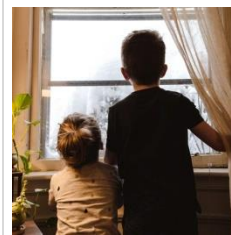
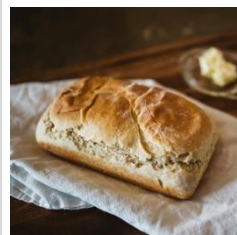




PRC STRATEGY 2030



Be aware. Be active. Be with us.

SEPTEMBER 2022

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BACKGROUND

We have accompanied the inhabitants of Poland in all the most important events in our history for 103 years. We accompany, while being at the same time an active actor of ongoing events, most often those that are hard to experience, living in specific areas or even entire social groups. We co-create the social and health care system during the reuniting of Poland after the partitions – we build nurseries, hospitals, sanitary facilities, and create blood transfusion stations. We fight with illiteracy, poverty and deprivation, we promote the ideas of volunteering and humanity, among others through the emerging network of the PRC School Clubs. Field hospitals, tracing missing persons or nurses with the Red Cross armband – these are the pictures known from the times of World War II. The next several dozen years are the time of, among others, significant contribution to the construction of the home care system – so called “Polish Red Cross sisters”, promotion of honorary blood donation’ concept, dissemination of the principles of the Red Cross and first aid. Generations of Polish people are familiar with the PRC Honorary Blood Donors Clubs, rescue and medical groups, as well as “Squirrel” clubs. We also appeared in the spotlight during martial law times, disasters and catastrophes in the country and abroad or as social support in times of economic downturns. After the period of political transformation, when financing from the state budget ceased, the Polish Red Cross faced the challenge of running and developing its activities, as well as maintaining the necessary structure as part of the funds it raises. For 103 years, thousands of people have been given a chance by PRC to fulfill their will to support those who need it. We want it to be a place and space where empathy and humanity are awakened, where we gain knowledge and skills – while developing our passions and serving others.

Seeing the challenges faced by the Polish Red Cross, as well as opportunities and threats, creation of the Strategy until 2030 was one of the decisions of the new authorities of the National Society (NS). The priority and appropriate rank have been given to this process. It was decided that one of the principles of its development should be the participation and identification with the process and its essence by as many people as possible from the NS.

It is worth emphasizing, and we are grateful for that, experts recruited to cooperation – the CSR Consulting – guided us through the whole process, pro bono. We would also like to thank the Strategy team and all those who, at various organizational levels, representing individual thematic areas, took an active part in the development of this document, and what is important, of the conceptual process that is emanating from this material. This is beginning. This is a big responsibility. But it is also a great opportunity.

We treat this Strategy as an important element of the new opening. It results from our years of experience, from the opportunities offered by the mandate to be the largest humanitarian network organization in the country, from the observations and advice we receive from the International Red Cross and Red Crescent Movement, from analyzes of the increasingly dynamically changing environment. We treat it as an offer for a wide range of our stakeholders: beneficiaries, partners, volunteers, members and employees. Let this general framework, the reference of all activities until 2030, be filled with specific projects implementing the mission of the Polish Red Cross – preventing human suffering.

1. CURRENT CHALLENGES AND NEW PRC'S ROLE

1.1. PRC'S VALUES AND PRINCIPLES

The mission of the Polish Red Cross is to prevent and alleviate human suffering and protect human dignity, without any discrimination based on nationality, race, gender, religious or political beliefs.

Polish Red Cross is the oldest humanitarian organization in Poland, founded after gaining independence on January 18, 1919, associated in the world's largest humanitarian movement. Its components are: the International Committee of the Red Cross, the International Federation of Red Cross and Red Crescent Societies, and currently as many as 192 National Red Cross and Red Crescent Societies. In carrying out its mission, the International Red Cross and Red Crescent Movement is always guided by seven fundamental principles that are constant and not influenced by current ideologies. The fundamental principles are as follows: humanity, impartiality, neutrality, voluntary service, unity, independence and universality.

