



INSTITUTE
OF PUBLIC
ADMINISTRATION

COLLECTION

**GOOD
PRACTICES**

2025



Dear colleagues,

Here is the Collection of Good Practices for 2025.

With each visit, I am convinced that institutions recognize the established platform for sharing their efforts and work in the name of good governance.

I am pleased with the fact that over the years we have witnessed real, working solutions for both people in the administration and society as a whole. Thanks to this competition we have the opportunity toget to know them and promote them.to know them and promote them.

The number of received practices is gradually increasing and to date, over 370 good practices are already included in our database, available for viewing via the specified link: <https://www.ipa.government.bg/bg/bestpractice>.

Over the years, a process of upgrading and improvement in the activities of the administrations has clearly emerged. I am convinced that this is the result of consistent learning, development and striving for a better functioning public administration.

I believe and hope that participation in the Good Practices Competition contributes to enhancing the institutional image and helps employees feel appreciated and proud of their work. This is especially significant when we know that often efforts for development and improvement are made outside the direct framework of official duties.

We, for our part, can promise that we will continue to develop the Good Practices Competition as a platform for sharing, learning and mutual inspiration.

We look forward to seeing you in the next edition of **The competition in 2026**

Pavel Ivanov
Executive Director of IPA

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PRACTICES

**in the area
of
technology and innovation**

COLLECTION OF GOOD PRACTICES 2025

1.1 1ST PLACE

PLATFORM FOR CIVIC PARTICIPATION "DETERMINATES SOFIA"

Administration: Sofia Municipality, Department of Digitalization, Innovation and Economic development"

Keywords: civic participation, budget, let's change the city

Implementation period: since September 2024

Official website: www.sofia.bg

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Description of the practice

The "Decidim" platform is an open source system, which was implemented by an Order of the Mayor of Sofia Municipality called "Decide Sofia". The platform was launched in 2017 at the initiative of the Barcelona City Council and has already been implemented in over 300 cities and organizations around the world. Among them are cities such as Helsinki, Paris, Zurich, New York, Milan and Montreal, which adapt the platform to the needs of their residents. The platform has proven to be a stable and long-term solution for better interaction with citizens. In Sofia Municipality, the platform was implemented in order to ensure direct participation of citizens in the distribution of the Citizens' Budget of Sofia Municipality, and at the moment the platform is functioning and through it, for the second consecutive year, the approved projects for regional and city-wide budgets will be uploaded and citizens will once again be able to

to vote entirely in a digital environment. The platform has implemented integration with e-authentication of the Ministry of Electronic Governance and with Regix regarding verification of citizens' affiliation by current address. Information about all civic projects approved for voting is published on the Platform and voting for them is implemented. The platform has functionalities for tracking the number of votes cast for each project, the ranking of the projects, as well as the stages of implementation of the proposals. The platform can also be used to conduct surveys and polls of citizens on topics important to the city. Thus, through it, the Sofia Municipality conducted a poll of citizens and businesses regarding the adoption of the "General Conditions for the Provision and Reuse of Data"

“Mobility solutions for the Sofia Municipality” and proposals for their addition. Last but not least, the solution can be multiplied and implemented in each administration. Currently, employees are in the process of assigning the upgrade of the platform with new functionalities. In conclusion: in February 2025, the “Sofia Decides” platform was awarded an award by the Bulgarian Association for Information Technologies in the “Public Administration” category. The awards are presented for contributions to the development of information and communication technologies. You can familiarize yourself with and view the functionalities of the platform on the following electronic address: <https://reshava.sofia.bg/?locale=bg>.

vitaly, without the need for an on-site visit to the Sofia Municipality building and the district administrations. By implementing the platform in the first edition in 2024, over 370 ideas were submitted, and after a vote by 15,000 citizens, 77 projects were selected. 71% of the approved proposals are in the process of implementation. By the end of 2025, numerous initiatives are to be completed - among them 4 new playgrounds, an open stage for young talents, construction of a public parking lot, renovation of another parking lot, modern street lighting near two schools, as well as other projects.

■ Target group

The practice is aimed at citizens.

■ State of practice before implementation

In connection with the decision No. 139/25.04.2024 of the Municipal Council, a Methodology for Citizen Budgets was adopted, which provides citizens with the opportunity to participate directly in the distribution of the so-called Citizen Budget of the Sofia Municipality. This is an opportunity that is being given to citizens for the first time and they can propose projects for improving the urban environment, infrastructure, repairing playgrounds, cleaning parks and urban areas, etc., as well as participate in voting for them. In connection with the implementation of the Decision of the Municipal Council, a challenge was set to the team of the “Digitalization, Innovation and Economic Development” department in connection with the implementation of the citizen voting, which should be innovative, digital and

■ Purpose of the practice

Finding a quick and budget-friendly solution that can be implemented within the deadlines set for the implementation of the Methodology for Citizen Budgets 2024. Under the leadership of the Deputy Mayor of the “Digitalization, Innovation and Economic Development” department, employees learned about and studied good international practices for open source platforms in order to ensure the opportunity for citizens to vote for projects.

■ Steps/stages for the implementation and implementation of the good practice

- Analysis and study of international practices on the topic;
- Platform research “Decidim” and the technical requirements for its implementation;
- Implementation of the platform with internal re- source and designation of responsible employees regarding its working capacity;
- Submission of applications using the integration form with e-authentication module and Regix;



- Upload all project proposals for all of Sofia, conducting voting, ranking of projects and phase of their implementation.

Sustainability sectors

The practice belongs to the social and economic sector. Through its implementation, citizens are given the opportunity to determine for themselves what the Civic Budget of the Sofia Municipality should be used for. After analyzing the campaign in 2024, a large part of the projects are aimed at repairing playgrounds, urban spaces, sidewalks, streets, improving accessibility for people with damages, cleaning of muddy spots, etc.

Resources invested

Human resources: employees of the Digitalization, Innovation and Economic Development department to study good practices from other cities, who are engaged in an internal review of the platform and its functionalities and implementation of the platform in compliance with the requirements of the Electronic Government Act. Financial resource: for integrations and technical support for a period of 12 months, which has been assigned to an external contractor and is in progress.

Assistance in implementing the practice

The practice is applied independently.

Platform implementation, integration-with e-authentication and technical support was carried out by the contractor company "Nexgen" Development Group Ltd.

Transfer of practice

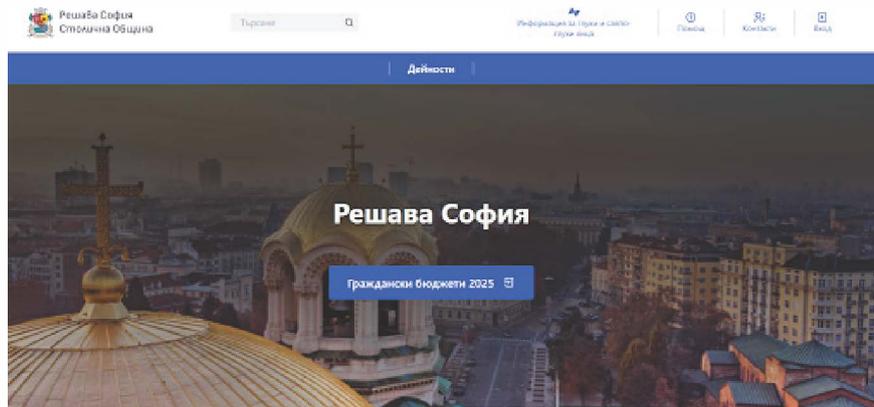
The platform can be implemented in any administration, according to its needs. More information about the open source software solution itself can be found at the following
Email address: <https://decidim.org/>.

Technology used

An innovative approach to implementing open source platforms that are easy to configure in a relatively short time, without large financial resources, and can be multiplied in all administrations. The practice completely changes the way citizens participate in the allocation and spending of funds, part of the budget of the Sofia Municipality.

Effect of implementing the practice

The platform is used to implement the overall methodology of the Citizens' Budget 2024. Voting for projects took place entirely through the platform. Through the process, citizens are engaged in proposing project ideas for the regions and city-wide projects.



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За тази дейност



Стани архитект на своя град!

Това е моят шанс да участвам в решаването на проблемите на София и да предлагам идеи за по-добър град, в който да живея.

CIVIC PARTICIPATION PLATFORM

1.2 2ND PLACE

THE INTEGRATED INFORMATION SECURITY RISK ANALYSIS AND MANAGEMENT SYSTEM

Administration: Ministry of Labor and Social Policy

Keywords: information security, risk analysis, human factors, phishing simulations, training and coaching, artificial intelligence (LLM)

Implementation period: currently

Official website: www.mlsp.government.bg

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Description of the practice

The integrated information security risk analysis and management system (Risk System – MLSP) uses open source systems, LLM models and accessible software tools for operational integration of data from various sources (training, phishing simulations, incidents, etc.) , modeling of risk indicators (KPI) , development of training and micro-training on IS, as well as forming and analyzing training with phishing simulations. The system visualizes and tracks the dynamics of risk and supports the management of human resources and technical risk in IS.

The information on training, briefings, phishing simulations, incidents, etc. was maintained in separate files and systems, without a common analytical connection. The analysis required significant human resources and time, and the risk assessment was carried out manually and relatively subjectively. There was no mechanism for tracking trends and automatically calculating indicators. The system solves these problems through a centralized database, an analytical module with LLM processing and visualization, providing full traceability, objective assessment and the possibility of preventing human and technical risk. The level of digital competence of employees in the work process was determined and the ongoing digitalization processes undertaken during the COVID pandemic were assessed. Given the above, a problem has not been identified, but rather a need to maintain and upgrade the level of services provided by SRZI through its employees.

