



Improving National Support for Prevention,
Intervention, Response, and Empowerment
of Victims of Violence against Children

METHODOLOGY FOR THE IMPLEMENTATION OF CAPACITY BUILDING PROGRAM

Developed under the project „INSPIRE:
Improving National Support for Prevention,
Intervention, Response, and Empowerment of
Victims of Violence against Children“ (INSPIRE)

November 2024
Sofia, Bulgaria



CONTENTS

I. Capacity Building Program under the INSPIRE Project	3
i. Project summary: objectives, main activities, expected results	3
ii. Summary of the INSPIRE Capacity Building Program - concept rationale, objectives and themes	4
II. Detailed plan and structure of training modules under the Capacity Building Program	5
i. Concept and indicative time frame	5
ii. Target group	6
iii. Conducting format and required resources	7
iv. Structure of the training module „Child Rights-Based Strategic Planning“	8
v. Structure of the training module „Strategic Communication for Social Change of Attitudes towards VAC“	9
vi. Structure of the training module „Gaining Public Support and Fundraising for Campaigns Combatting VAC“	10
vii. Structure of the training module “Rights-Based Advocacy for Child Protection and Prevention of VAC“	10
viii. Structure of the training module “Child Participation as a Horizontal Approach in Interventions on VAC“	12
III. Trainers’ guide under the Capacity Building Program	13
i. Rules and principles of the training work under the project	13
IV. Toolkit for individual support - part of the Capacity Building Program	14
i. System for collaboration between mentors and organizations. Project activities for mentoring and consulting	14
V. Monitoring and Evaluation (M&E) Framework of the Capacity Building Program	15
i. M&E Framework of the project trainings. System for sharing, analyzing and integrating feedback	15
ii. Dissemination and sustainability of the INSPIRE Capacity Building Program	16

I. Capacity Building Program under the INSPIRE Project

i. Project summary: objectives, main activities, expected results

The project „INSPIRE: Improving National Support for Prevention, Intervention, Response, and Empowerment of Victims of Violence against Children“, referred to as the **INSPIRE Project / INSPIRE**, is implemented in partnership between the Workshop for Civic Initiatives Foundation (**WCIF**) (national grant-making foundation) and the National Network for Children (**NNC / the Network**) (a network of 130+ civil society organizations working with and for children and families throughout Bulgaria).

The project's **goal** is to empower the civil society organizations (CSOs) working on violence against children (VAC) in Bulgaria to strengthen an integrated child protection system for the prevention and intervention on VAC, and providing support to victims.

The **mission** of the INSPIRE project is to contribute to the establishment of a society in which VAC is unacceptable and victims receive the necessary support and protection.

The INSPIRE model is based on **three pillars**:

- 1) **financial support** to third parties;
- 2) **capacity-building of CSOs** working on VAC; and
- 3) **raising awareness and sensitizing** the broader public in Bulgaria on the issue of VAC.

The INSPIRE project has identified two target groups: 1) **CSOs working on VAC locally**, including those in geographically distant communities and often away from main cities, and 2) **CSOs working on VAC at the national level**.

National-level CSOs will be supported for strategic communication on building zero tolerance of VAC, for advocacy on policy reform and upscaling good practices on VAC, while the **grassroots CSOs**, including those working for/with/representing disadvantaged communities, will be supported to improve their services on VAC, test innovative approaches, and enhance collaboration with relevant public bodies. Particular attention will be paid to the inclusion of **CSOs working in economically or socially disadvantaged communities**.

The project **outcomes** are: **100+ CSOs** receive support in submitting applications and improving their internal policies on safeguarding; 1,620,000 EUR distributed into **12 large grants** of 60 000 EUR and **30 smaller grants** of 30 000 EUR; **42 CSOs receive funding and capacity-building support, mentoring, and individual consultations**, **2000+ children** are served directly through the funded projects; **400 000 citizens** are sensitized about VAC through communication campaigns, **200,000 children** in Bulgaria, served annually by CSOs, benefit from the enhanced awareness on VAC.

