. • # of advocacy interventions to address vulnerable people's needs.

Objectives − Outcomes:	A2	People and communities are more prepared and respond better to a disaster	

Strategy/ies- Tactics	Activities - Actions	Indicators
A2. Strengthen people's and communities' resilience towards possible crises/ disasters and the consequences of climate change.	• Establishment of Community Disaster Response Teams (CDRTs) in communities that are vulnerable towards the effects of climate change. • Basic trainings on disaster management (preparedness/response) to citizens/communities/organisations. • Awareness raising activities to citizens/students regarding disaster risks, ways to prepare for disasters and measures to prevent the effects of climate change, by the HRC staff and volunteers/youth volunteers. • Trainings to citizens/communities on how to prepare against disaster/crises and how to prevent the effects of climate change.	• # of communities/municipalities vulnerable towards the effects of climate change having CDRTs trained by HRC. • # of citizens/organisations who had the basic training for disaster management. • # of awareness raising activities done in Athens and in the HRC Branches by HRC staff and volunteers/youth volunteers. • # of HRC Branches who did awareness raising activities regarding the disaster risks, and the ways to prepare from disasters and prevent the effects of climate change. • # of training done to citizens/communities on how to prepare against disaster/crises and how to prevent the effects of climate change. • # of people and communities trained in these trainings.

STRATEGIC GOAL B: To develop organisationally in order to be sustainable and effective in its humanitarian role		
Objectives- outcomes: B1. The functional effectiveness of HRC is improved		
Strategy/ies -Tactics	**Activities - Actions**	**Indicators**
B1.1. Expand the HRC services targeting the community and their relevance to it.	B1.1a Strengthen HRC Branches: • Provide a support framework to HRC Branches, so that they can develop and enhance their capacity to offer effective work, through the following: ✓ a contemporary Regulation for HRC Branches (Rules & Procedures document), ✓ implementation of the self-evaluation method with the BOCA tool (Branch Organisational Capacity Assessment), ✓ development of systematised communication channels (electronic/digital and non-electronic/digital) to facilitate communication and exchange of experiences, knowledge and ideas among the HRC Branches and with the HQs, ✓ participation of the HRC Branches in consultations/dialogue for issues concerning HRC, ✓ dissemination of the HRC Strategy, Internal Regulations, Policies, Operational Plans, etc., ✓ information sharing about HRC activities/programs and services, ✓ technical support from the HQs to the HRC Branches, on volunteer management and volunteering, program management, needs assessment, reports, financial management, etc., ✓ trainings of HRC Branches' staff and volunteers on specific technical issues, and of Regional Governing Boards on OD resource mobilisation, leadership and management.	B1.1a • A contemporary HRC Branches Regulation is in place, which is in line with the revised HRC Statutes. • # of HRC Branches used the BOCA tool. • # of available communication channels (electronic and non-electronic) between the HQs and the HRC Branches and between the HRC Branches. • # of HRC Branches using these communication channels. • # of consultations concerning HRC issues the HRC Branches participated. • The dissemination to the HRC Branches of the HRC Strategy, internal Regulations, Policies, Operational Plans and other such documents took place. • A mean is available for information sharing to staff, volunteers, members and the HRC Branches, regarding the activities, programs and services provided by HRC. • Technical support is available, from HQs to HRC Branches, on particular issues (volunteering, program management, financial management,