Target group

The practice has an internal institutional focus.

State of practice before implementation

Before the development of the information system,

■ Purpose of the practice

The main goal is to create a unified information security risk management environment through automated data collection, processing and analysis. The goals include: objective assessment of human and technical risk, increasing employee cyber maturity, traceability of training and optimization of prevention against phishing attacks and incidents.

■ State of practice before implementation

- Analysis of available data and determination of the sources – training, phishing simulations, incidents, etc., with the data model being formed dynamically;
- Designing the base structure data and integration models through open source systems;
- Design and construction of a control module impact of phishing campaigns (with LLM);
- Design and construction of a training a module including training programs, courses and micro-learning (with LLM);
- Development with LLM models of an analytical module for data processing and Risk Score calculation;
- Create a visualization and timeline monitoring of risk parameters;
- Conducting test imports, validation- not of the results and optimization of the models;
- Implementation in a real environment, training of more users and developing documentation for maintenance and updating.

■ Sustainability sectors

The system belongs mainly to the social and economic sectors. It strengthens institutional capacity by increasing

not of digital culture, cyber maturity and awareness of employees. Supports effective resource management, sustainability of the information environment and the protection of the public interest.

■ Resources invested

The system was developed with internal expert and technical capacity, without external funding. Available infrastructure and information resources, open source systems and LLM models for data processing were used. After implementation, automation of analysis, significant expansion of training and simulation capacity, data centralization, improved reporting and over 70% faster processing of the information in the ministry.

■ Assistance in implementing the practice

The system is implemented independently within the MLSP, using internal resources and experts. If necessary, coordination is carried out with other state administrations and cybersecurity partners for the exchange of good practices and joint trainings.

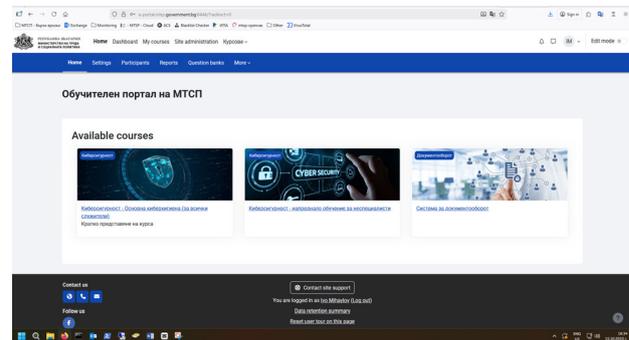
■ Transfer of practice

The system is designed in a modular and flexible model, which allows easy adaptation to the structure and data of other administrations. It is built on open source technologies, LLM models and visualization, without dependencies on specific software. It can be implemented in other ministries or departments with minimal settings and staff training.

Technology used

The system is built on an innovative approach, combining analytical models with artificial intelligence (LLM) and the use of open source systems. Perhaps for the first time in the administration, a methodology is being applied that unites technical and human risk factors into a single analytical framework. LLM models are used for contextual data analysis, automatic classification of events, creation of training and micro-training programs, formation and processing of the results of phishing simulations, formulation of recommendations for training and prevention. The system introduces a completely new model of work – from manual and fragmented data processing to centralized, automated and intelligent risk assessment. The practice can potentially completely change the way risk management and analysis is carried out in the administration and serve as the basis for modern and sustainable information security management.

The system significantly reduces the need for manual processing and duplication of information, allowing for timely identification of risk areas and effective planning of training and preventive measures.



Effect of implementing the practice

The implementation of the system will allow for a real transformation in information security management. The goal is to achieve complete centralization of data and automation of analysis, which will reduce the time for information processing by over 70%. A new risk assessment model has been introduced, based on factual data and objective indicators. Thanks to the analytical module and the use of LLM models, an accurate and timely risk assessment is provided for each directorate or unit. Accountability is significantly improved, the transparency of processes is increased, and a tool for data-based decision-making is provided. Compared to the baseline



1.3

KAZVA.BG – DIGITIZATION FOR TRANSPARENCY AND DEMOCRACY

Administration: Municipality of Stara Zagora

Keywords: Feedback, transparency, participation, quality, data, accessibility

Implementation period: November 25, 2024 - present

Official website: www.starazagora.bg

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Description

Kazva.bg is a digital feedback platform. Stara Zagora is the first municipality in Bulgaria to implement it on a large scale. Signs with QR codes have been placed at over 800 points in the city – buses, parks, kindergartens, administrative buildings. By scanning, each citizen can anonymously give a rating from 1 to 10 and, if desired, leave a recommendation or signal. The platform leads to real improvements: renovated playgrounds, optimized bus schedules and adjustments in the work of kindergartens. The project is a finalist in the Innovation in Politics Awards 25 and was selected among over 300 projects from Europe.

of citizen feedback. The main channels were paper forms and formal signals, which reduced active participation and did not provide a complete and clear view of real satisfaction with municipal services. The lack of quick and easy communication with citizens made it difficult to make timely decisions and priorities for improvement. In response to this problem, in November 2024, the Municipality of Stara Zagora implemented the Kazva.bg platform: an innovative digital solution that allows citizens to easily, quickly and anonymously provide feedback in real time. This transforms the way of communication and management, making the process more effective and closer to the needs of the people.

Target group

The practice is aimed at citizens.

State of practice before implementation

The municipality of Stara Zagora, which has a population of around 150,000 people, has long used outdated and inefficient collection methods.

Purpose of the practice

The overall goal of the practice is to increase the level and quality of service to citizens, transparency in the process, accountability of activities, traceability and statistical analysis necessary for subsequent upgrading.

the overall process, as well as creating a feeling among the representatives of society for open administration. Improving the internal organization to achieve maximum security of the process.

Steps/stages for the implementation and implementation of the good practice

To implement the good practice, an analysis of key locations in the city was first carried out: bus stops, parks, kindergartens and places for sports and culture. Signs with unique QR codes were placed at over 800 points, which allow for quick and anonymous submission of ratings and recommendations by citizens. Then, a digital platform was developed and tested for collecting and processing feedback in real time. On November 25, 2024, the platform was officially launched and immediately proved its effectiveness with the rapid response to a signal of a compromised playground. Constant monitoring and analysis of the collected data allow for the introduction of real improvements: repairs, optimization of transport services and improvements in kindergartens, increasing citizen satisfaction in the information center. The implementation is carried out with the active participation of citizens and constant communication with municipal services.

Sustainability sectors

For the implementation of the good practice first The practice belongs mainly to the social sector, with nearly 6,000 citizens having already participated with about 15,000 evaluations and recommendations for municipal services. The most actively evaluated are public transport, parks and kindergartens, with an overall average score of 7.1/10, which reflects public satisfaction and engagement.

Resources invested

The system was implemented without significant internal IT costs, as it is provided as a service by the developer. This allows the municipality to focus resources on data analysis and informed decision-making. The online, real-time dashboard provides transparency and quick access to ratings, opinions, comments and demographic breakdowns, which improves service management.

Assistance in implementing the practice

The process of placing the information signs in the municipality of Stara Zagora was implemented independently with the assistance of the Center for New Technological Systems (CNTS).

Transfer of practice

The possibilities for transferring the practice to other administrations are great and absolutely real. It can be easily implemented, and success depends on the commitment and resources of the municipality.

Other administrations can adapt the system to their needs and improve interaction with citizens by collecting feedback in real time.

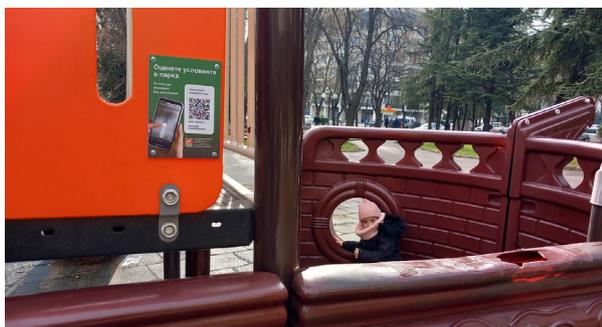
Technology used

The practice uses innovative technology by implementing unique QR codes on each sign located at over 800 key points in the city. This allows citizens to quickly and anonymously submit ratings, recommendations and signals directly to the municipal administration. The technology changes

the existing work model in part, significantly increasing employee productivity. Instead of traditional methods of collecting feedback, which are often slow and inefficient, data is now collected and processed in real time through an online platform. This allows for faster response to problems and better planning of improvements. The model encourages active citizen participation and creates transparent and dynamic communication between the municipality and its citizens, which improves the quality of services.

Effect of implementing the practice

The Kazva.bg platform provides a more realistic and detailed view of the work of municipal employees and helps to increase their efficiency. At the same time, it guarantees transparency, better visibility of administrative services, understandability of the processes, actions and activities of the municipality and implies active participation of citizens in decision-making and evaluation of the work of the institution and municipal enterprises.