Detailed up-to-date information concerning the project implementation is published on the project web portal, namely: <https://inspire.frgi.bg/>.

ii. Summary of the INSPIRE Capacity Building Program - concept rationale, objectives and themes

The planned capacity building trainings under INSPIRE, along with the accompanying subsequent mentoring and consulting initiatives, will be delivered to several different groups of stakeholders during different stages of the project implementation.

The INSPIRE Capacity Building Program (hereinafter referred to as the „Program“), the content of which is described below, includes a system of training modules, mentoring and consulting.

Pursuant to this Program, the NNC will provide **various forms of building up thematic knowledge and skills** for all CSOs financed under the project, as well as for the members of the Network. The project encompasses the organizing of trainings, mentoring, consultations, among other activities with a focus on different approaches and trends in the work for combating violence against children.

Beneficiary organizations will receive support for their **strategic planning, organizational development, communications, fundraising activities and engaging children and youth in civic initiatives** related to combatting VAC.

The capacity building activities will take place **at the implementation stage** of the funded projects for the teams of the engaged CSOs (i.e. from the beginning of 2025 until the end of the project implementation).

The trainings should include **interactive and practical methods** in order to encourage dialogue and exchange of knowledge between the team members of each participating civil organization.

As an addition to the Capacity Building Program under the INSPIRE project, the partners of WCIF and the NNC will develop a **package of communication** materials, tools and trainings to stimulate effective communication with the general public of CSOs working on the issues of VAC.

II. Detailed plan and structure of training modules under the Capacity Building Program

i. Concept and indicative time frame

There are **4 main and 1 horizontal areas of support**, which are crucial to the survival and development of the CSOs, working on prevention, protection, child rights-based and child-friendly services against VAC.

First of all, **support for organizational capacity and organizational development**, including strategic planning, monitoring and evaluation systems, development and sustainability of services, etc. The organizational capacity building under INSPIRE will be based on trainings and mentoring for integration of child rights principles and child rights-based approaches in the organizational strategic planning, creation of M&E systems and frameworks for monitoring of VAC on local level etc. Special attention will be given on the development and updating of robust **Child Safeguarding Policies** on behalf of each engaged CSO.

Another key element for the sustainability and development of organizations is building **organizational capacity for communication**, with a special focus on communication campaigns for raising awareness. This matter also covers the issues of targeted communication aimed at building a positive public image of the organization (including in response to potential **disinformation and defamation narratives**), dialogue with the public, fundraising from individual and corporate donors, etc.

The question of the organizations' **communication plans** is also key - as a prerequisite for more effective systemic advocacy for reforms in child protection policies at the local and national level.

The third area of capacity building concerns **advocacy for zero-tolerance for violence against children**. This includes the topics of working with political parties, state institutions, local authorities and other decision-makers to recognize and prioritize the fight against violence, incl. in terms of developing and adopting strategies and programmes, gathering evidence on the effectiveness of piloted initiatives and services offered, building on and/or **ensuring the sustainability of piloted / integrated child abuse prevention and response services**.

Capacity building in the field of advocacy will include thematic modules on existing mechanisms to combat VAC, key actors in these processes, enforced coordination mechanisms, opportunities for reform of the child protection system, role of NGOs, information connectivity between systems and data bases for collection of administrative data on VAC, etc.

The horizontal area is precisely **child and youth participation as a leading principle** in the activity of civil organizations engaged in causes related to the fight against violence against children. Especially with regard to the topic of VAC, there are many **specificities and important considerations** in the implementation of initiatives for child and youth participation, including the risk of objectification of children, ethical considerations regarding the high sensitivity and vulnerability of child victims of violence, risks of secondary victimization, retraumatization, inability to socialize, etc., to which the training modules ought to pay special attention.