	B1.1b Expand the base of active volunteers/youth volunteers in Athens and in the HRC Branches, through the following: • existence of a revised/new Volunteering Regulation and Youth Volunteering Regulation. • existence of policy for the development of volunteering and youth volunteering, • review of volunteer recruitment/enrollment criteria and the action areas they are involved, • creation of a single registry of volunteers and a single registry of youth volunteers, at national level, • creation of a single database for volunteers and one for youth volunteers, • revision of the training curriculum of volunteers/youth volunteers: duration and content of basic training and specialised/additional trainings. • retraining and refresher trainings for volunteers/youth volunteers to develop/maintain their skills, • revised system for the appraisal and recognition of HRC volunteers/youth volunteers, • system for the insurance of HRC volunteers/youth volunteers annually, • development/improvement of tools that clarify and facilitate the work of HRC volunteers/youth volunteers (such as the volunteer code of conduct, descriptions of volunteer tasks, needs assessment forms, action plans, etc), • involvement of HRC volunteers/youth volunteers in the development of volunteering policies, in consultations and in the decision making on HRC issues. B1.1c Strengthening the relevance of HRC services, through the following: • Creation of systematic mechanisms and channels for the involvement of HRC members in program/activity planning, and the HRC volunteers/youth volunteers in the design and implementation of programs/activities,	reporting, management, etc.) and is provided through specific communication channels. • # of available communication channels for technical support to the HRC Branches. • # of trainings on technical issues that took place for the HRC Branches' staff, volunteers, regional governing board members. • # of staff, # of volunteers from the HRC Branches participated at trainings on technical issues. • # of HRC Branches received trainings on technical issues. B1.1b • The revised/new Volunteering Regulation and Youth Volunteering Regulation exists and is adopted by all, replacing the older ones. • Policies for the development of volunteering and youth volunteering are developed and adopted. • The criteria for the recruitment/enrollment of volunteers/youth volunteers are revised. • The training curriculum of the basic and additional trainings for volunteers/youth volunteers is revised. • There is a revised appraisal/recognition system for volunteers/youth volunteers. • There is an annual insurance system for volunteers. • # of tools developed/improved facilitating/clarifying the work of volunteers/ youth volunteers (Code of Conduct, descriptions of volunteer tasks, needs assessment forms, action plans, etc). • # of cases which volunteers/youth volunteers were involved in the development of policies, consultations and decision making in HRC. • # of volunteers/youth volunteers involved in these cases.

	• Creation of systematic mechanisms and tools for the community involvement in the design and evaluation of programs/activities, using CEA tools, • Development of tools and systems to record and evaluate community needs in order to determine the type of services/ programs/activities to be delivered and the modality of service delivery.	B1.1c • # of available channels & systems for the involvement of HRC members in the planning/designing of programs/activities. • # of available channels & systems for the involvement of HRC volunteers/youth volunteers in the designing and implementation of programs/activities. • # of available channels & systems for the community involvement in the designing and evaluation of HRC programs/activities with the use of CEA tools. • # of available channels and tools for recording and assessing the community needs.

B1.2 Strengthen the HRC staff	• Improving the management system of the HRC staff, through the following:
	  ✓ existence of organigrams, staff Regulation and Code of Conduct,
	  ✓ existence of a system for the staff appraisal and reward, development of job descriptions for every position and SoPs,
	  ✓ existence of a fully transparent recruitment process,
	  ✓ assessment of the skills required for each position and development of the respective staff skills,
	  ✓ systematic measurement of the staff's job satisfaction and taking respective measures to improve it,
	  ✓ simplifying procedures,
	  ✓ dissemination of information regarding the HRC work to all staff members,
	  ✓ systematisation of channels and opportunities for communication and collaboration between the staff of different organizational units and the staff with volunteers,
	  ✓ development of work plans, with specific annual performance goals, for every job position,
	  ✓ development of an induction training package for every new recruitment in HRC,
		• Organigrams, staff Regulation and Code of Conduct are approved by the CGB and in place.
		• Checking for the need to revise the organigrams, the Code of Conduct, and the Staff Regulations is done at least once a year or even earlier for the organigrams should an organizational change occur.
		• A staff appraisal and reward system is in place.
		• Job descriptions for every position exist.
		• SOPs are developed and followed.
		• A fully transparent recruitment system exists.
		• Staff competencies are matched with the position requirements.
		• There is a system to measure the job satisfaction of the staff every year.
		• # of measures taken to improve the job satisfaction of staff.
		• # and type of procedures simplified.
		• Existence of a channel and mean to disseminate information to all staff about the HRC work.
		• # and type of systematic channels and

		✓ measures to secure a healthy working environment for the staff (proper positioning of staff, noise reduction, etc), ✓ measures to secure the safety of the staff (relevant trainings and awareness raising sessions, preventive measures, protective means, etc), ✓ existence of systematic channels to report incidences of inappropriate staff behavior in the workplace (bulling, sexual harassment, etc).	opportunities facilitating the communication and collaboration among staff of different organisational units, especially among the heads of the units. • # and type of systematic channels and opportunities for communication and collaboration between staff and volunteers. • # of work plans made with specific annual performance goals. • An induction training package is prepared for every new HRC recruitment. • # of measures taken for the healthy working environment. • # of measures taken annually for the staff safety. • A systematic channel to report inappropriate behavior in the workplace is in place.