1.4

AI ASSISTANT FOR SCHOOL INSPECTIONS

Administration: National Inspectorate of Education (NIO)

Keywords: Reducing the administrative burden, optimizing resources, intelligent recommendations, multiplication of practices, transparency, objectivity of evaluation)

Implementation period: October 2024 - present

Official website: www.nio.government.bg

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Description

“AI Assistant for School Inspections” is an innovation that supports inspectors and administration by automating processes, analyzing data and providing objective recommendations. The solution increases efficiency, ensures transparency and creates conditions for the multiplication of good practice in secondary education and other administrations and organizations. In this way, the administrative burden is reduced, decision-making is accelerated, resources are optimized and the quality of inspections is increased by providing intelligent guidelines and recommendations based on data.

documents, as well as the completed questionnaires from the participants in the educational process were examined by different members of the team, and the collection and processing of information required significant time and human resources. Delays, inconsistencies and subjective interpretations often occurred, which reduced transparency and made it difficult to trace the results. The lack of a unified digital system limited the possibility of rapid analysis, comparison of data and comparability of goals in school documents. The laborious process created a risk of incomplete coverage of problem areas and made it difficult to make timely decisions on guidelines for improving the quality of education. As a result, the effectiveness of inspections was relatively limited, and the opportunities for sharing and multiplying good practices strongly reduced

Status before implementation of the practice

Before the implementation of an innovative practice through an AI assistant for school inspections, the processes were characterized by a high degree of administrative burden and limited efficiency. School documents

Target group

The practice is internally institutionalized and can be used by both administrations and citizens.

Practice objectives

- Increasing the efficiency of schools- inspections through automated data collection, analysis and structuring;
- Ensuring greater transparency and objectivity in assessing the quality of education in schools and kindergartens;
- Creating conditions for exchange and multiplication promotion of good practices in administration;
- Reducing the administrative burden for inspectors and school staff; Sub-support for management decisions through timely and reliable information.

Steps/stages for the implementation and implementation of the good practice

The good practice is implemented in six steps:

- Preparation and analysis of needs: identifying key inspection processes to be optimized through AI, conducting consultations with experts, inspectors from the Association of Inspectors in Education (SICI) , principals and teachers to clarify opportunities, analysis;
- Design: determining functional- the, development of the interface while ensuring the protection of personal data in accordance with regulatory requirements, pilot implementation;
- Conducting training for inspectors;
- Final implementation of AI assistant when conducting inspections;
- Update the AI assistant according to monitoring conducted and feedback collected;

- Evaluation of results and sustainability: system- thematic assessment of effectiveness, transparency and benefits, definition of mechanisms for maintaining and developing AI.

Sustainability sectors

Covers all sectors. Digitalization is a concern for the environment. It is an expression of social responsibility: objective, transparent, fair evaluation process, equality and increased trust. Increased economic efficiency: saves time and resources by processing data with AI, identifies problem areas and implements targeted measures. Supports the cultural sector by evaluating cultural initiatives.

Resources invested

The implementation of an AI assistant requires minimal resources: human (inspectors, experts and IT specialists), financial: in development and training, and material in infrastructure and software. After implementation, inspections are faster, transparent and effective. The administrative burden is reduced, resources are saved, a basis is created for proposals for strategic planning at the national level based on identified deficits and multiplication of good practices among schools and CBE.

Assistance in implementing the practice

The innovative practice is implemented independently by the inspectors of the National Educational Inspection, but was created in partnership with external experts, and the results of the inspections are made available to school teams, parents, experts from the ECD and the public through published summaries on the National Educational Inspection website.

Transfer of practice

The AI assistant has a high potential for transfer to other areas. It can be adapted to the needs of early childhood development, schools, kindergartens, etc., and used in audit processes, program monitoring, etc. By modifying the algorithms, it can also be applied in other sectors such as healthcare, social services, ecology, where systematic collection and analysis of data for efficiency, transparency, and objectivity are required. Thus, it becomes a sustainable innovation with a wide scope and potential for multiplication.

Technology used

Modern innovative approaches based on artificial intelligence and digitalization have been applied in practice. AI algorithms have been used for automated collection, processing and analysis of large volumes of data, which reduces time and increases the accuracy of inspections. Machine learning technologies have been implemented, which support the recognition of patterns and trends and provide the opportunity for forecasting and preventive measures. Intelligent assistant functions have been integrated, which facilitate inspectors in preparing reports and provide quick access to necessary information. The work model has been radically changed, as data analysis is machine-based and creates conditions for unity and objectivity, as well as for a sustainable model for efficiency, transparency and multiplication of good practices. In addition to the functionalities of the AI assistant, a new Electronic Inspection Platform (EIPP) has been developed. The digital platform for visualization and comparison of results allows for interactive reports and facilitates strategic planning.

Effect of implementing the practice

The effect of implementing an AI assistant for school inspections is manifested in a significant increase in the efficiency and quality of administrative and inspection processes. Inspections are carried out faster and more objectively, with automated data processing reducing the risk of subjective errors and inconsistencies. The administrative burden on inspectors and school staff is significantly reduced, which frees up resources for real pedagogical and organizational work and support. Higher transparency of results is ensured, which increases public trust in the education system. Systematic analysis of results allows for forecasting trends and preparing proposals for strategic planning at the national level. The practice supports the multiplication of good models in CBE and schools, reduces regional differences and promotes equality. As a result, a sustainable, modern and equitable framework for quality management in education has been built.

Прозрачност и ефективност в училищните инспекции – с интелигентна подкрепа



1.5

RISK ASSESSMENT IN THE USE OF HIGH-TECH DEVICES WITH ARTIFICIAL INTELLIGENCE THROUGH THE APPLICATION OF THE REGULATION ON THE MINIMUM REQUIREMENTS FOR NETWORK AND INFORMATION SECURITY IN THE MUNICIPALITY OF BURGAS

Administration: Burgas Municipality

Keywords: high-tech tools, artificial intelligence, network security, assessment of risk

Implementation period: July 2024 - present

Official website: www.burgas.bg

Contacts: Krasimir Chervenkov, email: k.chervenkov@burgas.bg



Description

Risk assessment of implementing AI-based IT, including aids in various processes and positions, with the aim of improving efficiency without creating new threats to MIS.

Target group

The practice is internally institutionally focused, but can also be used by administrations, citizens and businesses.

Status before implementation of the practice

More and more personal and professional devices and solutions using generative artificial intelligence services via external servers and cloud services are entering our daily lives. Although they increase the productivity of processes, they create the prerequisites for compromising the security of information containing personal data.

data, trade secrets, classified information, internal documents, etc.

Practice objectives

By implementing the practice, a quick and easy process of introducing innovations into the workflow is guaranteed, while simultaneously and without including additional protections, the risk of data theft is reduced.

Steps/stages for the implementation and implementation of the good practice

- Review of internal rules related to network and information security;
- Familiarization with product documentation and the information security policy of the manufacturer/supplier;
- Overview of workflows where the appropriate device/solution will be used;
- Determining the critical points in the sequence the number of activities in the work processes

Sustainability sectors

The practice has primarily an economic effect, as it allows for increased productivity of processes without additional costs. At the same time, it provides an opportunity for professional inclusion, development and job retention of various groups of society.

Resources invested

The implementation of the practice uses entirely internal information and human resources for the organization. The practice is applied during the initial implementation of the device/solution, with a partial reassessment when there is a change in the internal or provided documentation. The result: a faster, more efficient and more secure work process.

Assistance in implementing the practice

The practice can be implemented independently or jointly with the manufacturer/supplier.

Transfer of practice

The practice can be used by other administrative bodies as well as by any other natural or legal person.

Technology used

The practice is focused on using innovative tools and solutions in the usual work process. Existing and established solutions are applied in an unusual and rarely used way.

Effect of implementing the practice

The practice is aimed at increasing the level of information security when implementing innovative technological solutions without additional costs. The effect is expected to be increased efficiency of the work process and opportunities for professional realization and career development for a wider range of individuals. cloud services. Although they increase the productivity of processes, prerequisites are created for compromising the security of information containing personal data, trade secrets, classified information, internal documents, etc.



PRACTICES

**in the area of
social responsibility and HR**

COLLECTION OF GOOD PRACTICES 2025



2.1 1ST PLACE

WASTE VS. CARE FOR HOMELESS ANIMALS

Administration: Knezha Municipality – Specialized Administration Directorate

Keywords: responsibility, care, initiative, cleanliness

Implementation period: 01.08.2025 - present

Official website: www.kneja.acstre.com

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2. Petya Kavulska, Chief Expert "Ecology", email: obstina_kneja@knezha.bg



Description of the practice

Introducing an innovative method for collecting plastic and metal waste, while at the same time providing food for homeless dogs and cats, through installed vending machines of the “Kuchemat” type. The practice introduced in the Municipality of Knezha has a triple effect:

1. The separate collection of plastic bottles and metal cans is stimulated, thus assessing the importance of this type of waste as an important raw material, and not as unnecessary waste;
2. Feeding homeless animals and improving their living conditions;
3. Educating and encouraging care and responsibility for defenseless animals, which are part of nature and our environment, not an obstacle or danger.

Target group

The practice is aimed at citizens and businesses.

State of practice before implementation

As in many other cities, the city of Knezha has no shortage of stray dogs and cats. In recent years, we have increasingly realized that this situation should be approached rationally, not emotionally. Another major problem is the separate collection of waste and care for the environment. Separate collection of waste is a great challenge for everyone, but it is also an important step in the municipality's efforts to reduce environmental pollution and recycle waste. The municipality is constantly looking for ways and means to improve separate collection of waste and protect nature and the environment. The initiative is an effective and efficient way to offer innovative and interesting solutions in the process of waste management and dealing with stray animals. Implementing the practice is an opportunity to effectively address these two problems.

and achieving very important results: stimulating the separate collection of plastic bottles and metal cans, thus appreciating the importance of this type of waste as an important raw material, rather than as unnecessary waste, and at the same time feeding stray animals. Providing food and water for stray dogs and cats reduces tension in neighborhoods, where malnourished animals often cause conflicts and concerns among residents.