The key to the full and utmost implementation of the Capacity Building Program under the INSPIRE project is for the project team engaged by the NNC to provide the trainees with **maximum space for acquaintance, cooperation and mutual assistance**, for mutual learning and exchange of good practices, for sharing knowledge, experience and ideas.

The Capacity Building Program utilizes **models and techniques tested in the prior work of the training team**, namely: presentations and lecture modules, facilitated small and large training groups, discussions, workshops, individual and group reflection work, small group case work, group and individual analysis of solved cases, drawing up of joint action plans, etc.

The INSPIRE training will take the form of **learning and sharing seminars, where key will be the method of experiential learning**.

ii. Target group

The target group of the Capacity Building Program under the INSPIRE project is primarily comprised of **civil activists** - representatives of local and national organizations of the civil society involved in the issues of VAC. The program is aimed both at the beneficiaries of projects supported by the INSPIRE Fund, and at organizations, which are members of the National Network for Children.

The **main differentiation** between the targeted civil society organizations will be based on the criterion of whether the specific CSO is primarily engaged in the **provision of social services and direct work with victims and perpetrators**, or is primarily engaged in advocacy, research and communication activities. The training modules will reflect the needs and challenges of both key types of organizations.

It is necessary that the trainings offer a space to **utilize as a resource and incorporate into the general training framework all the comments, cases, stories of challenges and solutions from fieldwork**, etc. shared proactively by the trainees themselves, as well as to **follow the fieldwork of the organizations in dynamics**, through the subsequent project activity of mentoring and consulting.

It is essential that at the beginning of each training module the trainers (facilitators) examine in depth the **attitudes and needs** of the trainees, as well as clearly and con-

cretely introduce the audience to **the intersection between these needs and each of the components of the training program.**

The program aims **to build, resp. further develop a set of key competencies** of the trained professionals and their teams for strategic planning, organizational development, effective communication, fundraising activities and engaging children and youth in civil initiatives related to combatting VAC.

iii. Conducting format and required resources

The 5 3-day project trainings under the INSPIRE project follow a **common matrix** in terms of the form of implementation and the necessary resources, which determines the general description of the latter in the present section of the Methodology.

The program encompasses the holding of **5 3-day face-to-face trainings** under each of the training modules cited below, with a minimum of 20 participants (**2 trainees from each civil organization**) within each training module.

The training team for each module will be composed of **2 trainers (facilitators)** designated by the National Network for Children, whilst it is possible for a larger number of trainers to be engaged for specific training panels or activities.

The planned training sessions **do not include the possibility of hybrid (online) participation**, and the trainees ought to participate on site. At the same time, online communication is fully prioritized during the follow-up consultation, mentoring and individual support provided under INSPIRE by the trainers and other experts engaged by the NNC until the end of the project implementation.

Each of the 5 project training modules includes, as follows: **a half training day of 4 astronomical hours** (noon to afternoon, resp. morning to noon) during the first and third days, as well as **a full training day comprised of 8 astronomical hours** (from morning until afternoon, with a one-hour lunch break) during the second day of the training sessions.

For each learning module, it is necessary **to provide capacious learning spaces with the possibility of activities with movement, as well as for undisturbed work in (at least three) small groups.** It is necessary to have the possibility to conduct outdoor activities.

A **diverse set of materials and equipment** is required – i.e. a stable wi-fi connection, flipchart stands, a multimedia projector and screen for presentations, stationery and art materials (sheets, colored markers, colored cardboard, paper tape, etc.).

It is advisable to conduct the training in a remote, isolated training center in order for a **high level of concentration** of the trainees to be achieved.

In each of the 5 training modules, **PowerPoint presentations, digital tools for audience interaction** (eg Kahoot interactive quiz, Mentimeter interactive questionnaire, etc.), **energizers, games and role-playing exercises** encouraging the sharing of indi-

vidual experiences will be used; individual and group reflections and discussions will be held, including ad hoc, on the learners' own initiative.