B1.3	Improve the organisation and internal functionıng of HRC.	B1.3a:
		• redesigning the HRC organigrams,
		• development of Internal Regulations (rules and procedures), SOPs, policies and job descriptions,
		• simplification of procedures, where possible and necessary.
		• systematic monitoring of the performance of each organisational unit, the HRC Branches and the HRC programs/activities in relation to the strategic goals and the goals of each service:
		  ➢ establish the monitoring methodology: by who, how, how often.
		  ➢ design the monitoring indicators in collaboration with the heads of each organisational unit, the heads of Services/programs and the Regional Governing Boards of the HRC Branches.
		  ➢ establish baseline data upon the preparation/beginning of the monitoring.
		  ➢ Monitor the indicators, analyse the results and implement corrective interventions.
			B1.3a
			• The HRC organigrams are redesigned and approved by CGB.
			• Internal Regulations, SOPs, polices, job descriptions are approved by CGB and in place and once a year their relevance is checked.
			• # of simplified procedures.
			• Performance monitoring indicators for the HRC organisational units, programs and Branches are designed.
			• A system is in place for the monitoring and analysis of the performance of the organisational units and HRC Branches in relation to the goals of the Strategy of each service (who, how, when).
			• # of corrective measures to improve performance.

	B1.3b: Enhance the Supply Chain:	B1.3b
	• improve the HRC fleet management: development of the Vehicles Management Regulation, rationalisation of the HRC vehicles use, insurance and safety of the HRC vehicles, contracts with garages and fuel stations/companies.	• An approved Vehicles Management Regulation is in place. • All HRC vehicles are insured centrally. • All HRC vehicles follow safety rules provided by the Movement and the Greek legislation. • Contracts with fuel companies are made. • Contracts with garages are made for HRC vehicles' maintenance and repair works.
	• improve the Warehouse management: development of the Warehouse and Storing Management Regulation, official registration of the warehouses in the HRC Branches.	• An approved Warehouse and Storing Management Regulation is in place. • The warehouses of the HRC Branches are officially registered.
	• Improve the procurement management: development of the Procurement Regulation and the supplier's registry, centralised order placements.	• An approved Procurement Regulation is in place. • The suppliers' registry is kept up-to-date. • Centralised order placements are made.
B1.4 Enhance/develop partnerships	• Strengthening/development of partnerships with organisations/ universities/actors involved or specialised in the areas of action of HRC, with the aim to increase the benefit for vulnerable people and the efficacy of HRC mission. • Clarification of the HRC auxiliary role to facilitate a more efficient collaboration with the State.	• # of HRC programs done jointly with organisations/universities/actors. • # of MoUs done with organisations/ universities/actors. • The RC Law is revised and clarifies the auxiliary role of the HRC.

Objectives- Outcomes: B2. The sustainable development of HRC is ensured		
Strategy/ies - Tactics	**Activities – Actions**	**Indicators**
B2.1 Enhance the identity and public image of HRC	B2.1 a) Enhance the identity of HRC: • Dissemination and implementation of the HRC revised Statutes at all levels (HQs, HRC Branches, members, volunteers and staff) to create a common identity in HRC. • Dissemination of the HRC Mission and Vision, as well as the HRC Strategy, to all levels.	B2.1 • # of dissemination activities for the revised HRC Statutes to volunteers/members/staff. • # of people attended these dissemination activities. • # of dissemination activities done for the Mission, Vision and Strategy of the HRC.