■ Purpose of the practice

- Improving the motivation of the population- regarding separate waste collection;
- Reducing environmental pollution and improving the quality of life for people and animals;
- Engaging young families with young children, students and adults who rarely sort their waste;
- Achieving social impact: the homeless Dogs and cats receive regular, controlled and nutritious food.

■ Steps/stages for the implementation and implementation of good practice

Separate waste collection and care for stray animals on the territory of the Municipality of Knezha is planned and included in the municipal environmental protection program, the municipal waste management program, as well as in the Integrated Development Plan of the municipality. A contract has been concluded with a company for the delivery and commissioning of a recycling machine, providing food and water for stray animals in order to improve their living conditions. The funds are provided by the deductions under the Animal Management Act.

waste disposal. Two Kuchemat type vending machines have been delivered. One is installed in the city park “Akhtirka”, and the other at the beginning of a garden near the community center, with easy access for people and animals. The locations were not chosen by chance: there are the most frequent stray animals and there is the greatest human population.

stream.

■ Sustainability sectors

Social sustainability: providing food and water for stray animals will reduce tension in neighborhoods where malnourished animals often cause conflicts and concerns among residents.

Economic sustainability: saving electricity, because the machines operate with a solar panel and do not need a power supply.

Environmental sustainability: separate collection of waste, clean environment.

■ Resources invested

The installation of such machines is an innovative practice for the municipality and at the same time a step forward in the municipal administration's effort to offer new and effective solutions to problems. Human and financial resources have been invested, as a result of which the set goals are being met, namely: increasing the percentage of separately collected waste and teaching the population to care for nature, the environment and the homeless.

the animals.

■ Assistance in implementing the practice

The practice is implemented independently, but with the assistance of the supplier with whom the contract was concluded.



signed a contract for the supply and installation of the machines.

Transfer of practice

In addition to the direct benefits, the initiative serves as a public example of combining a circular economy with care for vulnerable living beings. If the model is successful, the Municipality of Knezha plans to seek partnerships and funding to build on and expand the initiative in other settlements within the municipality. Sharing good practice at various forums and events is an opportunity for its implementation in other municipalities. The implemented practice is reflected on the Facebook page of the Mayor of Knezha Municipality and for 5 days it can be seen that the post has 348 shares.

Technology used

The "Kuchemat" vending machine itself is an innovation that has been increasingly used in recent years. It is the plastic waste and the metal can that are the exchange currency, in exchange for which people who go to the machine and drop a plastic bottle or can receive food for four-legs – cats and dogs.

Effect of implementing the practice

The innovative practice implemented is a clear example of how proper disposal of unnecessary garbage benefits both us humans and homeless animals – clean and useful. This way, people can appreciate the importance of this type of waste as an important raw material, not as unnecessary waste, and at the same time, the separate collection of plastic bottles and metal cans is stimulated. Homeless dogs and cats are fed, and the environment is

environment is clean and welcoming. At the same time, the likelihood of hungry animals digging in garbage cans and feeding on harmful waste is reduced. These machines are an opportunity for everyone to contribute to environmental protection. In this way, we show the public that our city is socially responsible and modern.





Илияно Лачовски - Кмет на Община Кнежа
5 д

Община Кнежа постави 2 броя велдинг автомата тип "КучеMAT" в града – до паркинга на кръговото движение и в парк „Латарка“.
Тези специални автомати предоставят храна за бездомни кучета, котки и таралежи, когато в тях бъдат поставени 5 броя празни пластмасови бутилки или кенчета за рециклиране.
Освен това кученцата разполагат и с отвор, в който може да се изсипе остатък от водата в бутилката преди рециклиране.
Новите устройства работят със соларни панели, не изискват електрохранване и имат отделения за събиране на пластмасови опаковки и за подаване на храна.
На всеки автомат са поставени ясни инструкции за използване, за да може всеки гражданин лесно да се включи в инициативата.
Целта е двойна – да насърчим рециклирането и опазването на чистата околна среда, и същевременно да покажем грижа към животните.



MUNICIPALITY OF KNEJA DOG MAT



2.2 2ND PLACE

HR STRATEGY OF THE STATE AGENCY "ARCHIVES" FOR BUILDING A STRONG EMPLOYER BRAND (EMPLOYER BRANDING STRATEGY FOR THE PERIOD 2025-2030).

Administration: State Archives Agency

Keywords: HR Strategy for Building a Strong Employer Brand

Implementation period: 05.12.2022 - present

Official website: www.archives.government.bg

Contacts:

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Description of the practice

The presented practice includes the development and implementation of the HR Strategy of the State Archives Agency for building a strong employer brand (Employer Branding Strategy) for the period 2025-2030, as a result of the activities of a working group established in 2022. In recent years, in Bulgaria, but also globally, there has been a trend that employers are finding it increasingly difficult to attract new staff, as well as to retain their employees. This represents a major challenge for the state administration, which is facing competition with the private sector and related institutions to attract "quality" people who meet its needs and requirements, including within the digital society. In this context, a strong employer brand helps organizations to retain their current employees, as well as, on the other hand, to attract talent. Also, organizations

Agencies with a strong employer brand can achieve a competitive advantage in the labor market by attracting and retaining the best employees. In light of the above and based on the identified areas for improvement in the process of implementing the CAF (Common Assessment Framework) in the Agency in 2019, the SAA has foreseen in its medium-term Strategy for the period 01.07.2021-31.12.2026 the activity "building a strong employer brand" under Strategic Objective 1. "Improving the administration", Operational Objective 1.2. "Transforming the SAA into an attractive place to work". For its implementation, the SAA has developed and implemented since the beginning of 2025 an HR Strategy for building a strong employer brand for the period 2025-2030

Target group

The practice is internal with an institutional and civic focus.

State of practice before implementation

As a focus of the human resources management policy in the State Administrative Agency, in recent years a study of the motivation of State Administrative Agency employees (2017) has been conducted, as well as a number of surveys of employee satisfaction (in the period 2019-2024, linked to the implementation of the CAF model). Based on the reported trends, especially in the last 2-3 years, of the outflow of a sufficient number of highly qualified specialists who are willing to work in the State Administrative Agency after the competition procedures and external appointments, it was concluded that it is necessary to highlight the activities related to attracting candidates for work in the State Administrative Agency as a leading component of the human resources management policy. It was also noted that it is necessary to enrich the available human resources potential of the State Administrative Agency's specialized administration with experts who have graduated in History and Archival Studies and documentary". This requires measures and an innovative approach to attracting such personnel, taking into account the competitive advantages of other state institutions, including in the system of the Ministry of Education and Science (given the gradual increase in teacher salaries). To overcome these unfavorable trends, the use of good corporate practices for building a strong employer brand (employer branding) is envisaged by developing a Strategy for Building a Strong Employer Brand of the State Administrative Agency. To assess the situation before implementing the practice, a SWOT analysis has been prepared with the following main findings: analysis of the age structure of personnel

of the SAA, analysis of the professional experience of the employees, as well as analysis of the educational qualifications of the employees:

- The SAA does not attract young people to work;
- The DAA needs to attract more candidates. dates, graduates of majors in the professional field of "History and Archaeology";
- There are challenges for management. ment in relation to people (human resources in the SAA).

Purpose of the practice

The Strategy of the Bulgarian Agency for the Development of a Strong Employer Brand formulates the following mission: "By positioning the advantages of the Agency in the sense of brand differentiation, the Bulgarian Agency for the Development of a Strong Employer Brand improves its acquisition capacity in terms of hiring new personnel and its competitive position. Specifically, by using the "employer branding" tool, the aim is to build a reliable and strong employer brand that profiles the Bulgarian Agency for the Development of a Strong Employer Brand and distinguishes the institution from other employers. This positioning of the Agency is based on the identity (mission and vision), values, organizational culture and strategic goals of the Bulgarian Agency for the Development of a Strong Employer Brand."

- The formulated vision is: "The current State- The strategy for building a strong employer brand provides a systematic approach to attracting candidates for work at the State Archives Agency who have very good educational preparation in the areas of activity of the institution and are motivated, as well as a systematic approach to retaining current employees.
- Two objectives related to the appointment have been defined: net per staff:
- Increase in the number of job applicants in DAA (quantity);
- Increase in the number of well-prepared candidates for a job in the SAA (quality).

- One psychographic goal has been defined: Improve-improving the image of the SAA as an employer to potential candidates and current SAA employees.
- These goals will be achieved mainly through the implementation of a communication plan to promote the DAA employer brand, improve cooperation with the academic community, etc.

Steps/stages for the implementation and implementation of good practice

The implementation and implementation of this practice includes the following stages:

- Development of a Construction Strategy of a strong employer brand, including SWOT analysis (2023-2024) , conducting image research (2024) , analysis of target groups, positioning of the employer brand and definition of strategic and operational goals, activities and indicators (2024) ;
- Approval of a Construction Strategy of a strong employer brand (December 2024) ;
- Adoption and implementation of the Annual Plan for 2025 and implementation (March 2025) .

To assess the baseline situation regarding the employer brand, the State Archives Agency prepared an analysis of the strengths and weaknesses of the State Archives Agency as an employer, as well as of the favorable opportunities and threats. Based on this, a profile of the ideal candidate for work at the Agency was outlined. An analysis of the target groups and stakeholders to whom the Strategy for Building a Strong Employer Brand will be directed was carried out.

brand. Also, the positions (qualities of the DAA employer) were outlined, which should be presented to the target groups, in order to profile and differentiate DAA (employer branding proposition) from other employers. The two image surveys of DAA as an employer conducted among students from Sofia University "St. Kliment Ohridski", New Bulgarian University, University of Library Science and Information Technologies, Southwestern University "Neofit Rilski", Plovdiv University "Paisiy Hilendarski", Veliko Tarnovo University "St. Cyril and Methodius" and DAA employees were used to verify the defined strengths and weaknesses of DAA as an employer, as well as to verify the defined profile of DAA as an employer: an authentic state structure, providing the challenge of "being among historical sources", guaranteeing job security place and a good work/life balance.

