



**Strategy for internationalization and
organizational development
of Association of European
Development
for the period 2021 - 2027**

Varna, Bulgaria
2021

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Name of the organization:

"Association of European Development"

Type of organization: Non-governmental and non-profit organization for carrying out activities for public benefit. The Association is a legal entity registered in accordance with the provisions of the Law on Non-Profit Legal Entities (Non-Profit Legal Entities).

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Association of European Development is a non-governmental organization, which was established in February 2013.

Association of European development participates in and organizes various environmental initiatives and events, trainings, seminars, round tables and research and analyzes, discussions related to environmental protection and care, development of environmental and critical thinking, efficient green transport and social entrepreneurship in this area. Our team consists of experts with many years of experience and relevant education in these areas and their involvement in the activities of AED are related to their motivation to disseminate effective methods and practices to combat environmental problems.

The key people are experts in the field of non-formal education related to the topics of environment, ecology, green transport and other. Graduated in specialties such as "Environmental Protection and Sustainable Development", "Techniques and Technologies for Marine and Environmental Protection", "Social Management", "Social Work", "Social Pedagogy", "Psychology" and other specialties related to social work and health. Their interests are directly related to the green economy and social entrepreneurship in the field of environment. Their skills are built both through formal and non-formal education, and from their direct activity and experience in various environmental initiatives and activities.

AED's employees work in a team with high professionalism in the activities performed, meeting the diverse needs of various target groups, including those who strive to improve the quality of life.

In addition to the above areas, they work with people with different social needs of all ages on the topics:

- Social responsibility, civic engagement and civic participation
- Integration and social inclusion

Сдружение „Асоциация за европейско развитие“

- Fight against unemployment
- Career guidance and career counseling
- Personal development
- Professional realization and other.

The main goals of the Association of European Development are: development of the social economy, fight against unemployment, creation, strengthening and optimization of contacts and interaction of the non-governmental sector with various sectors, institutions, organizations and administrative structures in the country and abroad in the help and interest of the society and which do not contradict the laws of the Republic of Bulgaria. Opening, maintaining and managing mobile centers and cooperation networks at national and international level. Achieving and maintaining European standards in various fields and areas. Expert and methodological assistance in various spheres of public life - ecology and environment, green transport, environmental thinking, administrative capacity, human resources, regional development, labor market competitiveness, territorial and international cooperation, education, youth activities, healthcare, social activities, psychology and others. Establishment, maintenance and management of scientific and organizational relations, agreements for cooperation and joint activity with related companies in the Republic of Bulgaria and abroad to achieve common goals.

Activities supporting gender equality and the fight against discrimination, the development of the school community, education and non-formal education, ecology, social activities and psychology, youth activities, health, environmental thinking, efficient green transport and others. Organizing and conducting conferences, lectures, round tables and seminars, research and analysis, development of projects, programs, strategies and plans, consulting and expertise, research and innovation, education and training for the development of the social economy ecosystem, social initiatives economy for integration of migrants and refugees, as well as marginalized (vulnerable and / or minority groups - Roma, etc.).

Members and partners of the Association can be capable legal entities and individuals representing companies, firms, business organizations and non-governmental organizations that have an interest in supporting and developing corporate social responsibility and wish to benefit from the activities of the Association. The total number of members of the Association at the moment is 197, and our partners are: kindergartens, schools, municipalities, regional administrations, universities, Center for Personal Development, and Varna for Youth, Youth Information Counseling Center, Prevention Directorate, Directorate " Education, youth activities and sports ", etc.

Main activities and implemented projects for the period 2014-2020

Project 2017-1-BG01-KA104-035836 “Social Responsibility and Environment” exchanged good practices and ideas for environmental care with already established companies and organizations at European level; Expanded and enriched the methodology of work in the field of ecology; Disseminated the acquired knowledge and helped solve environmental problems in Bulgaria, as a post-social responsibility and involve young people and students in the activities. Our partners were: EOS DEVELOPMENTAL SA Greece and ANTELENEA LIMITED Cyprus.

Project 2018-1-BG01-KA104-047180 „Career Support“

Topics:

- Questions about the labor market, incl. vocational guidance / youth unemployment
- Social entrepreneurship / social innovation
- International cooperation, international relations, development of cooperation

Partner: ANTELENEA LIMITED, Cyprus.