PRC operates under the Act on the Polish Red Cross, the Statute of the Polish Red Cross, the Geneva Conventions and other legal acts commonly included in the International Humanitarian Law, as well as the Act on Public Benefit and Volunteer Work, on the basis of which it has, inter alia, status of a public benefit organization.

1.2. CHALLENGES

The world today faces many challenges from different perspectives. In 2015, United Nations adopted "2030 Agenda", which describes 17 Sustainable Development Goals that guide an equitable transformation of the world in five areas: society, planet's health, economic prosperity, peace and partnership. It can be said that these Goals are mankind's road map to a better future. It is an universal global document of great value, thanks to which the activities of governments, business and non-governmental organizations can be conducted in a coherent manner. Also, the Polish Red Cross, as an organization associated in the world's largest humanitarian movement, has a real impact on the implementation and accepts the responsibility of acting through undertaken program activities.

Taking advantage of the opportunity to belong to the International Movement of the RC and RC, we also analysed the materials prepared by the Movement, pointing to the challenges and diagnosis, and the need to take directional and specific actions – both within the Movement and in widely established partnerships.

The background of the Sustainable Development Goals has become the starting point for defining social challenges with which Polish society is struggling today; then, on their basis, strategic areas of PRC's activity were designated, presented later in the document.

READINESS FOR ACTION IN TIMES OF CRISIS

Humanitarian crises potentially threatening the territory of Poland may be caused by both extreme weather events and human activity. Both types of crises are already visible in Europe and around the world, testing the readiness of individual states and organizations to deal with them. The effects of climate change are visible, among others in the increasingly frequent catastrophes and disasters, which result in the migration of large groups of population. From 2008 to 2019, non-man-made natural disasters became the main source of displacement of people. Europe, as a place with a high quality of life and less risk of sudden weather phenomena, is more and more often chosen as a destination for migration. Poland also needs to prepare for threats related to climate change, such as heat waves combined with drought, water shortages and floods. The aforementioned droughts are an increasingly frequent phenomenon in Poland. In the period 1951-1981 there were 6 droughts in Poland – an average of one in 5 years. They have been present every year since 2013.

Despite the increasing joint with disasters – both natural and man-made – Polish peoples' readiness to act remains alarmingly low. Every third person does not know what to do in the event of an armed conflict, and almost 50% in the event of a natural disaster, such as e.g. flood. In the face of the challenges of the crisis in Ukraine, this indicates new actions and plans in times of crisis that require a quick response. Polish society seems completely unprepared for the challenges; the world-wide astonishing wave of aid and support will not replace the systemic preparedness of individuals and local governments, or even the state, in the long run. This is also confirmed by the fact that according to the research from March 2022, only 15% of Polish people stated that they have the ability to provide first aid at a good level.

HEALTH AND PREVENTION

Polish people struggle with numerous health challenges. An unhealthy lifestyle is a huge challenge – 30% of Poles smoke cigarettes and 53% do not do any sport. These factors are associated with unfavorable environmental conditions – in 2021 Poland took the infamous second place among the EU countries in terms of PM2.5 dust concentration in the air, considered to be the most hazardous to health. Adding to this, unequal or difficult access to medical care and preventive examinations, the challenges in this area are clearly visible. Due to financial reasons, every fourth Polish person resigned at least once in his life from a visit to the doctor, and every third from a visit to the dentist. It is estimated that the number of deaths avoidable thanks to prevention in 2018 in Poland amounted to over 84 thousand.

REDUCING SOCIAL INEQUALITIES

When analysing social needs in the process of developing the Polish Red Cross's Strategy, three particularly vulnerable groups were distinguished: children and adolescents, families and the excluded people, and the older adults.

Children and Youth

Children and adolescents deserve special care, which is not always provided – 41% of children in Poland experience violence by close adults, and 36% of Polish teenagers have experienced bullying by their peers. About 630,000 people under 18 years of age in Poland require constant psychological or psychiatric assistance. The country lacks resources to meet this need, which makes Poland second in Europe in terms of the number of suicides among children and adolescents.