The PowerPoint presentations, case studies, leaflets and other training materials are **devised, respectively adapted individually by each of the trainers** and subsequently approved by the NNC and the project consortium.

iv. Structure of the training module „Child Rights-Based Strategic Planning“

The training module „Child Rights-Based Strategic Planning“ will include presentations and lecture panels, facilitated small and large learning groups, discussions, workshops, individual and group reflection work, small group case work, group and individual analysis of the solved case studies, drawing up of joint action plans, etc., on the following issues and within the following thematic areas:

- **Justifying the need for strategic planning** and maintaining effective systems for tracking, evaluating, incorporating feedback and adapting organizational strategies of civil organizations working in causes and cases related to VAC;
- Embedding **principles and approaches based on children's rights** into the organizational strategic planning of CSOs;
- **Strategizing without an adopted National Strategy for the Child** - paradigms, problems, perspectives;
- **Justification of the need to link strategic documents of NGOs with national and municipal strategies, programs and plans** – i.e. with the National Program for the Prevention of Violence and Abuse of Children (2023 – 2026);
- **The strategic plans of the CSO as a living organism** - methods for adapting the definitions, indicators and indicative results; methods for measurement and assessment of results on behalf of NGOs engaged primarily in advocacy activities;
- **Case study: Strategy of the National Network for Children (2020 - 2025)** - with a focus on analyzes and consultations conducted prior to the adoption of the Strategy; thematic areas included in the document; indicators for measuring the implementation of the Strategy; annual monitoring and evaluation plans based on the Strategy within the „Policies for Children“, „Communications“ and „Network Development“ departments of the Network's Secretariat; carried out **revisions and adaptations of the strategic document**; analysis of what from NNC's Strategy (2020 - 2025) has and has not been achieved - as a basis for more effective strategizing of the Network for the subsequent period, including with regard to the thematic pillar „Protection of children from all forms of violence“;
- The strategic plans of the CSO as **mechanisms for individual and team reflection and (self) assessment**.

v. Structure of the training module „Strategic Communication for Social Change of Attitudes towards VAC“

The training module „Strategic **Communication for Social Change of Attitudes towards VAC**“ will include presentations and lecture panels, facilitated small and large learning groups, discussions, workshops, individual and group reflection work, small group case work, group and individual analysis of the solved case studies, drawing up of joint action plans, etc., on the following issues and within the following thematic areas:

- Opportunities for **allocation of a target resource of the organization for communication work**;
- Nature of communication - what communication is; **communication for information and communication for dialogue**; venturing beyond the „information bubble“;
- **Building a Communication Strategy** – determining and delineating audiences, messages, narratives and tools, choosing the appropriate tone and style in relation to different audiences;
- **Development, implementation and evaluation of a Plan for Strategic Communication, Visibility and Combating Disinformation Narratives**, so as to promote zero tolerance for violence against children;
- **Storytelling** and civic activism;
- Advocating for civic causes through a **discourse based on values**;
- Ways to conduct a **dialogue with the public** regarding **advocacy initiatives and outcomes**;
- Use of **positive narratives** in advocacy campaigns regarding the fight against child abuse and CSO activities;
- **Case study**: the „**The slap doesn't stay on the face, it stays in the heart**“ (2018) and „**What do we do instead of hitting?**“ (2023) initiatives of the NNC;
- Communication and image cooperation of CSOs with **influencers** (persons with online influence shaping public opinion);
- **Disinformation and defamation campaigns against the civil sector** - dimensions of the issue, methods of dis- and misinformation, possible solutions at the local and national level, practicum with case studies;
- **Crisis PR** - when a reaction is necessary and when not; rallying a community for united action, whilst defining the individual role of each organization.

vi. Structure of the training module „Gaining Public Support and Fundraising for Campaigns Combatting VAC“