Sustainability sectors

The current practice belongs to the social and economic sector of sustainability.
height

Resources invested

The following resources were used to implement the practice:

- Human resources: working group (total5 employees);
- Financial resources: SAA budget;
- Information resources: preparation of information formation to stakeholders and conducting surveys.

Assistance in implementing the practice

The practice is implemented in partnership with the academic sector, with joint activities with the participation of secondary schools planned until 2030.

Transfer of practice

The possibilities for transferring practice to public sector institutions fertilizer are real and recommended.

Technology used:

In developing the Strategy, theoretical statements from specialized literature in the field of human resources management (Bulgarian and foreign authors) were used. Corporate practices were also used, such as practices of Lidl Bulgaria, Kaufland Bulgaria, Bosch Bulgaria, etc., presented within the framework of the Employer Brand Club, established at the Bulgarian Association for People Management (BAHM), of which the DAA is a member, within several seminar sessions of this Club (2023-2024). The implementation of the presented practice will change the DAA's work model, as the DAA will apply a modern tool in the field of personnel marketing.

Effect of implementing the practice

In implementation of the practice, in 2025 the following was achieved:

In implementation of the HR Strategy of the State Administrative Agency for Building a Strong Employer Branding Strategy for the period 2025-2030, an Annual Plan for 2025 was approved. Measures were launched to improve the working conditions of the State Administrative Agency employees under an energy efficiency project financed under the National Energy Efficiency Plan. The planned construction works will start in November 2025 based on the contract concluded with the selected engineering contractor. It was planned to hold an annual team building event in 3 directorates on the topic "From colleagues to colleagues" with the aim of exchanging good practices, discussing cases, etc. In implementation of the activity "Implementing sustainable growth in the remuneration of SAA employees on an annual basis, including an increase in the annual budget of SAA in the personnel section, the remuneration of SAA employees was increased in 2025 by an average rate of 12%. It is planned to organize an interactive event for the children of SAA employees in the central administration and in the state archives by the end of 2025.

2.3 2ND PLACE

CAMPAIGN TO PREVENT THE USE OF VAPE DEVICES "WITH THE FLAVOR OF ADDICTION"

Administration: Varna Municipality, Prevention Directorate

Keywords: prevention, youth health, partnership, parents, teachers, sustainability

Implementation period: 02/17/2025 - present

Official website: www.varna.bg; www.prevecii.com

Contacts:

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2. Petya Ivanova, chief expert, e-mail: pivanova@varna.bg



Description of the practice

The campaign was created in response to the growing trend among students to use electronic cigarettes. The project included training sessions with students and pedagogical specialists, an online campaign targeting parents, and a presentation for free use by professionals across the country. The initiative went beyond a one-off event and became a sustainable practice for raising awareness and building a healthy school culture. The campaign proves that change begins when information reaches people in a way that is understandable and accessible.

Target group

The practice is aimed at administrations and citizens.

State of practice before implementation

In recent years, vaping use among children and young people in Bulgaria has increased dramatically. Vaping is perceived as a "modern," "safe," or "flavorful" alternative to smoking, and aggressive marketing on social media further normalizes its use. The problem is sustained by several interrelated factors:

- Social media marketing and influence: online influencers and "viral" videos present vaping as part of youth identity;
- Availability: devices are sold unsupervised – online or in stores near schools, often without age verification;
- Low level of parental awareness: many parents do not recognize the device

- the devices and do not know that their children are using them;
- Social normalization: among peers Vaping is perceived not as risky behavior, but as a "trend," which reinforces its use among youth.

All these factors make the phenomenon persistent and deeply rooted in the social environment of adolescents. It requires a systematic approach that combines information campaigns, training, the involvement of parents, schools and local institutions, as well as the active participation of youth volunteers to spread the messages.

■ Practice objectives

The initiative is being run under the slogan "With a Taste of Addiction", and its main task is to limit the use of vapes by raising public awareness and disclosing the high risks and consequences of their use. The campaign also aims to provoke students, teachers, parents and citizens to join in the common efforts to protect children from the fatal and tragic consequences that the use of vaping devices can lead to.

■ Steps/stages for the implementation and implementation of good practice

The campaign is a multi-layered initiative and encompasses all key parties involved in the care of children and youth: students, parents, teachers, professionals, all sectors, as well as representatives of state and municipal structures. Thus, a local initiative becomes a national resource, accessible to all who want to work

on the topic of preventing new addictions.

The campaign has a measurable and lasting social impact:

- Hundreds of teachers are already implementing the teaching materials in the learning process and classrooms;
- Students show increased awareness and willingness to share what they have learned with peers;
- Parents are more informed and more engaged. wounds in conversations about the harms of vaping;
- The professional community has a sustainable tool for ongoing preventive action.

Thus, the initiative does not simply "inform", but changes the culture of communication and perception of risk among young people.

■ Sustainability sectors

The campaign has a high sustainability in the social sector. Free access to training and information materials makes it a logical choice for professionals working with young people. The updating of the presentation materials by the initiative team guarantees its social sustainability and expansion of its scope.

■ Resources invested

The campaign was implemented with optimal use of human and financial resources with high public return. The main activities (training, online publications) do not require significant financial resources, which guarantees high efficiency at low cost. After the implementation of the practice, increased awareness and engagement among students, teachers and parents was observed. The administration approved

its positions as an innovative and socially responsible leader in the field of prevention flock.

Assistance in implementing the practice

The main coordinator is the Prevention Directorate of Varna Municipality, which provides the expert framework and the organization of the activities. The initiative is implemented in close cooperation with the Municipal Council on Narcotics, the Central Drug Control Office, the Directorate of the Ministry of Interior and the Regional Development Agency.

Transfer of practice

The campaign represents a ready-to-transfer model of good practice that combines a clear structure, accessible resources and proven social impact. Its strength lies in its open access and simplicity of implementation – any team, regardless of resources or region, can replicate it, adapt it to the local context and continue to expand its positive social footprint.

Technology used:

An innovative aspect of the campaign is its multi-level model, which simultaneously encompasses students, parents, teachers and professionals. Instead of a traditional one-way learning format, the initiative uses an interactive approach – information flows both up and down the chain: students, teachers, parents, institutions. This creates a living system of knowledge exchange, which builds on the effect with each subsequent level of participation. A key innovation is the provision of an open-access professional presentation, published on the website

www.prevencii.com. The material is designed to be easily adapted and multiplied, and can be used for class lessons, parent meetings, specialist training or public discussions. This open form of sharing is an innovative social technology, it transforms a local initiative into a national resource, accessible to all, without financial or administrative barriers.

Effect of implementing the practice

The initiative achieved an impressive scale of implementation, directly involving thousands of participants:

Discussions and trainings with 2967 students and 601 teachers;

- Focus group of 14 student volunteers shared observations and attitudes among their peers to help better understand the motivations and behaviors associated with vaping;
- All parents are from the city and are informed. us through a brochure published in the electronic diaries;
- The campaign was presented to 270 professionals at local and national level. Thus, the campaign went beyond its regional framework and became a national model for good practice, applicable in other municipalities and institutions;
- The presentation is published with free access to www.prevencii.com. This has an exceptionally strong social effect because it enables every professional in the country to conduct training without the need for special funding or a license. This creates a network of active professionals and guarantees the sustainability of the effect. To date, the presentation has been downloaded 466 times.



“С ВКУС НА ЗАВИСИМОСТ”

Кампания за превенция на употребата на вейп устройства

ОБЩИНА ВАРНА
ДИРЕКЦИЯ “ПРЕВЕНЦИИ”

ОБЩИНСКИ СЪВЕТ ПО НАРКОТИЧНИТЕ ВЕЩЕСТВА - ВАРНА
ПРЕВАНТИВНО-ИНФОРМАЦИОНЕН ЦЕНТЪР КЪМ ДИРЕКЦИЯ “ПРЕВЕНЦИИ”

Община Варна, дирекция “Превенция”
и ОД на МВР - Варна съветват младите:

- Вейпобете не са “безопасна алтернатива”
Не рискувайте със здравето и живота си!
- Не се доверявайте на никого, че “този вейп е чист”!
Вейпобете могат да съдържат наркотични вещества!
- Продават се продукти с неизвестно съдържание -
една грешка може да бъде фатална!
- Бъдете информирани! Това може да спаси вашия живот!