Excluded persons

It is also necessary to improve the living conditions of people from marginalized groups. Despite the continuous growth of GDP, in 2020 the extent of extreme poverty in Poland amounted to 5.2% and increased by 1 percentage point compared to the previous year. Elderly people, people with disabilities and their families are particularly vulnerable to extreme poverty. It is predicted that the scope of poverty in Poland will worsen in the coming years due to the worsening socio-economic situation in the country.

Older adults

Poland is an aging society – in 2030, more than half of one-person households in Poland will be run by people aged 65+. At the same time, in the EU ranking, Poland ranks 24 (out of 28) in terms of the active aging index. 70% of Polish seniors are completely excluded from digital life, and almost every tenth seniors are socially isolated.

1.3. WHY A NEW STRATEGY IS NEEDED

The world around us appears to be more and more complex, complicated and certainly dynamically changing. Along with dozens of examples of positive changes and amenities, there are also unknowns and challenges. Often, undiagnosed and underestimated, they can become a problem or even a threat to an individual or entire social groups. As the Polish Red Cross, we must be as well prepared for this as possible. Be a step ahead, ensuring efficiency and transparency and inclusiveness of our activities.

A clear vision, clearly indicated areas, precisely described processes and systems are the foundation of the here and now, but also provide opportunities for the organization and its forms of activity to adapt to the needs in the future. A long-term strategy ensures effective and comprehensive response to needs, helps in building long-term relationships with external partners and securing the necessary resources for its operations. It is also a tool for ordering, consolidating and developing within the organization.

We are the part of the largest global humanitarian movement, which means we are able to benefit from the knowledge and resources of our partners as we are today as part of assisting people who fled from Ukraine due to the armed conflict. On the other hand, it is to mobilize us to be prepared to effectively engage in humanitarian activities carried out by the International Red Cross around the world, which is associated with the need to improve our programs and operational capacity.

We are not always the first organization that comes to mind. We appear with the occurrence of significant threats, disasters, and military operations, as it is today. Our will is to be a step ahead to prepare, anticipate, prevent. We want to be an important partner and initiator of many activities aimed at preventing human suffering and threats and deficiencies, while contributing to safe and sustainable

development. We want to create a safe space for gaining knowledge and experience, as well as for implementing our own ambitions and ideas to act in accordance with humanity. The Polish Red Cross is a place where, in practice based on experience, but also openness to novelties, expectations and changes in the environment, the idea of humanity takes on a real dimension. This is thanks to the conditions created jointly by the Polish Red Cross with partners, volunteers, members and employees, but also beneficiaries. That is why the Strategy of the Polish Red Cross 2030 is needed.

2. PRC'S STRATEGY 2030

2.1. STRATEGY DEVELOPMENT PROCESS

The process of developing the strategy was divided into the following several stages:

1. Internal diagnosis of activities

It included a detailed analysis of all program activities carried out so far, given the specificity of national and regional activities (undertaken at the level of district or local branches). An inventory of projects was carried out, as well as a strategic assessment of the examined areas, taking into account strategies and policies, procedures, implemented best practice projects and achieved results (indicators).

An important element of the internal diagnosis was an anonymous opinion poll among volunteers, members and employees, which provided a lot of valuable information and tips on the shape of the strategy.

2. Examination of the external environment

The study of the environment consisted of several elements::

- analysis of the Strategy of the International Federation of Red Cross and Red Crescent Societies and National Red Cross and Red Crescent Societies,
- analysis of the activities of Polish non-governmental organizations, active in the same and / or similar areas of activity as the Polish Red Cross, the final result of which was the Map of NGOs, indicating the key distinguishing features of the Polish Red Cross among other organizations,
- social needs analysis – statistical data on the basis of publicly available sources and a needs mapping workshop, the result of which was a map of social needs as a starting point for defining key areas of activity,
- analysis of the organization's image in public opinion, analysis of the expectations of business partners and the image in the media as further elements examining the external perspective around the organization.

3. Model of program activities

Based on the analysis carried out in the internal and external dimensions, a model of program activities was defined, which was subjected to numerous internal consultations before proceeding to the next stage of work.

4. Directions of activities and initiatives

In the next step, on the basis of the created model of clusters – acting as a kind of competence center for individual groups of projects – specific projects were planned and new initiatives implementing strategic assumptions.