Project 2018-1-BG01-KA201-047949 „Motivational systems for active social inclusion“

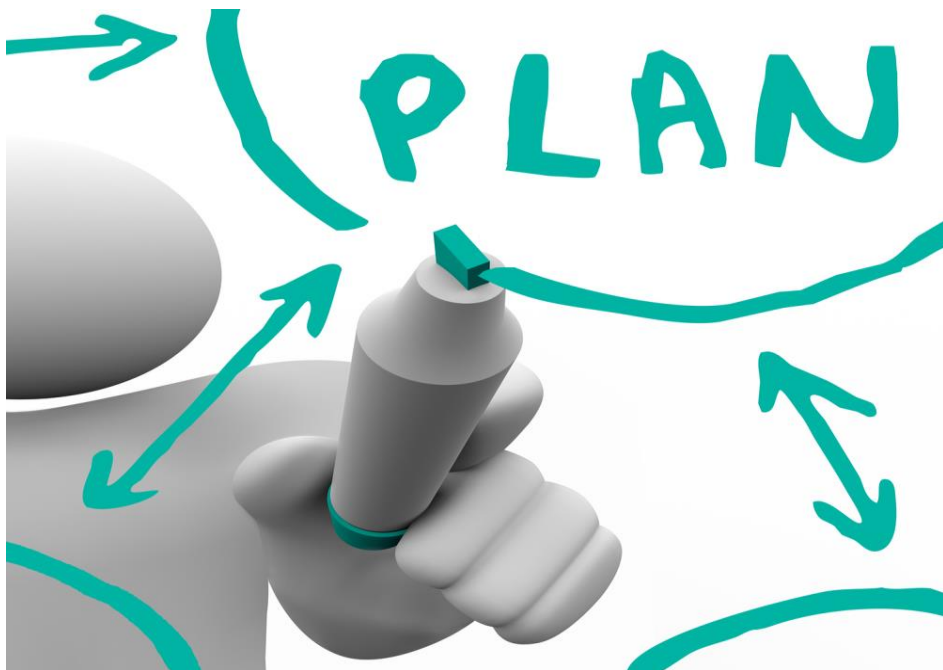
The developed guidelines and methodology are innovations that can be used in schools and psycho-social areas. At the end of the project, the innovations remained available for use entirely at the expense of AED. In this way, the sustainability of the project activities and results was ensured. The project was related to activities that encourage the development, testing and implementation of innovative practices in education, training, youth and information technology development.

We worked for the successful integration of children and adults under the project **BG05M2OP001-3.001-0009 "Support for preschool education and active social inclusion of children from the municipality of Valchi Dol"**, funded by the Operational Program "Science and Education for Smart Growth". The project was aimed at achieving significant and sustainable results in the field of integration and social and creative realization.

AED is a member of the Youth Forum for Partnership with Local Self-Government and the Advisory Youth Council.

In 2015, AED participated in various charitable initiatives and causes. AED also took an active part in conducting initiatives on the International Youth Day - 12.08.2015.

European plan for
internationalization and
organizational development
of the Association of
European development
for the period 2021 - 2027



Main goals of AED for the programming period 2021-2027

- Improving the quality and number of our international projects and mobility so that they include a maximum number of vulnerable (marginalized) groups such as the unemployed, minorities, people with disabilities and others.

- Exchange of good practices in the following areas: protection and care for the environment, development of ecological and critical thinking, effective green transport and social entrepreneurship, social inclusion and integration, human resources, career counseling and guidance, psychology, management, regional development, digital skills, prevention of the negative consequences of the COVID-19 pandemic, education and training, civic participation, social responsibility, competitiveness on the labor market, etc.

- Development of the professional skills, knowledge and competencies of the AED staff in the above-mentioned areas through practical experience in projects, mobility and informal trainings. Support to increase the motivation to work on achieving the main objectives for the programme period.

- Expanding our partner network with other member states of the European Union that have similar to our goals and are motivated to achieve them through joint efforts of all the partners.

- Organizing trainings, seminars, round tables, lectures, initiatives, events in order to disseminate good European practices in the above areas and their successful implementation in real life of citizens.

- Conducting surveys, creating manuals and methodologies, programs containing good European practices in the above areas, analysis and research, creating questionnaires, collecting feedback from the target groups, providing advice, tools and methods, providing support to each member of AED.

✓ Study of the needs for development of the staff

Prior to the creation of this Strategy, a study and analysis of the needs for professional and personal development of the staff and experts of the Association of European Development was conducted.

They that showed experts are in need of:

-development of their knowledge, competencies, skills and practical experience in the following areas: protection and care for the environment, development of ecological and critical thinking, effective green transport and social entrepreneurship, social inclusion and integration, human resources, career counseling and guidance, psychology, management, regional development, digital skills, prevention of the negative consequences of the COVID-19 pandemic, education and training, civic participation, social responsibility, competitiveness on the labor market, etc. Knowledge and skills should be focused on innovative European practices that are successfully applied in the above areas.