	• Defining the core services of HRC which respond to the Mission and Vision of the HRC and are funded by own resources.
	• Enhance the communication and dialogue of HRC with the Authorities, at central level (President, executives) and at local level (HRC Branches), for key humanitarian needs.
	• Amend the existing RC Law with clear description of the HRC auxiliary role.
	• Dialogue with the Authorities regarding their further support to the HRC work.
	• Dissemination of the Law for the (correct) use of the Emblem to the Authorities, all HRC levels and citizens.
	• Dialogue with Authorities about violations of the Emblem and the measures to address them.
	• Create a communication channel for the HRC Branches to report cases of misuse of the Emblem to the HQs.
	• Dissemination of the RC Principles to all newly elected member of the Central and Regional Governing Boards.
	• Development of new and/or revision of existing HRC Regulations, codes of conducts and policies, whenever and wherever those are needed.
	• Implementation of the CEA approach in all HRC programs/activities and further development of CEA tools.
	
	B2.1b) Enhance the public image of HRC:
	• Improve the active communication of HRC with the public, through the:
	  ✓ systematic monitoring of the degree of satisfaction of stakeholders involved in HRC programs (donors, community, authorities/municipality, staff, volunteers) and utilizing their feedback throughout the program management cycle.
	  ✓ development of communication protocols, including one for the crisis management of a reputational incident.
	  ✓ presentation of the HRC activities and their results to the public.
		• The core services of HRC are defined.
		• # of meetings held annually with the Authorities at central level on key humanitarian needs.
		• # of meetings held annually at regional level on key humanitarian needs.
		• # of meetings held annually with the Authorities at central level on the ways to further support the HRC work.
		• # of meetings held annually with Authorities at regional level, on the ways to further support HRC work locally.
		• # of dissemination activities done for the correct use of the Emblem.
		• # of staff/volunteers/members/citizens participated at these dissemination activities.
		• # of cases of verbal or/and written communication with the Authorities on issues of emblem misuse and actions need to be taken.
		• A communication channel for the HRC Branches to report Emblem misuse cases is in place.
		• # of cases HRC directly communicated with misusers of the Emblem.
		• All newly-elected members of the CGB and RGBs receive an informational presentation on the RC Principles.
		• # of newly elected CGB and RGB members receiving the informational presentation on the RC.
		B2.1b
		• A system is in place to monitor the degree of stakeholders' satisfaction for each HRC program.
		• # of programs that measured stakeholders' opinion/satisfaction annually.
		• Communication protocols are in place, including the crisis management of a reputational incident.

	✓ ensuring an integrity framework within HRC, through systematic internal control procedures, transparent operating procedures and accountability. • campaign for the respect to the Emblem and the dissemination of RC/HRC Principles. • expanding the base of HRC members. • expanding the base of volunteers/youth volunteers. • Strengthen the Press, Communication, Public Relations and Social Media Department, through technical support, training and appropriate staff.	• A systematic mechanism of internal control and annual financial accountability are n place. • A campaign for the respect of the Emblem is held and the dissemination of the RC/HRC Principles. • # of media used for the campaign. • # of new members enrolled, annually. • # of new volunteers/youth volunteers trained, annually. • # of active volunteers/youth volunteers annually. • The Press, Communication, Public Relations and Social Media Department is supported technically by respective offices/Services within and outside the RC. • The Press, Communication, Public Relations and Social Media Department is supported through trainings and appropriate staff.
B2.2 Strengthen the HRC Resource Mobilisation capacity	• Improve the management of the donor database. • Taking care of donors. • Communication with HRC donors and participation of donors in the planning of activities/programs, to facilitate their transformation from ad hoc donors into donors with long-term partnerships. • Search for sustainable domestic funding sources. • Defining the HRC's core services/programs which respond to its mission and vision. • Develop PMER and make use of the available data and reports to communicate with donors. • Improve the public image of HRC. • Improve the relevance of HRC services to community needs. • Aware the public about the mandate and mission of the HRC and its need for support in order to implement them. • Expand the HRC member base. • Tap into the HRC immovable property- implementation of the respective recommendations in the HRC recovery plan.	• An up-to-date and categorized donor database is developed and used. • The donor care tactic/practice is clearly stated in the resource mobilisation policy. • # of new donors annually. • # of donors with long term funding partnerships. • # of HRC Services characterised as core. • # of donors with whom communication was done using HRC PMER data/reports. • % of increased number of people visiting/using the HRC social media annually. • For indicators regarding the relevance see B1.c. • # of means/ways used to inform the public about the HRC mandate and mission. • # of new HRC members annually. • # of real estate tapped into annually. • % of increase in the HRC revenue from the exploitation of the HRC real estates.