5. Management systems and processes

The last element was the analysis and definition of the necessary management processes to implement the Strategy. At this stage, their key assumptions were defined.

The process of creating the Strategy took place with the active participation of members, volunteers and employees of the organization at various levels. They were involved in analytical work, meetings and consultation workshops. The whole process was supervised by a Strategy Team appointed by the Governing Board.

2.2. MODEL OF PROGRAM ACTIVITIES

Strategy motto:

„Polish Red Cross is an inspiration and strategic partner of social change in Poland in response to humanitarian challenges and growing inequalities in society”.



The starting point for defining the strategic model of program activities was the needs and the greatest social challenges in Poland. This is a big change for the organization, showing its focus on effective solving specific social problems and ambitious actions taken in a proactive way.

In the strategic model of program activities, three pillars described by ambitions have been distinguished. Due to the variety of social challenges in the third pillar – concerning social inequalities – 3 separate ambitions have been defined for the key groups of beneficiaries.

Pilar 1: Readiness to act in times of crisis

- Pillar ambition: *Delivering humanitarian education and increasing readiness to act in crisis situations of Polish society and increasing the PRC's ability to react quickly and provide aid on a large scale*

Pilar 2: Activities for health and prevention

- Pillar ambition: *An active response of the Polish Red Cross to the changing health challenges and the need to improve the psychophysical condition of Polish society through mobilizing partners and developing new forms of activity*

Pilar 3: Activation of society and elimination of social inequalities

- Ambition for the sub-area "Support for children and youth": *Providing a joyful childhood in Poland as many children as possible by equalizing opportunities and developing sensitivity and community in the spirit of the principles of the Polish Red Cross*
- Ambition for the sub-area "Activation of seniors": *Providing a good quality of life for the elderly people through material assistance and seniors' activation*
- Ambition for the sub-area "Support for families and excluded vulnerable groups": *Improving the living conditions of Polish families and people from marginalized groups through direct support thanks to the network structure of the Polish Red Cross*

In each pillar, specific projects and program activities have been grouped into clusters.

2.3. MODEL OF OPERATION OF CLUSTERS

In the process of working on the Strategy, the concept of clusters was created. The cluster put projects from a given thematic area into groups, thanks to which their implementation can be managed more effectively at the level of the entire organization. It also acts as a kind of competence center, building standards of activities for a given group of projects and taking care of sharing knowledge within the organization at various levels.

Such an approach will allow the entire organization to develop in a more harmonious way, while improving the efficiency and effectiveness of program activities in the strategic dimension.

The process identified 9 clusters assigned to 3 pillars of the model of program activities:



In the course of strategic work, several projects were identified, which today do not fit into any clusters, but due to the existence of the delivered results, they will still be implemented.

The advancement level of clusters varies greatly. At the last stage of planning initiatives in each of them, a group of experts from the organization defined key projects (current or new), initial indicators and short-term action plans. In this model, further strategic work will be continued.

Vision of the clusters: Polish Red Cross in 2030

K1 – HUMANITARIAN AID

Humanitarian aid in the Polish Red Cross is professionally dealt with by the Humanitarian Aid System as a structure similar to the PRC's Rescue System. Resources, training and the experience of Humanitarian

Aid Groups allow them to carry out tasks throughout Poland and abroad, remaining at the disposal of, inter alia, as part of the activities of the International Red Cross and Red Crescent Movement. Regardless of the scale of crisis events, the PRC Humanitarian Aid System effectively and efficiently interacts with the PRC Rescue System, which is served by a coherent and complementary training system and regular exercises bringing together units of both systems.

The basis of the PRC Humanitarian Aid System is its structure, including humanitarian aid groups, PRC Headquarters, district branches and local branches, each of which has a clearly defined scope of responsibility and decision-making. The PRC Humanitarian Aid System has a comprehensive set of standards and procedures ensuring efficient and effective functioning in all phases of its activity: preparedness, crisis response and long-term assistance.