-additional practical experience in creating manuals, methodologies, tools, surveys, questionnaires, pedagogical strategies, etc., aimed at these areas to meet the current needs of target groups, including: minorities, the unemployed, people with disabilities, refugees, migrants, adults and other vulnerable groups, and more;

-international exchange and knowledge about modern practices in support of civic participation, social responsibility, social inclusion, motivation to protect the environment and development of environmental thinking of citizens. This exchange will aim at reaching European level in these areas;

-increasing the motivation for personal development and continuing education in these areas;

- development of the partner network in order to enrich the work of AED, our projects and mobility for the programme period 2021-2027.

Through international cooperation we will reach European level in our activity, we will enrich our work with innovative practices and ideas and we will contribute to the well-being of the staff and the public.

✓ Research and analysis of the needs for ensuring quality international activity

The main goal of AED and its staff is to acquire new skills, competencies, knowledge and experience in the areas of: protection and care for the environment, development of environmental and critical thinking, efficient green transport and social entrepreneurship, social inclusion and integration, human resources, career counseling and orientation, psychology, management, regional development, digital (digital) skills, prevention of the negative consequences of the COVID-19 pandemic, education and training, civic participation, social responsibility, labor market competitiveness, etc.

Mobility will allow experts to learn new techniques and methods in these areas and to develop effective programs and methodologies to address these issues. Our programs and trainings will be adapted to the needs of specific target groups (e.g. minorities or people with disabilities). We will strive to increase civic participation, social inclusion and social responsibility by working with all ages, applying our anti-discrimination principle to include people regardless of their gender, ethnicity, race, sexual orientation, religion and more. The exchange of good practices with EU

member states and more experienced organizations will allow us to reach a European dimension in our work.

By putting their new knowledge and skills into practice, AED's staff will promote social dialogue on environmental issues, global warming, green transport and the development of environmental and critical thinking, and help to address them effectively.

In case of mobility as a sending country, we will provide cultural and language training for each of the participants, which will ensure the success of the trainings and their results. One leader from our organization and one from the host country will be provided, responsible for monitoring the implementation of all planned activities. For maximum safety, each participant is expected to carry nameplates, the name of the program in which they participate, information about the event coordinator (name, phone) so that they can find the group in case they are lost or need help.

The organization of the mobility will be led by the project manager and the coordinator and it will be their task to negotiate in full detail with the host country. When buying plane tickets, the most economically advantageous offers will be sought, which will also apply to the mentoring of the participants. Quality assurance will be ensured by concluding an agreement with the host country, as well as with each of the experts.

The intercultural preparation is planned to be performed at a time convenient for the experts and will acquaint them with the traditions, culture and differences between Bulgaria and the other country. The aim is again for experts to feel maximally prepared for the upcoming mobility. Linguistic and intercultural training will strengthen the European dimension of our activities, strengthen social dialogue and support cooperation for development and mobility.

The persons who will participate in the mobility will be selected on a competitive basis. They will need to justify their desire to participate in the project, their expectations and how they will practically apply the acquired knowledge in their future work and practice.

Upon completion of the specific mobility, AED's experts will have acquired more knowledge, skills, experience and competencies that will help improve the quality of non-formal training, seminars, round tables and studies that we organize related to the following areas: environment, development of ecological and critical thinking, effective green transport and social entrepreneurship, social inclusion and integration, human resources, career counseling and guidance, psychology, management, regional development, digital skills, prevention of the negative consequences of the COVID pandemic -19, education and training, civic participation, social responsibility, competitiveness on the labor market, etc

✓ *Planning of activities*

AED's experts will conduct seminars and trainings on topics such as green transport, ecology, environmental protection, social inclusion, psychology, digital skills, environmental thinking, recycling and more, thus disseminating the results of our mobility and projects. Trainings on topics such as social responsibility, civic participation, competitiveness on the labor market, etc. are also envisaged.