2.4 2ND PLACE

LET'S KEEP YOUNG PEOPLE IN THE MUNICIPALITY OF ARDINO WITH THE MOTTO "STAY HERE"

Administration: Municipal Administration – Ardino

Keywords: youth activism, youth development, youth integration and youth perspective

Implementation period: 11.07.2023 - present

Official website: www.ardino.bg

Contacts: Nedjmi Myumunhojov, Deputy Mayor, e-mail: ardino@abv.bg



Description of the practice

It started with a survey of the current situation with migration processes in the municipality. The results are an unfavorable situation and needs of young people related to education, culture, sports and tourism. Current problems related to employment are discussed at working meetings. Preparation of teams for the preparation of projects under various programs, discussion of the programs of the municipalities in the social sphere. The platform "Hand in Hand for Ardino" on the website of the municipality of Ardino promotes the advantages of the small town, the clean natural environment, natural and historical sites. The initiative group of young people actively participates in the organization and holding of the "Days of Ardino" and the Festival of Clean Foods from the Rhodopes under the motto "Hand in Hand for Ardino", which in the current 2025 are being held for the fifth time in a row. Again on their initiative, a platform was developed at the Tourist Information Center "Visit Ardino" to popularize the natural and cultural heritage of the region.

consequence. Annually, football tournaments of regional importance, photography exhibitions, promotion of natural wealth through the wall of endemic plants in the town of Ardino, youth discos, etc. are organized. In 2025, 12 young people were appointed as interns in various fields under a European project. Attracting young people to work in the municipality after completing education to acquire qualifications in a certain profession by signing contracts, supporting businesses, updating the legal framework. The initiative group takes part in the National Youth Competition "Me for my municipality: one problem - one solution" with the project "Let's keep young people in the municipality of Ardino" with the motto "Stay here" in 2024. The initiative group of young people is about to be transformed to establish an association under the Law on the Protection of the Rights of the Child.

Target group

The practice is aimed at citizens.

State of practice before implementation

The demographic situation in the municipality of Ardino is characterized by unfavorable trends. The natural increase is negative with high mortality, low birth rate, and a predominance of population in the upper age limit, unceasing migration processes to the countries from the European Union and major cities.

Practice objectives

Retention of young people in the municipality of Ardino. Providing jobs for young people. Organizing free time, promoting an active cultural and sports life. Civic participation in resolving public problems related to the younger generation.

Steps/stages for the implementation and implementation of good practices

Meeting of the mayor of Ardino municipality and his team with students graduating from grade XII at the "Vasil Levski" Secondary School - Ardino town to discuss current issues;

- Organizing a survey related to but with the problems of young people in the municipality of Ardino;
- Participation in the National Municipal Administration of the Republic of Bulgaria competition –2024, National Youth Competition "Me for My Municipality: One Problem – One Solution" with the project "Let's Keep Young People in the Municipality of Ardino" with the motto "Stay Here";
- Organizing project activities, approved by the mayor of Ardino municipality, which continue currently and in the coming years.

Sustainability sectors

The practice includes the following sectors:

- Social;
- Educational;
- Cultural;
- Economical;
- Environmentally friendly;
- Tourist.

Resources invested

The resources invested are human, originating from the administration of the Ardino municipality under the leadership of the mayor of the municipality and the deputy mayor. Youth initiatives are supported with the financial resources of the municipality. Young people have access to the municipality's website, including through artificial intelligence – a chat bot, the municipal newspaper "Ardinski Glas" and the website "Visit Ardino" developed by them. The entire material and technical base of the municipality in the field of education, culture, sports and tourism is provided for use by young people up to the age of 29. The achieved goals are related to the active participation of young people in public life, discussion of the problems facing the municipality, improvement of the quality of life and creation of permanent employment.

Assistance in implementing the practice

The practice is implemented in partnership with the organization of youth up to 29 years of age from the public sector with the participation of educational institutions, kindergartens, the Center for Youth Development (CYL), cultural institutions - community centers, museums and the sports clubs SKTM "Yunak" and FC "Yunak" - Ardino.

Transfer of practice

The practice is accessible and has the potential to be transferred to other administrations and institutions.

Technology used

In addition to traditional approaches, innovative ones have also been used, namely: the participation of young people in solving acute social and public problems, impact on negative processes related to migration and the demographic situation. The approach of obtaining information about the project through the municipality's chat-bot is also innovative.

Effect of implementing the practice

The effect of the practice being worked on is multifunctional. On the one hand, the participation of young people in the activities of educational, cultural and social institutions and the acquisition of experience and knowledge, and on the other hand, the impact of migration processes and the demographic situation. This function provides guidelines for organizing the activities of the municipality as a local government body, to plan and organize activities in this direction. The management of the municipality intends to stimulate young families with financial support when a child is born, to create conditions for housing benefits, etc.

2.5 3RD PLACE

CHRISTMAS CHARITY INITIATIVE "GIFTS TO THE UNKNOWN"

Administration: Troyan Municipality

Keywords: charity initiative; campaign; social responsibility; support; civic participation

Implementation period: December 2016 - present

Official website: www.troyan.bg

Contacts:

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2. Stanislava Vacheva, Head of the Communications and Local Government Department, email: pr@troyan.bg



Description of the practice

"Give Gifts to a Stranger" is an annual Christmas charity initiative of the Municipality of Troyan, launched in 2016 and held for nine consecutive editions. The campaign unites the local community, businesses, institutions and Trojans from the country and abroad in support of people in difficult social situations. Within the framework of the campaign, anyone who wishes can donate previously researched and necessary items – food products, clothes, shoes, equipment, toys, school supplies. The municipal administration collects information about residents in need (from social institutions, schools, city halls, etc.), guaranteeing their anonymity, and donors prepare personal and carefully selected gifts. Hundreds of citizens and social institutions have already been assisted within the framework of the campaign. Representatives of businesses, non-governmental organizations, schools, cultural institutions, citizens and

fellow citizens abroad. The initiative raises thousands of leva: in 2016, 68 people were supported with gifts worth BGN 5,908.96, in 2017, 73 people were supported with gifts worth BGN 5,909, in 2018 - 71 people with gifts worth BGN 9,040, in 2019 - 25 people with gifts worth BGN 9,899, in 2020 - 120 people with gifts worth BGN 8,236, in 2021 - 124 people with gifts worth BGN 9,558, in 2022 - 72 people with gifts worth BGN 9,367, in 2023 - 177 people with gifts worth BGN 10,207.88, in 2024 - 245 people with gifts worth 15,614.88 leva. Over the years, gifts have also been made in the form of donations, including to the Municipal Solidarity Fund for the Treatment of Citizens. "Gifts to a Stranger" proves the power of empathy and solidarity, shows how a municipality can mobilize citizens, institutions and entrepreneurs to support people in need, by turning kindness into a tradition and part of Troyan's Christmas spirit.



Target group

The practice is aimed at citizens.

Status before implementation of the practice

Before the creation of the “Gifts to a Stranger” initiative, Troyan Municipality lacked an organized mechanism that would unite citizens, institutions and businesses to support people in social difficulty during the holiday period (excluding the functioning support funds). Despite the demonstrated empathy and sporadic gestures of donation, there was no sustainable structure that would guarantee that the assistance would reach specific people with proven needs. At the same time, social services identified a number of single adults, low-income families, children and youth deprived of parental care, who encountered difficulties even in providing basic products and necessities. The lack of visibility for these cases leads to isolation and deepening of the problems. Troyan Municipality has identified the need to introduce a practice that would simultaneously mobilize public energy for good causes, guarantee transparency and equality in assistance, and inspire hope and a festive spirit in difficult times.

Practice objectives

The main goal is to support people in social difficulty through a donation campaign that unites the community. Specific goals: to provide specific necessary items and products, to stimulate solidarity and empathy between citizens, to involve institutions, businesses and

Trojans in the country and abroad, to create a sustainable tradition of sharing and support. Holiday periods are those in which citizens are most inclined to get involved in initiatives and charity campaigns, and campaigns led by institutions with the face of the Mayor even more easily win like-minded people.

Steps/stages for the implementation and implementation of good practice

- Identification of needs – municipal the administration collects information about citizens in difficulty through signals, personal stories and data from social services;
- Preparation and announcement – official start the initiative for switching on the Christmas lights, public communication through media, social networks and partner organizations;
- Donor involvement – anyone who wants to selects a specific need of a person or family from a publicly announced list without mentioning the individuals and prepares a gift or provides financial assistance;
- Collection and coordination – donations are received are in the Municipality, if necessary, items are purchased with collected funds, logistics are provided;
- Distribution and provision – all the more Gifts and aid are delivered in person or through municipal employees, ensuring the anonymity of the recipients. Delivery takes place immediately before the holidays;
- Accountability and gratitude – publicly shared reporting of results, letters of appreciation from the mayor and popularization of good examples.

■ Sustainability sectors

The “Give a Stranger” practice belongs mainly to the social sector, as it aims to support people in disadvantaged situations, promote solidarity and build a stronger and more cohesive community. It also contributes to the cultural sector, as it enriches local holiday traditions, creates a sense of belonging and sharing, and affirms values such as empathy and mutual assistance. The campaign also contributes to the economic sector, as it stimulates local business by purchasing gifts and products from local producers, as well as by involving businesses and entrepreneurs in donation activities.

■ Resources invested

- Human resources: municipal employees administration, experts from social activities, volunteers, citizens and representatives of institutions, businesses and schools;
- Financial resources: direct donations from companies, organizations and citizens, as well as funds raised from charity bazaars and events;
- Material resources: food products, clothes, shoes, equipment, toys, school supplies, collected and provided according to the individual needs of the recipients;
- Information resources: active communication communication through social networks, local media and public events (switching on the Christmas lights) that promote the campaign and attract donors.

■ Assistance in implementing the practice

The practice is implemented in partnership: Troyan Municipality is the initiator and coordinator, and

Citizens, businesses, schools, city halls, cultural institutions, non-governmental organizations and compatriots abroad are actively involved in it.

■ Transfer of practice

The model is easily applicable in other administrations, as it requires clear organization, publicity and coordination between the municipality and the local community. Minimal resources and commitment are required for identifying those in need and for logistics. The campaign can be adapted to local conditions and traditions.