In its structure, PRC has at its disposal Humanitarian Aid Groups with a more than provincial level of readiness, deployed in geographically and logistically optimal districts and Humanitarian Aid Groups with a voivodship level of readiness.

K2 FIRST AID

The Polish Red Cross is a leader in promoting the principles of first aid. It has the status of an important spokesman and the leader of the dissemination of knowledge of first aid, safety, preparedness for extreme situations, limiting the number of accidents, including road accidents. PRC has a professional training system, in line with current guidelines, adapted to various groups of recipients and using modern technologies, as well as committed and professional instructors.

It has an attractive program and organizational offer, especially for children and adolescents, introducing the topic of first aid and promoting wider interest in activities in the Polish Red Cross (e.g. by extending the first aid championship model to include primary school representatives).

First aid trainings of the Polish Red Cross are also addressed to individuals, business partners and the public sector, which makes them an important source of income generation for the National Society.

K3 RESCUE SYSTEM

The rescue system of the Polish Red Cross is an important partner of public services in the national rescue system. The PRC rescue system is developing and operating, among others thanks to the agreements with services at the national level and empowerment in nationwide systems and structures from the area of public safety.

Polish Red Cross rescuers are prepared to operate in the country and abroad, cooperating in this area both with public administration bodies and within the International Red Cross and Red Crescent Movement.

The PRC rescue system has internal processes regulating, inter alia, issues of recruitment, training, retraining and the subject expansion of skills and competences that ensure its efficient functioning.

Some of the activities of the PRC rescue system, such as securing events, are an element of ensuring stable financing, thanks to which it is possible to maintain professional logistics facilities (including warehouses, garages).

K4 HUMANITARIAN EDUCATION

The Polish Red Cross is a leader among non-governmental organizations in Poland in promoting the principles of humanity, respect for human dignity and commitment to provide assistance to people as well as support and protection of people exposed to the negative effects of human activity or nature. We promote commitment and social responsibility.

PRC has developed and implemented programs and projects addressed to all age groups: children, adolescents and adults as well as people performing various functions for whom humanitarian education is an important part of professional preparation, such as military services, journalists, representatives of public administration bodies or non-governmental organizations. A range of activities in the area of humanitarian education is wide, and the content and form of communication are tailored to individual groups: from specialist conferences for university lecturers to nationwide social and educational campaigns. Members and volunteers constitute a special target group and employees of the Polish Red Cross – naturally fulfilling the role of "ambassadors of the idea of the Red Cross".

The Polish Red Cross is the spokesman and initiator of universal humanitarian education as part of building and developing a civil society, open, free from prejudices – in accordance with the Principles and Values of the Red Cross. We actively promote social commitment and participation in the life of social organizations, including membership in the Polish Red Cross.

In the area of humanitarian education, the Polish Red Cross conducts and develops cooperation with other national and international organizations, in particular with the constituent parts of the International Movement, and especially with the International Committee of the Red Cross.

K5 BLOOD DONORSHIP

Polish Red Cross is the main promoter of the idea of voluntary blood donation among non-governmental organizations in Poland. By creating a kind of fashion for donating blood, we direct our activities to all Polish people, with particular emphasis on young people and women whose potential as donors has not been fully used before. By proposing new educational and promotional programs and projects, the Polish Red Cross ensures that the distinguished persons, in particular record holders in the amount of donated blood, are properly honored.

Polish Red Cross Blood Donor Clubs are one of the basic databases of members and volunteers of the Polish Red Cross. The National Society also has implemented cooperation projects with non-affiliated blood donors, both as part of a rescue operation and other activities.

The development of voluntary blood donation is supported by cooperation with public blood service entities and other administrative bodies, including military services.

K6 HEALTHY LIFE STYLE PROMOTION

In the area of broadly understood health, Polish Red Cross focuses on two forms of action – promotion of appropriate attitudes and habits among individuals and their dissemination in the Polish society. Each member, volunteer and employee of the Polish Red Cross is a promoter of our values.

PRC has educational and preventive programs addressed to various groups of recipients: people exposed to specific threats due to age (children and adolescents, seniors), as well as socio-economic reasons, e.g. people with limited access to prevention or treatment. Long-term programs are addressed primarily to children and adolescents.