	• Dialogue with the Authorities/Government to support HRC through funding HRC programs or possible tax exemptions. • Development of Resource Mobilisation Regulations and policies. • Development/improvement of appropriate tools for the needs of resource mobilisation (contract forms, forms for letters of appreciation, lists of goods, etc) • Making use of the HRC website for the promotion of the HRC donors. • Trainings of staff, volunteers and Regional Governing Boards on methods and strategies to mobilise resources locally. • Seek technical support for the staff of the HRC Resource Mobilisation Service.	• # of programs/activities funded (partially or fully) by the State. • % of reduction in the HRC cost due to tax reduction. • The resource mobilisation Regulation and policy are in place. • The names of HRC donors are posted in the HRC website. • # of resource mobilisation trainings held in Athens and in the HRC Branches. • The staff of the HRC resource mobilisation Service received technical support.

B2.3 Strengthen the HRC financial management .	• Enhance the services of the HRC Finance Department through staff trainings and recruitment of qualified staff, in line with the needs of the Department's new organigram.
	• Draw up the Regulation document of the Finance Department and disseminate it to HQs and the HRC Branches.
	• Evaluate the financial information system and correct the problematic areas/deficiencies.
	• Improve the financial management:
	  ➢ Effective financial risk management.
	  ➢ Diversification and stability of restricted and unrestricted revenues.
	  ➢ Effective management of the unrestricted revenues.
	  ➢ Monitor the financial sustainability of HRC.
	  ➢ Maintain an efficient working capital.
	  ➢ Draw up the annual budget.
	  ➢ Monitor the budget quarterly.
	  ➢ Rationalise expenditures.
	  ➢ Draw up financial reports.
	  ➢ Produce the annual HRC financial report.
	  ➢ Search for multiple funding sources.
		• # of trainings held for the staff of the Finance Department.
		• # of qualified staff working at the Finance Department, based on the needs.
		• The Regulation on the financial services and procedures of the Finance Department is in place.
		• The dissemination of the Finance Department Regulation was done to staff, leadership and the HRC Branches.
		• The financial information system is evaluated.
		• # of corrective measures taken for the identified weaknesses/ deficiencies of the financial information system.
		• The accounting software and the appropriate tools are in place to monitor the long-term financial liabilities and payments of HRC.
		• The system and the appropriate tools are in place to monitor the identification and analysis of financial risks.
		• # of new sources of unrestricted funds annually.
		• # of new sources of restricted funds annually.
		• % of donors' satisfaction with the financial management of their donated funds.
		• The HRC annual budget and financial statement are drawn up with detailed analysis.
		• Sufficient working capitals are available every year.