The training module „Gaining Public Support and Fundraising for Campaigns Combatting VAC“ will include presentations and lecture panels, facilitated small and large learning groups, discussions, workshops, individual and group reflection work, small group case work, group and individual analysis of the solved case studies, drawing up of joint action plans, etc., on the following issues and within the following thematic areas:

- Development, adaptation and evaluation of the implementation of an organizational **Strategy for Individual and Corporate Fundraising**;
- Methods for financing CSOs and the need to **develop fundraising capacity**;
- **Current trends** in the field of donations and corporate social responsibility; tools, which are changing fundraising: **monthly subscriptions, donation SMS, online donations**;
- Characteristics and specifics of **individual fundraising** within the context of the issues of violence against children;
- Dialogue with individual donors - **successful email, phone and digital campaigns** to enlarge the pool of the CSO's individual donors;
- Maintaining an **internal system** for managing individual donations;
- Characteristics and specifics of **corporate fundraising** within the context of the issues of violence against children;
- **Case study: the „Child Friendly Company Certificate“** service developed by the NNC;
- Research, identification, selection and **dialogue with potential partner companies** (socially responsible and with a positive public image);
- **Case study:** acquiring donation funds for the maintenance of the Safer Internet Centre;
- Opportunities to successfully attract **transnational donations**.

vii. Structure of the training module “Rights-Based Advocacy for Child Protection and Prevention of VAC“

The training module „Rights-Based Advocacy for Child Protection and Prevention of VAC“ will include presentations and lecture panels, facilitated small and large learning groups, discussions, workshops, individual and group reflection work, small group case work, group and individual analysis of the solved case studies, drawing up of joint action plans, etc., on the following issues and within the following thematic areas:

- **Trends, current processes and statistical data on violence and criminal assaults on children** in Bulgaria; classification of main types of violence;
- **Dysfunctions of the child protection system in Bulgaria**; discord between the systems of child protection, social services, justice, education and health care;
- Opportunities for **developing further and rendering sustainability to integrated services** for prevention and response to violence against children;
- **Evaluation of the implementation of the Advocacy Plan of the NNC** on the matters of child protection from all forms of violence for the period of 2014 - 2024;
- Development, dynamic assessment and adaptation of an effective CSO **Advocacy Plan for zero tolerance to violence against children**;
- **Case study: advocacy campaigns and dialogue with policymakers**, based on data and recommendations from the section „Protection of the child from all forms of violence“ within the **monitoring report „Report Card: What Is the Average Government Score for Childcare?“**;
- Examples of **successful advocacy responses to disinformation** narratives related to VAC;
- In-depth study of the evidence-based strategic document of WHO and UNICEF entitled „**INSPIRE: Seven strategies to end violence against children**“; lessons learned from the **Network’s advocacy for Bulgaria’s accession as a Pathfinding Country** in the Global Partnership to End Violence Against Children;
- **Cooperation with political parties, state institutions, local authorities and other decision-makers** to recognize and prioritize the fight against child abuse;
- **Case study:** Experience from the **advocacy work with MPs in 6 consecutive National Assemblies** on the topics of VAC, within the framework of the „Parliamentary Group for Children“ initiative of the NNC;
- Opportunities to **strengthen the integrated system of child protection, prevention and intervention** of VAC and provision of multidisciplinary holistic support for victims at the local and national level.

Relevant herein is the fact that the NNC, as the **coordinator of the „Childhood without Violence“ initiative**, developed and currently continues to maintain the www.endviolence.bg platform, which collects **more than 100 resources - methodologies, practices, models of social services, etc.** for prevention and intervention in cases of violence against children.