But for better and more effective training, experts will improve their knowledge and skills through the experience of other EU member states and other experienced organizations (through mobility). The staff will undergo trainings on topics such as:

- ❖ Ecology
- ❖ Environmental protection
- ❖ Global warming
- ❖ Involvement and motivation of citizens for environmental protection.
- ❖ Social entrepreneurship
- ❖ Green transport
- ❖ Ecological thinking
- ❖ International cooperation and relations
- ❖ Development of digital skills
- ❖ Dealing with the negative consequences of the COVID-19 pandemic

Each of the topics will build on existing knowledge, skills, and methods, and will contribute to the professional and personal development of experts and their direct work in these areas. This will also contribute to better practical results. In case of mobility, the host country will issue us a document in English for the completed trainings, containing information about the acquired competencies, knowledge and skills. This document will take the form of a certificate signed and stamped by the legal representative. After the mobility, the chairman of the Association of European Development will issue a certificate in Bulgarian for the individual performance of each of the experts throughout the project, as well as his/her personal characteristics in relation to his/her developed skills. Each of the documents issued during the mobility will serve as evidence of actual activity and acquired new skills, knowledge and competencies. Through them, the experts will have the opportunity to prove their professionalism and, respectively, will increase their competitiveness in the labor market.

✓ *Planning of short-term and long-term results*

Planning of short-term and long-term results is included in this Strategy. The following results of our activities for the programme period 2021-2027 are expected to be achieved:

- meeting the needs for professional development of AED's staff, increasing their competencies, knowledge and skills in the above areas;
- compliance of our activity with the current pandemic situation as we strive to reduce the negative consequences for the public;
- finding efficient and effective solutions in the fields of environmental protection, green transport, ecology, digital skills, environmental thinking, social inclusion and integration of migrants, refugees, minorities, vulnerable groups, social entrepreneurship, etc.;
- setting priorities;
- exchange of good practices with other EU member states;
- working in accordance with the priorities and objectives of the Erasmus + program for the programme period 2021-2027;
- improving international cooperation and expansion of our partner network with other EU member states;
- conducting effective mobility and implementation of quality projects;
- increasing the motivation of the AED staff for professional and personal development through attending trainings;
- reduction of distress and the risk of burnout, as well as that related to the pandemic situation;

- planning and analysis of long-term and short-term results;
- implementation of effective career counseling for the unemployed, etc.
- social inclusion and integration of minorities and people at risk;
- improving language skills and intercultural dialogue;
- successful application of the anti-discrimination principle of AED;
- expressing a civil position on common topics and issues;
- implementation of selection, preparation and follow-up of mobility;
- dissemination and promotion of information material and the results of the mobility and the projects;
- application of the marketing strategy;
- evaluation of the achieved results.

The objectives, activities and expected results are in line with the priorities and objectives of Erasmus + for the programming period 2021-2027.

The set goals are long-term and require human, time, material and financial resources. Preliminary training (language, culture and training) is required before and during the mobilities.

The most common topics in this paper are:

- social inclusion and integration
- civic participation
- social responsibility,
- ecology and ecological thinking
- digital skills
- social entrepreneurship
- competitiveness on the labor market
- protection and care for the environment.

The main activities that are planned are related to the trainings of the AED experts in the host organization with experience in various fields.

During the mobility, they will be trained in successful methods and practices in relation to training in the areas of social responsibility, civic participation, ecology, digital skills, environmental thinking, social inclusion and environmental protection. Mobility will allow professionals to learn new techniques and how to apply them to different target groups (e.g. young people, the unemployed, people with disabilities, minorities, etc.).

They will be able to create and implement programs at European level related to the above areas. The activities will increase the capacity, skills and competencies of the AED staff, their knowledge of social inclusion and integration of vulnerable groups, formation of social responsibility in the field of recycling and environmental protection.

International cooperation between our organization and more experienced organizations from EU member states will allow us to reach the European dimension in solving environmental problems and the social inclusion of more citizens in them. AED's experts will successfully promote social dialogue on environmental issues, air pollution and global warming, their effective resolution and preventive measures. We will enrich our work through innovative and effective European practices and ways to put them into practice in real life.

✓ Dissemination of the results

In the online space (Internet, AED's website and AED's profiles on social networks) the activities and results of the mobility and projects will be disseminated and accessible to all stakeholders. All information, documentation, photos and products will be uploaded on our website www.aedbg.com and on our Facebook profile <https://www.facebook.com/AsociaciaZaEvropejskoRazvitie>

A mobility bulletin will be created with accompanying information about what is happening during the activities and how the experts will be trained. It will be distributed by e-mail and will be published on AED's Facebook page.

The sustainability of the obtained results will be guaranteed by the fact that they will be practical and will find their application in everyday environment and in our work. The application of the acquired knowledge and skills is an important part of their acquisition, and practice is a guarantee for their use in the future. The implementation of the project activities and the preparation of reports will acquaint the stakeholders and the general public with new opportunities for re-implementation and expansion of the project effect and will have an impact on the improvement of the existing services related to social inclusion, activity and social responsibility.