■ Technology used

In creating the practice, it introduces an innovative model for the administration by collecting personal stories to target aid according to real needs and using social networks to promote and attract donors. It does not replace, but complements existing social support, creating a new channel for solidarity and community participation.

■ Effect of implementing the practice

“Give a Stranger” significantly increases social engagement and a sense of community. Compared to the initial situation, where there was no organized mechanism for donor support, today a total of 975 people are involved and have received concrete assistance over the years, and the administration is building trust, partnerships, and a positive public image.



2.7 3RD PLACE

"PARENTS' ACADEMY AT THE MUNICIPALITY OF RUSE" WITH THE ACTIVITY "MUNICIPAL SCHOOL FOR PARENTS"

Administration: Ruse Municipality, Directorate of Social and Health Activities, Department of Health activities"

Keywords: School for parents, early childhood development, breastfeeding, baby care and the child, child and maternal health.

Implementation period: 01.07.2024 - present

Official website: www.obshtinaruse.bg

Contacts: Iskra Ivanova, Head of the Health Activities Department, email: i.ivanova@ruse-bg.eu



Description of the practice

"Gifts to a Stranger" is an annual Christmas blessing. The goal of the program is to provide support and raise awareness of future and current parents of children up to 3 years of age by conducting free monthly live meetings with an obstetrician-gynecologist, neonatologist, pediatrician, breastfeeding consultant, midwife and other specialists in early childhood development on topics of motherhood and raising a child using modern methods, good practices and methods approved by the WHO. The implementation of the planned activities ensures conditions for active stimulation of the physical and mental health of children and their parents, for the provision of timely, high-quality and comprehensive advice and good practices from health professionals.

Status before implementation of the practice

During the declared state of emergency in the country in connection with COVID-19, the activities of free schools for parents throughout the country have been limited. From weekly and monthly meetings, their activities have changed their format to online lectures, recorded or live. A number of studies show that social connections are of key importance for both mental and physical health. After the lifting of measures against the complicated epidemic situation, the activities of some schools have been restored on topics such as childbirth, breastfeeding and basic care for the baby, but topics in the field of early childhood development are not covered.

Target group

The practice is aimed at citizens.

Practice objectives

Raising awareness among future and current parents on topics related to motherhood and raising a child



modern methods, good practices and methods approved by the World Health Organization.

Steps/stages for the implementation and implementation of the good practice

- A study was conducted on the number of schools for children in the municipality;
- Target groups have been defined;
- Working meetings were held with representatives of the university hospitals in municipality. A cooperation agreement has been signed honor;
- A schedule of topics for conducting the the talks;
- Funds have been provided for printed materials. is it;
- An "Information Portal for Parents" has been prepared. "teles" on the website of the Municipality of Ruse;
- Prepared monthly PR campaign to disseminate activities;
- Discussions are held with lecturers and parents. the lite;
- Reporting and analysis of project results the events held.

Sustainability sectors

"Give a Stranger" is an annual Christmas charity. The program's activities are aimed at the social sector.

Resources invested

Human and information resources are used to implement the program. Financial resources are minimal.

Assistance in implementing the practice

The activities are carried out in partnership with UMHAL "Medica" OOD and UMHAL "Kanev" AD.

Transfer of practice

The main resource required for the implementation of the program is human. The implementation of the activities does not require significant financial resources, which makes the program easy to implement in any socially engaged administration.

Technology used

Not specified



Effect of implementing the practice

Achieved results: increased awareness of risk factors related to the health of parents and their children covered by the program. For the period from July 2024 to October 2025, 12 cycles of free lectures are held on topics of motherhood, parenting, early childhood development, maternal and child health care, some of which are of a practical nature. The program was visited by over 100 parents, who were given the opportunity



for consultations with various specialists. Conducting field meetings in remote settlements in the municipality, as well as in the outer neighborhoods with risk groups, provides an opportunity to increase parental awareness and ensure timely access to health care.



Училище за родители

Родителски БЪРНАУТ - как да се справим с него?
Какво се случва в семейството, когато се появи второто дете?
с д-р Живко Георгиев, социален педагог и г-нелия по РД

Заместващо хранене на кърмачето и малкото дете.
с д-р Галина Георгиева, неонатолог УМБАЛ "Канев"

Следродилен период, контрацепция и полов живот след раждане.
с д-р Живко Георгиев, акушер-гинеколог

25.09.2025 10:00

ВХОД-СВОБОДЕН

зале "Култура", ул. "Цариград" № 9



2.8

EARLY CHILDHOOD DEVELOPMENT TEAM

Administration: Department of Health Activities at the Directorate of Social and Health Activities in Ruse Municipality

Keywords: physiotherapist, occupational therapist, speech therapist, psychologist, social educator

Implementation period: 01.08.2024 - present

Official website: www.obshtinaruse.bg

Contacts: Iskra Ivanova, Head of the Health Activities Department, email: i.ivanova@ruse-bg.eu



Description of the practice

The Early Childhood Development program team at the municipal daycare centers in the city of Ruse provides a contemporary perspective and care for children from a very early age. In this way, emphasis is placed on the environment of the daycare centers to lay a good foundation for early childhood development in the context of community care and responsibility. The philosophy of work is to support and enrich the interaction between parents and the daycare center team, with a view to stimulating and developing the potential of each child. The work of the experts in the Early Childhood Development team is in close cooperation with parents, daycare center staff and other specialists, always putting the interests of the children first. The specialists provide support through consulting, holding information meetings to enrich the knowledge and skills of parents and daycare center teams through group and individual work.

Target group

The practice is aimed at citizens.

Status before implementation of the practice

Since 2021, training of nursery staff: directors, nurses, teachers and childminders in early childhood development has been gradually launched by the Reflective Learning Association – Bulgaria: <https://reflectivelearningbg.com/aktyalno/trening-roliaata-nadetskata-yasla-vsistemata-ot-griji-za-nai-malkite/> with the thought and understanding that care at the earliest age is of key importance. The only known model of care in our country so far should be changed based on modern understandings of child development. In this regard, the Municipality of Ruse is ahead of the changes made to “Regulation No. 26 on the organization and operation of nursery schools and children’s kitchens and health requirements for them”. In accordance with the training provided, successive steps have been taken, such as in 2024, early childhood development specialists were appointed to the staff of the nursery, namely a kinesitherapist, an occupational therapist, a speech therapist, a psychologist and a social pedagogue.

Practice objectives

- Improving the quality of child care the children in the nursery;
- More effective cooperation between specialists cialists and parents;

Three main work areas:

- Working with children;
- Methodological support for staff in the nursery the ski nursery;
- Counseling parents.

Steps/stages for the implementation and implementation of the good practice

- Training for all kindergarten staff nursery in early childhood development from 2021 and to the present;
- Monthly meetings with nursery teachers with to improve the need for comprehensive quality care for children. Development of relevant documentation:
- recommendations to parents for adaptation, provided before the child actually enters the nursery;
- information card for the child: special- characteristics of children's nutrition, hygiene habits, children's sleep, toilet/potty skills, games and activities;
- relationships with parents, age- parents and/or peers, features of the child's daily behavior, language and speech development and communication skills, etc.
- individual adaptation plan;
- tracking the child's development in his stay in the nursery using the methodology of the Bulgarian Academy of Sciences and UNICEF.
- Parent meetings for newly admitted children and thematic parent meetings for everyone, e.g. on the topic "Screen Children";
- Open days at nurseries;

- Annual renewal of toys in kindergartens they are nurseries that stimulate child development and respond to age-specific needs;
- Creating an early childhood development team Starting the team's work by introducing the nursery directors, staff and parents:
- survey of parents' opinions on- their expectations for effective communication with the teams. Identifying their needs for information on issues related to the care and development of their children. Conducting information sessions/lectures/individual meetings with parents in relation to the stated expectations and difficulties regarding the areas of child development for which the need for support has been identified or stated;

Survey of the opinions of the nursery teams on the topics and difficulties requested by the parents, as well as their expertise. Team meetings with the nursery specialists on the identified difficulties of the children (as requested by the parents or nursery staff) and discussion of an applicable strategy for dealing with them; observation of the children's behavior during group activities in the nursery. If necessary, individual activities to identify possible needs for stimulation in specific areas of development. Individual work with the children alone or with the child and his/her parent in case of suspicion of specific difficulties, to determine whether there is a need for referral to other specialists.





Sustainability sectors

The practice is aimed at the health and social sector.

Resources invested

5 positions in the staffing list from the nursery budget.

Assistance in implementing the practice

Independently and in partnership with the Municipal Program "Parents' Academy of the Municipality of Ruse" with the activity "Municipal School for Future and Current Parents" with the participation of lecturers from KANEV Hospital AD and MEDICA Hospital EOOD. The team of experts participates with specialized topics of their competence, namely: gymnastics and exercises for the baby, the role of parents in the motor development of the baby, the emotional development of the child and emotional intelligence, the development of fine movements in children from 0 to 1 year, relationships in the couple, us after the appearance of the child, how the senses develop in the first year, ways of stimulation in the home environment, types of attachment and building secure attachment, etc.

Transfer of practice

It is entirely possible to implement the practice in nurseries in other municipalities.

Technology used

In practice, innovative approaches are used in the field of daycare centers to stimulate children's development, for example, activities to develop sensory-motor, speech, cognitive and emotional development. Sensory boards and paths are used, games to develop fine and gross

motor skills by focusing on the free play method, which determines the development of the brain and other functions in the period from 1 to 3 years of age.