PRC cooperates with business partners, including as part of health culture promotion projects addressed to employees and their families.

Our network and internationality, experience and cooperation with various partners are strong advantages in activities undertaken jointly with the state administration, the aim of which is to recognize new challenges and search for solutions in the area of health problems of the Polish society.

K7 PRC YOUTH

Polish Red Cross is a leading non-governmental organization that conducts activities aimed at children and young people. It has an educational offer for young people associated or cooperating with the National Society. The basic organizational units of the PRC Youth Movement are circles and clubs in educational institutions – School Clubs of the Polish Red Cross, led by members and volunteers and the Guardians of the PRC School Clubs. The NS is also present at universities, especially those educating students of faculties "close" to the Polish Red Cross. Youth units cooperate with action volunteers – associated in other entities, in particular with people who are outside any structures. The function of the liaison between circles and PRC organizational units in a given region and district are groups of prepared youth leaders, so called Social Youth Instructors (SIM).

Young people are the driving force of the Polish Red Cross thanks to fulfilling four basic roles: crucial role in many activities of the National Society, the implementer of specific programs and projects, a key element of adapting the activities of the PRC to the needs of the changing world and the "forge of human resources" of the natural generation succession in the NS.

PRC educational programs addressed to this group relate in particular to humanitarian education, first aid, activities in the area of health (e.g. psychological support) and climate protection.

An important element prepared by the Polish Red Cross for youth is the nationwide training and incentive system, including "Career path", also concerning the leaders of the PRC School Clubs.

K8 SOCIAL CARE

Polish Red Cross is a leader among non-governmental organizations operating in Poland in carrying out activation activities, building the potential of the beneficiaries and preparing them for independence.

PRC conducts social campaigns aimed at identifying the existing problem, building a coalition around solutions and obtaining funds for their implementation. The implemented projects maintain a balance between aid activities of various types: emergency assistance, relief aid, and cash support programs. The National Society has its own logistic base to provide aid on a large scale (including eateries, night shelters, bathhouses, ad hoc warehouses), and when necessary, it uses external resources as part of wide-ranging partnerships.

The beneficiaries of social welfare activities are people most at risk of marginalization, exclusion, inheriting poverty and degeneration of opportunities. Children and the elderly people are an important group.

The Polish Red Cross is a partner of local and central government authorities in creating social policies and designing effective aid programs.

K9 CARE ACTIVITIES

Polish Red Cross is an important partner of public administration in the system of care activities. It implements programs addressed to various groups of people in need, based on its own solutions and projects, as well as part of activities implementing the tasks of the government and local governments. The PRC also runs its own centers (aid centers, day homes, community centers) which enable the effective implementation of care activities. It implements national and regional programs, responding to the needs and specificity of a given local community.

The Polish Red Cross has its own system of staff's education in the area of care activities. Through implemented training programs and its own institutions, such as post-secondary schools, the NS educates care staff both for their own activities and for employment in other organizations in the field of social and medical assistance (e.g. medical careers, assistants of the people with disability, family assistants, therapists).

Care activity is also one of the areas generating income for the statutory activity of the National Society. Thanks to the provision of the highest quality services, conducted in the spirit of humanity and with respect for the dignity of every human being, the Polish Red Cross is a competitive entity on the market of commercial care services.

3. IMPLEMENTATION OF THE STRATEGY

3.1. PROCESSES AND SYSTEMS

An inseparable element of the implementation of the Strategy is the parallel reconstruction of the organization so that we can carry out activities that respond to social needs in the most effective way. During the works on the Strategy, the analysis of internal processes indicated areas and processes that should be strengthened, rebuilt or introduced in the organization. These areas include: reporting and evaluation, standards and quality control, financing system, compliance and internal audit system, systems supporting human resource management and knowledge management, internal and external communication as well as advocacy and resource management.