These resources will be presented in **a detailed summary** to all trainees during the 3-day training and the subsequent consultations, mentoring and individual support.

viii. Structure of the training module “Child Participation as a Horizontal Approach in Interventions on VAC”

The training module „**Child Participation as a Horizontal Approach in Interventions on VAC**” will include presentations and lecture panels, facilitated small and large learning groups, discussions, workshops, individual and group reflection work, small group case work, group and individual analysis of the solved case studies, drawing up of joint action plans, etc., on the following issues and within the following thematic areas:

- **Traditional barriers and challenges** to effective child participation (CP); children’s distance from power processes (as per the system devised by H. Hofstede);
- **Models of civil activation of children and youth** in the processes of development, implementation and monitoring of legislation and public policies related to VAC;
- Development, implementation, evaluation and adaptation of robust **organizational Safeguarding Policies**;
- **CP involving children from vulnerable groups**, incl. victims of violence - specific challenges, good practices and approaches (including research and evaluation of foreign models);
- **Case study**: development of **NNC’s Megaphone Youth Network** and the **Child Researchers Program**; results from research carried out by both groups on topics related to VAC;
- A system of recommendations for **more effective monitoring and implementation of policies and legislation related to CP**, as well as for increasing the scope and influence of CP across Bulgaria (including in vulnerable communities, outside of large administrative centers).

III. Trainers' guide under the Capacity Building Program

i. Rules and principles of the training work under the project

Promoting **gender equality, diversity, inclusion and non-discrimination of disadvantaged individuals** are all principles that the trainers and mentors of the Program will apply in every project activity.

Each of the above-described trainings will include a **module dedicated to intersectionality** and will provide participants with an **analytical tool** to help them identify all the factors that create the conditions for potential discrimination and unequal treatment.

The experts leading the training modules will strive to fully apply an informal approach focused on the **needs of the participants and their individual and team experiences**.

INSPIRE project trainers will follow 3 key guiding principles, namely:

- **Stimulating the initiativeness** of the trainees and integrating their experience and insights into the training discourse;
- **Flexibility of the learning process** - so that the latter fully reflects the needs identified by the team and / or shared by the trainees;
- **Rendering a practical dimension to the learning and tying it to specific activities** (social services, ongoing campaigns and advocacy initiatives) of CSOs across the country, to specific work plans of the organizations, as well as to the subsequent project consultations, mentoring and individual support.

In addition, trainers will **abide by the main principles of gender mainstreaming**, namely:

- Using **gender-sensitive language**;
- **Gender-specific data collection** and analysis as part of the monitoring of the project capacity-development activities and the dissemination activities;
- Special measures will be applied to **ensure equal access for women and men** to each of the 3-day training modules and subsequent mentoring, consultation and individual support;
- Search for **gender balance in the selection of participants** for the training modules, resp. in the provision of mentoring, advice and individual support.

The **intersectorality between gender and sexual orientation, gender and disability, gender and ethnicity**, etc. will be specifically analyzed and taken into account by trainers as aggravating factors in cases of child abuse, discussed during each of the 5 training modules and the subsequent project mentorship under the Program.

IV. Toolkit for individual support - part of the Capacity Building Program

i. **System for collaboration between mentors and organizations. Project activities for mentoring and consulting**

Organizations, which are beneficiaries of the INSPIRE project will receive **consultations, mentoring and individual support** from the trainers and other experts engaged by the NNC **until the end of the project implementation**, counting from their participation in the training modules onwards.

Individual support in the selected area of development will be provided for **20 months** to INSPIRE beneficiary organizations and will be tied to the relevant training program **in one of the 5 areas that defined the structure of the 5 thematic modules**.

The **consultants** are experts in their respective fields (child rights based strategic planning, communications for social change, fundraising, advocacy for child rights and zero tolerance on VAC, child participation). They will provide **consultations, follow-up, mentoring and support in the development, implementation, and evaluation of the organizational plans**. The consultants will work closely with the organizations and will provide support, ideas, facilitation, contacts, etc. depending on the specific needs of the mentored organization.

The consultants will also **support the operational planning and implementation of the activities of the projects funded by INSPIRE**, in order to contribute to enlarging the impact and sustainability of the project results.

A special part of the individual consultancy will be supporting the evaluation and upgrading the organizational **Child Safeguarding Policies** on the basis of the Keeping Children Safe Toolkit developed by Save the Children.