	• Supervision of the financial management by the HRC leadership. • Monitoring of the financial management by the HRC Audit Department and/or an Audit/Finance Committee that can be set up for this purpose, and providing advice to the Finance Department.	• The annual budget is prepared in time and submitted on the due date. • The Finance Department suggests the form and the submission date of the individual annual budgets from each HRC organisation unit and revise them when necessary. • Monitoring of the budget is done quarterly. • % of reduction of the annual HRC expenditures after rationalisation. • The financial reports are produced timely and depict the financial management of programs/activities in an accurate, precise and transparent manner. • The annual financial statement is produced and depict the financial management and status of HRC in an accurate, precise and transparent manner. • # of total funding sources annually. • The Audit Department and/or the Audit Committee of the HRC monitor(s) the financial management of the Finance Department.
B2.4 Enhance the HRC PMER capacity	• Development of methodology and tools for systematically recording and analyzing the needs of vulnerable people, as well as the services provided to them by other actors, to identify gaps in service delivery and to design appropriate HRC programs that respond to community needs. • The process of planning, monitoring and reporting on HRC programs (core and non-core) is carried out using established methodology and linking the narrative with the financial part throughout the management cycle of each program. • Establish two-way communication with all stakeholders involved in HRC programs.	• The methodology for recording and analysing the vulnerable people's needs and the services provided to them by others, is in place and is systematically used for all HRC programs. • # of tools systematically used for recording and analysing the vulnerable people's needs and the services provided to them by others, for all HRC programs. • # of new programs recorded & analysed the needs of the targeted group and the services being provided, during their planning. • # of long-term programs that periodically record & analyse community needs, to check their relevance to those needs.
B2.5 Measure the social impact of the HRC programs	• Development of new tools and/or utilisation of available tools to measure the social/humanitarian impact of HRC programs. • Presenting the humanitarian impact of HRC programs to public and stakeholders, with relevant reports and posts on HRC social media.	• # of tools developed/utilised to measure the social/humanitarian impact of HRC programs. • # of HRC programs which their social/ humanitarian impact is measured and reflected.

B2.6 Implement activities to promote social cohesion and social and environmental responsibility.	B2.6a: Activities to enhance social cohesion and social responsibility:
	• Implementation of programs/activities that:
	  ✓ help tackle the social exclusion of vulnerable and marginalized people/groups, such as elderly, migrants, children, people with disabilities, Roma, etc.,
	  ✓ promote healthy aging,
	  ✓ promote equal access to health,
	  ✓ enhance the resilience and adaptability of individuals and communities,
	  ✓ provide equal opportunities to vulnerable members of society
	  ✓ promote non-exclusion and humanitarian values.
	  ✓ meet the basic needs of vulnerable people.
		B2.6a
		• # of programs/activities implemented that help tackle social exclusion of specific vulnerable people/groups.
		• # of people benefited from those.
		• # of programs/activities implemented that promote healthy aging.
		• # people benefited from those.
		• # of programs implemented that promote equal access to health.
		• # of people benefited from those.
		• #programs/activities implemented that strengthen the resilience and adaptability of people & communities.
		• # of people and # of communities benefited from those.
		• # of programs that provide equal opportunities to vulnerable members of the society.
		• # of vulnerable people benefited.
		• # of informative programs/activities implemented that promote non-exclusion & και humanitarian values.
		• # of people benefited from those.

	B2.6b: Implementation of programs/activities to enhance environmental responsibility: • Activities to raise awareness and sensitise people/communities on climate change, sustainable consumption, individual responsibility towards the environment aiming to minimise the impact of human activities on the environment. • Development of a training package for the training of HRC volunteers on an environmentally responsible way of living.	B2.6b • # of activities implemented to raise awareness on issues like climate change, sustainable consumption, individual environmental responsibility. • # of people benefited from those. • # of HRC volunteers trained on the environmentally responsible way of living.

	B2.6c: The HRC daily function and its operations are done with responsibility towards the environment:
	• The HRC emergency response operations will take care that the environmental footprint is reduced, with the following measures:
	  ✓ collect for recycling the plastic bottles it distributes to its volunteers, staff and beneficiaries.
	  ✓ co-ordinate the daily transport of staff and volunteers with HRC service cars, in order to reduce the transportation routes and their corresponding exhaust emissions.
		B2.6c:
		• # of emergency response operations in which the distributed plastic bottles were collected for recycling.
		• # of routes in an emergency response operation organised after coordinating the movement of staff & volunteers.

	• Reduce paper consumption for printing. • Systematise the recycling of paper, cartridges and damaged electronic equipment, batteries. • Incorporate into its annual report environmental indicators.	• # of paper packages ordered by the HQs every 6 months. • # of service and maintenance work episodes done to HRC vehicles, annually to ensure better functioning of the engine and less gas emissions. • A recycling system is in place: recycling bins, network to send the collected HRC recyclables to recycling points. • The HRC annual report includes environmental indicators.
B2.7 Strengthen the HRC staff	Look at section B1.2	
B2.8 Improve the organisation and internal functioning of HRC	Look at section B1.3	

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