REPORTING AND EVALUATION assumes among others:

- introducing the system of reporting the results of PRC's program activities in the organization, containing a new set of consistent indicators (results and effects), also based on the PMER mechanism (*planning, monitoring, evaluation and reporting*) relevant in the Movement,
- developing an intuitive tool for collecting data and guidelines and conducting training for people who will be responsible for transferring this data from each level of the organization;
- developing an evaluation system (measuring the effects of long-term strategies) as the next step in increasing the effectiveness and quality of activities,
- developing the principles of correlation and use of data also in the processes of knowledge management as well as internal and external communication.

STANDARDS AND QUALITY CONTROL assumes, among others:

- development or verification of already existing standards for the implementation of key program activities, including the feedback from people in need and beneficiaries of our activities,
- maintenance and expansion of the operating hotline with the possibility of reporting the evaluation of activities and Polish Red Cross programs not related only to provision of assistance for people who were forced to flee Ukraine.

THE FINANCIAL CONTROL AND FINANCING SYSTEM assumes, among others:

- developing new procedures and a schedule for creating the annual budget of the organization, at all organizational levels,
- development and implementation of the strategy for obtaining income from various sources, including: income-generating projects, fundraising campaigns (CRM, 1%), business partners, individual donors, inheritances, court fees, programs and government and local government subsidies, other institutions, e.g. EU or the UN. The important issue will be will be the amount and collectability of the membership fee.

- developing the principles of obtaining funds and the principles of making financial decisions and their settlement,
- centralizing the financial and accounting system and introducing financial controlling in the organization (e.g. monthly / quarterly system for monitoring expenses in the Headquarters, district branches and self-financing local branches),
- building a controlling team at the central level – responsible for conducting financial analysis at every organizational level, in order to ensure the financial security of the organization and quick response to any financial risks that may arise.

THE COMPLIANCE AND INTERNAL AUDIT SYSTEM assumes, among others:

- introducing an ethical code of conduct, including anti-corruption policy and procurement as well as the system of its implementation throughout the organization (cyclical training, breach reporting system, cyclical evaluation of the system functioning),
- building an employee team of internal control and internal audit at the central level and introducing procedures for its operation in the organization. This team will be responsible, inter alia, for examining the compliance of the organization's operations with the introduced external and internal regulations at every organizational level and monitoring of emerging business risks. It will cooperate with the PRC Main Audit Committee and audit committees operating in branches,
- introducing other policies which are obligatory in the International Movement, for example referring to Protection, Gender and Inclusion (PGI)

THE HUMAN RESOURCES MANAGEMENT SYSTEM assumes, among others:

- introducing a transparent recruitment policy and procedure, a model of the organizational structure, scopes of duties and employee appraisal system at the level of the Headquarter and a model for district branches,
- introducing an organization's HR guide describing key procedures and processes, including: the structure and remuneration system, rules for granting days off, benefits and introducing a training and development system for employees at various levels,
- developing and implementing policies and rules for membership acquisition and management and volunteering, e.g. volunteering strategy, implementation of an electronic database of members and volunteers and the new membership card system.

INTERNAL COMMUNICATION AND KNOWLEDGE MANAGEMENT assumes, among others:

- introducing a knowledge-gathering system in the organization regarding program activities and operating systems at every organizational level,
- introducing a management communication system through appropriate tools and IT systems for work and communication, e.g. introduction of an intranet and cyclical newsletter of the organization, development of internal info-kits for the needs of each project and campaign,
- development and implementation of a crisis communication system in the Society covering all organizational levels,
- implementation of a meeting and information flow system at various levels (district branches – the Headquarters, the Headquarters – district branches – local branches, district branches – local branches).

EXTERNAL RELATIONS AND ADVOCACY / EXTERNAL COMMUNICATION assumes, among others:

- developing and implementing an advocacy and external communication strategy, resulting in an active advocacy role for the Polish Red Cross – taking substantive positions on key program issues and promoting the PRC. Searching for potential opportunities and threats for the organization resulting, for example, from the introduced law,
- updating the legal basis for the operation of the Polish Red Cross (with particular emphasis on the Act on the Polish Red Cross, the Statute of the Polish Red Cross), serving primarily to strengthen our position in relation to public administration bodies, as well as the effectiveness of the National Society's functioning,
- building permanent relationships with the media,
- building relationships with external partners – opinion leaders.