At least 42 organizations ought to receive mentoring and support during the project’s implementation. With the consultants’ support, each organization, in their respective field, will:

- Go through needs assessment and organizational evaluation using an evaluation tool based on the 6 principles **benchmarking tool for organizational implementation of the rights of the child**, developed with the support of OAK Foundation and tested in more than 5 countries worldwide;
- Develop its internal **Plan for Organizational Development**.

In addition to the above, the Capacity Building Program will include the following:

- **3 events for exchange and mutual learning** held at the Annual Meetings of National Network for Children in 2024, 2025 and 2026;
- **6 thematic online webinars**, which are part of the follow-up individual support and mentoring.

V. Monitoring and Evaluation (M&E) Framework of the Capacity Building Program

i. **M&E Framework of the project trainings. System for sharing, analyzing and integrating feedback**

The framework for monitoring and evaluation of the INSPIRE project trainings includes the following activities **preceding, accompanying and following the training modules**, namely:

- Prior to each training module, trainees fill out an **online registration form**, which ought to include a mandatory blank field for sharing initial **expectations and attitudes**;
- The training team **analyzes the pre-shared expectations and attitudes** and plans on how the presentations, workshops, case studies and discussion panels can be adapted in a way that allows for each of these expectations and attitudes **to be rendered a concrete response**;
- **At the end of each training day** of each training module, the trainees fill out a **feedback form**, through which they evaluate their satisfaction with the activities carried out and propose recommendations for upgrading the training program;

- In addition, at the end of each training day, the trainees are provided with a **space for collective reflection** and for rendering recommendations directly to the facilitators;
- The feedback received from the trainees is **discussed by the project consortium** during the regular monthly online meetings of the team or in meetings convened at the initiative of a member of the consortium;
- At the discretion of the training team, the received feedback serves to upgrade and adapt the subsequent project training work, as well as **in the other training, mentoring and consulting activities provided under the project**;
- Prior to any consultation, follow-up, mentoring or support activity, the consultant performs an **additional assessment of the needs** of the expert and/or the CSO beneficiary of targeted support;
- When preparing the reports due under the project concerning the training and mentoring carried out, the project team **further analyzes, cites and summarizes the feedback received**, as well as the specific actions taken in response to the recommendations rendered by the trainees.

ii. Dissemination and sustainability of the INSPIRE Capacity Building Program

The main method of dissemination of project initiatives will be **online publications, incl. in the above-mentioned project web portal**, which allows for reaching the widest possible public at minimal cost.

Additional methods will include face-to-face meetings with stakeholders - organized at various stages of the Program's implementation, such as the **3 annual meetings of the NNC (2024 – 2026)** throughout the full course of project implementation, during which all civil society organizations supported under the INSPIRE project will be invited to take part.

The **high-level conference**, which is to be organized **at the end of the project implementation in 2026**, is also related to the efficiency of the project dissemination. Its purpose will be to promote the project results (including the implementation and results of each of the components of the Capacity Building Program), and to promote **the long-term sustainability** of the project initiatives.

The consortium of the WCIF and the NNC believes that it is the INSPIRE project and the Project Capacity Building Program that will give the **necessary support, resources, sustainability, strategic direction, synergy and visibility** to dozens of civil society organizations from all across the country engaged in combatting VAC, which is **especially necessary and notable** in a period of chronic political crisis, constant disinformation against the rights of the child and the civil sector, ongoing permanent regression in the child protection system, drastically reduced resources and lack of public support for civil society organizations in Bulgaria.

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This Methodology has been created under the project „INSPIRE: Improving National Support for Prevention, Intervention, Response, and Empowerment of Victims of Violence against Children“, referred to as the INSPIRE Project, co-funded by the European Union. The views and opinions expressed are solely those of the author(s) and do not necessarily reflect those of the European Union. Neither the European Union nor the European Commission can be held responsible for them.