The expected impact is directly related to the promotion of the results of the project and the activities, the use of the opportunities of the Internet space for dissemination of knowledge, good ideas and practices that have been adopted by our experts during the mobility.

✓ Mobility - selection, preparation and follow-up

The mobilities will be implemented in the territories of EU member states. The planned activities will be trainings in order to increase the skills, knowledge and competencies of the AED experts. The topics will be directly related to: social responsibility; civic participation; social entrepreneurship; ecology; ecological thinking; social inclusion; competitiveness on the labor market; environmental protection; digital skills; green transport and others. The trainings provide for the acquaintance of the specialists with the good and innovative European practices in these fields. Our task is to engage the public and motivate them to care for the environment, express citizenship, active civic participation, develop environmental thinking and take social responsibility.

During the mobility and after its completion, we will communicate with our partner thanks to the Internet (Skype, Zoom or other platforms) for fast, convenient and quality communication. For maximum security, the main issues will also be discussed via e-mail. All materials, information and photos will be published on the AED profiles on social networks, which will provide transparency of activities and the opportunity for anyone wishing to contact us to answer his / her questions and provide materials and / or consultations.

Our partners will have areas of work similar to ours. Their policy and activities will be in line with the mission and goals of the Association of European Development, which is the reason why we will choose them as our partners. The organization of the mobility, the preparation of the training program, the activities that we will undertake after its completion will be monitored and supported by responsible persons. Each of the experts will be given individual attention for the effective support of his/her professional needs and upgrading of his skills, experience and competencies.

Organisational development:

It includes the stages that each NGO goes through in the process of its development. Organizational development is the way an organization changes and evolves over time according to its surroundings. It also includes the various techniques and methods that are planned and applied in order to support the implementation of the planned changes in the structure, procedures and human resources within the organization.

Organizational development is a long-term process and requires periodic evaluation, program development and mobilization of all resources.

It is a process that includes all efforts to improve the activities of the organization. Each side of the organization, its Development Strategy, the management and executive structure, as well as the institutional culture of the team and the governing bodies are analyzed.

The strategic planning of the organization includes:

1. Plan for the overall development of the organization in the future.
2. Directing the actions of the organization to achieve the planned results.
3. Determining the behavior of the team of the organization in certain situations.
4. Determining the position of the organization in the competitive environment and strengthening its competitiveness.

The strategy of the organization is a tool that ensures the effective management of NGOs and the successful adaptation of the organization to its environment. The strategy shows the way to implement innovations in the organization.

In addition, the long-term policy of NGOs should include:

- Planning, construction and management of an information system through which to store and systematize the collected information related to the project and the reporting of results.
- Systematic registration of the implemented activities and their indicators related to the implementation of the project, observance of the administrative procedures and provision of the necessary information to the users and the transparency of the processes.
- Providing opportunities for reporting, registration and taking measures against problems that have arisen and / or are expected by creating a risk management system. The human factor, its qualification, its administrative capacity and its activity are essential here.
- Clear established rules for selection of experts, after which they should be trained and acquainted with current policies and rules of the NGO.
- Building an effective organizational structure of the NGO and forming a culture of team behavior in order to create a positive managerial / management practice and to gain the necessary experience.
- It is especially important for the AED management to be informed in a timely manner about the ongoing processes at European and national level, related to the requirements and opportunities for AED financing, the work in partner networks, etc.

In this way the long-term policy of the organization will be realized, providing resource management and monitoring of the process.

Management

It is a process of setting and achieving the goals of the organization, by performing four main functions: planning, organizing, motivating and controlling.

It is an activity aimed at increasing the team's potential and coordinating its efforts to achieve specific goals. Management is a process of working through others to achieve the goals of the organization in the environment.

Management is a process of influencing a system to maintain it in a given state and in accordance with the laws of development and implementation of planned goals.

Management can be defined as providing NGOs with the conditions to use their resources in the most efficient and effective way to achieve the planned goals.

In order to achieve them, it is necessary to ensure the effective management of: The scope; The organization; The time; The costs; The quality; Communication; Risk.

Time management is an essential element for project implementation and mobility. It supports the timely achievement of results and goals. It involves the efficient allocation of time to: the Executive Director and other project experts, as well as volunteers, subcontractors and the participants themselves.

Time management includes:

- Determining the time for implementation of the planned activities;
- Establishing the optimal deadlines for their implementation;
- Optimization of the deadline for project implementation.

This strategy was developed with the help of AED's experts and covers the programme period 2021-2027. It is fully in line with the priorities and objectives of Erasmus + for this period.