RESOURCE MANAGEMENT, including ASSETS:

- conducting a study of the current program and organizational capabilities of the National Society at each level (program activities, personnel, equipment, etc.),
- conducting an audit of the possessed property resources and taking management decisions about its further use,
- conducting an audit of the implemented processes in terms of the possibility of their optimization, including cost optimization throughout the organization.

Detailed implementation schedules will be developed for all of the above areas, with the assignment of responsible persons and the necessary budget, which will allow for their effective implementation, as well as starting talks with potential partners who can support these processes, also financially.

3.2. MONITORING AND REPORTING

The process of monitoring the achieved results and effects of program activities, and then its transparent reporting to various groups of stakeholders, has long become not only a requirement, but also the standard of the best aid institutions in the world. It is a process that requires planning a coherent data collection structure, creating the following results:

- a set of key result indicators – the direct result of activities in the short term (specific achievements resulting from the implementation of a given project),
- model of effects – that is, determining the strategic change that the activities of the organization brought for a given group of beneficiaries in the long-term period.

The key element of the work is to develop a model of long-term effects, i.e. the social change that the organization wants to make, and then the selection of indicators showing its implementation step by step. Such an approach gives the organization a chance for a real strategic social change, but requires great discipline both in the process of generating the expected results and effects, as well as in the reporting process. Hence, it is one of the processes and systems that should be a priority for further work.

The Strategy is developed in the perspective until 2030. In 2025, at the end of the current term of office, we envisage a mid-term analysis of its implementation. We also assume the process of analysing the external and internal environment, which may result in updating or clarifying specific assumptions.

Key assumptions of the monitoring and reporting system:

- the process is included in the program activities strategy and constitutes its integral element,
- the annual report / report of the organization is developed in relation to the Strategy assumptions,
- the reporting process is carried out in a systematic manner at all levels of the organization (report at the assembly at each organizational level),
- periodically – based on the results of the reporting process – monitoring and evaluation is carried out, thus the process of evaluating the results achieved and adjusting further actions depending on the conclusions of this process. It should be a continuous process of research and at the same time increasing the effectiveness of the organization's program activities,
- appointment of a Strategy Team at the central level, in charge of, inter alia, for the reporting and monitoring process,
- appointing a person responsible for implementing the Strategy at the level of each district.

Further steps:

- developing a model of long-term effects and defining the impact of the organization on key social challenges,
- development of a set of indicators and the entire reporting system (tool, building awareness of the organization's employees, credibility of collected data),
- development of the organization's impact report for 2022 as a report on the opening of a new Strategy and a starting point for monitoring its results and effects.

3.3. SUCCESS FACTORS

The very process of creating the Strategy, due to the scope and scale of the conducted analysis, was quite a unique experience for the organization. However, this is only the beginning of the changes facing the Polish Red Cross, because the Strategy is the first step to further necessary changes in the area of program activities.

An effective process of Strategy implementation requires several key elements that determine the success of its implementation:

- preparation of a Strategy implementation plan, showing the necessary changes step by step at all levels of the organization,
- an important element will be the operational plan for 2023, which will show in a very practical way the scope of changes and the approach to project implementation in the organization,
- appointing a Strategy Team at the central level and focal points at the district level,
- an effective internal communication of the Strategy (including, for example, establishing a network of the Strategy ambassadors),
- inauguration of the Strategy in the external dimension and communication with key stakeholders of the organization.

It is obvious that the implementation of the Polish Red Cross 2030 Strategy requires action on many levels. Only thanks to the simultaneous implementation of the strategy of program activities and

the introduction of changes in the processes and systems of the organization described above, the Polish Red Cross has a chance to become a leading non-governmental organization, effectively responding to the most urgent needs of Polish society.

However, we will not do it alone – ambitious programs and projects enabling real social change require strategic cooperation with a wide range of stakeholders: representatives of national authorities and local, business and social partners, employees, volunteers, members, beneficiaries and supporters of our National Society. From here, we kindly invite all of you who want to become part of this change and write a new chapter with us in the over a hundred-year history of the Polish Red Cross.

Be aware. Be active. Be with us.