Informational thematic sessions are held with specialists from the nurseries, in which small groups work on the topics of "Adaptation", "Stages of Development", "Aggressive Behaviors in Early Childhood", etc. Specialists (nurses, childminders, teachers) are placed in different roles, cases are discussed, the identification of strategies and the introduction of new, more effective practices in work are encouraged. Thematic online meetings are organized on the principle of "[parent cafe](#)". The team provides information about early childhood development in [your Facebook page](#). Parents also have access to consultations with each specialist on the team via telephone.

Effect of implementing the practice

What has been noticeable after a year of work by the team of specialists is that parents and staff in the daycare centers are in increasingly close cooperation in the common care of the children. Parents are starting to look for ideas and suggestions regarding specific difficulties related to the child's development. There is a growing interest on the part of parents in holding online thematic events. The daycare center specialists are seeking the support of the Early Childhood Development team to mediate communication with parents. Increasingly, the directors of the daycare centers are looking for the Early Childhood Development team to hold thematic team meetings that support and enrich the work process. In addition to implementing "nursing through care to preserve and strengthen the health, education and training of

children up to three years of age” after the intervention of the established early childhood development team, we observe a better quality level than before its appearance, which is already a reason to define it as “good practice”. Of course, one can still wish for improvement of the purely medical model of care in nurseries, which partly gives rise to certain resistance to innovations. The Health Department in the Municipality of Ruse intends to continue in the direction of testing the proposed practice for the benefit of children, their families and those caring for them in nurseries.





2.9

"ACCESSIBLE BULGARIA" CAMPAIGN

Administration: Commission for Protection against Discrimination

Keywords: reasonable accommodations, accessible environment, people with disabilities, facilities, public buildings, equal opportunities

Implementation period: 03.12.2017 - present

Official website: www.kzd-nondiscrimination.com

Contacts: Polyana Hristova, state expert at the APMS Directorate, email: p.hristova@kzd.bg



Description of the practice

The "Accessible Bulgaria" campaign aims to ensure a mass accessible environment for people with disabilities. The employees and members of the CPD inspect public buildings, labor offices, Social Assistance Directorates, banks, offices of utility providers, schools, kindergartens, universities, commercial sites, cultural institutes, etc. throughout the country for the presence of an accessible architectural environment. When a built and maintained inaccessible architectural environment is established, proceedings are initiated and after a full investigation, the CPD issues decisions imposing fines, making recommendations and mandatory prescriptions for the elimination of the violation. In many cases, even during the course of the proceedings, the defendants eliminate the violation committed, namely: they build and provide an architectural environment accessible to people with disabilities. In order to achieve efficiency and for the purpose of prevention, the Commission points to a good example by distinguishing the institutions and organizations that have provided the necessary environment with a certificate, taking into account their contribution. The "Accessible Bulgaria" campaign

is indefinite, and its goal is to ensure an accessible architectural environment for people with disabilities.

Target group

The practice has an internal institutional focus.

Status before implementation of the practice

A serious problem has been identified with the lack of an accessible environment for people with disabilities, which hinders the realization of their right to education, employment, provision of services, cultural rights, etc., which provoked the Commission to launch on December 3, 2017 (International Day of Persons with Disabilities) an open-ended campaign "Accessible Bulgaria".

Practice objectives

The goal of the "Accessible Bulgaria" campaign is to provide a mass accessible environment for people with disabilities. The campaign is open and institutions and people who are sympathetic to the cause can join at any time.

Steps/stages for the implementation and implementation of the good practice

Various public buildings, commercial sites, schools, kindergartens are inspected by the administration and members of the CPD. If an inaccessible environment is found, proceedings are initiated and the specific case is examined on its merits. A decision is made after establishing the factual situation, and it is possible to make recommendations, prescriptions and sanctions. In many cases, an agreement is reached between the parties and the result is the creation of an accessible environment.

Sustainability sectors

To all sectors of public life, as it enables the realization of the exercise of rights of people from vulnerable groups in their entirety.

Resources invested

No additional resources have been invested within the institution's budget.

Assistance in implementing the practice

The practice is mainly implemented with the resources of the CPD.

Transfer of practice

The campaign has a national character.

Technology used

The inaccessible architectural environment for people with disabilities is a nationwide problem, but never before has such a massive campaign been carried out related to the accessibility of the environment.

Effect of implementing the practice

Since the launch of the campaign, over 1,500 projects have been established, and the number of buildings that provide an appropriate accessible environment for people with disabilities to and within the site has increased significantly. Over 90 organizations have been certified for providing an accessible architectural environment.



2.10

SAFETY AWARENESS - INNOVATIVE COMMUNICATION PLATFORM OF RDPBZN PLOVDIV

Administration: Regional Directorate "Fire Safety and Population Protection" Plovdiv", Administrative Sector

Keywords: awareness, safety, communication, prevention, partnership, social responsibility

Implementation period: 09/14/2021 - currently

Official website: Facebook - Regional Directorate "Fire Safety and Population Protection"

Contacts: Tanya Kostadinova, Senior Expert "Information and Analytical Activities", "Administrative" sector, email: econ_tania@abv.bg



Description of the practice

The "Safety Awareness" practice of the RDPBZN – Plovdiv introduces a modern model for communication with the public through digital platforms (Facebook, Viber) and active media presence. It aims to increase awareness of fire safety, build a culture of prevention, sustainable partnerships and a positive public image. With minimal resources, high commitment, trust and transparency in the work of the institution are achieved.

Target group

The practice has an internal institutional focus, and is also aimed at administrations, citizens and businesses.

Status before implementation of the practice

Before the implementation of the "Safety Awareness" practice, the communication between the RDPBZN – Plovdiv and the society was limited, fragmented and with a low level of public engagement. The institution had limited channels for public awareness, and interaction with citizens was carried out mainly through traditional and non-interactive forms – press conferences, official announcements and occasions related to specific events or campaigns. There was a lack of constant, two-way communication with the media, partners and citizens, which made it difficult to promote preventive measures, good practices and successful actions in a timely manner. The society had limited

There was little access to information about the service's activities, and interest in the profession and its role in society was low, especially among young people. The communication model was unstable, poorly digitized, and did not meet modern expectations for transparency, accessibility, and active publicity.

■ Practice objectives

The project aims to raise awareness of fire safety, build a culture of prevention, trust and transparency in the work of the RDPBZN – Plovdiv. Through partnerships with municipalities, schools, media and business, digital channels (Facebook, Viber) are being built and joint campaigns are being implemented. The results include sustainable engagement and cooperation in risk management.

■ Steps/stages for the implementation and implementation of the good practice

The implementation begins with an analysis of the current state and identification of the need for more effective communication. This is followed by an assessment of the available channels, formulation of goals (awareness, prevention, partnerships) and determination of target groups: citizens, students, media and institutions. A communication strategy is developed with appropriate channels, messages and visual identity. Digital platforms are created: a Facebook page and a Viber coordination group. Authored materials, videos, reports are prepared and good practices are presented. Partnerships are built with municipalities, media, schools, etc., with which joint initiatives are implemented. The practice is promoted through media and public events. Effectiveness is measured through monitoring and feedback, and

Upgrading involves regular network renewal and expansion. The model follows the logic: analysis → planning → implementation → evaluation → development.

■ Sustainability sectors

The practice contributes primarily to social and cultural sustainability by raising awareness, building a culture of safety and promoting civic engagement. It indirectly supports the environmental and economic sectors by preventing incidents, reducing damage and conserving resources.

■ Resources invested

The resources invested are minimal: human – one employee (senior expert) creates and maintains the content, financial – limited, used for visual materials and maintenance of digital channels, assistance from teams of regional services, information – based on expert knowledge and authored materials. High awareness, sustainable partnerships and a positive institutional image have been achieved.

■ Assistance in implementing the practice

The practice is implemented independently by the RDPBZN – Plovdiv through digital channels, as well as in partnership with municipalities, media, sports clubs and organizations. Joint initiatives expand the scope and strengthen the effect of preventive activities.

■ Transfer of practice:

The communication platform of the RDPBZN – Plovdiv is a universal model applicable in various administrations. The use of social



social networks, visual content and accessible digital tools (e.g. Viber groups) is easy to implement, without the need for significant resources. The approach promotes transparency, partnerships and engagement, making it adaptable to different institutions and sectors.

include improved public reputation, increased internal motivation of employees and more effective communication with the media. Accessible and timely information leads to better preventive results. The model proves that with minimal resources, sustainable impact and real public engagement can be achieved, creating an example of an innovative, transparent and socially responsible administration.

Technology used

The practice completely changes the current communication model by implementing an innovative, digitally oriented platform. An active Facebook page has been created for daily information and feedback with citizens. A closed Viber group is used for quick coordination with journalists and partners. Authored multimedia content has been implemented: videos, reports and photos, as well as filming of preventive activities and trainings. The model includes integration of external media (LED screens, billboards), active presence in traditional and online media and constant media interest. A multi-channel approach is applied: online communication, events, campaigns and open days. The focus on positive news and transparency establishes a new model of an open, accessible and engaged institution.



Effect of implementing the practice

The implementation of the practice transformed the RDPBZN – Plovdiv into an active communication center with over 6,600 followers and daily interaction with citizens, media and partners. Public trust has increased significantly, and the directorate is perceived as an open, responsible and modern institution. The key goals have been achieved: information, prevention, building partnerships and a positive image. The effects



2.11

COLLECTION AND BALING OF DISPOSED CARDBOARD PACKAGING AND THEIR TRANSFER “FOR RECYCLING”

Administration: Municipality of Nikolaevo

Keywords: cardboard packaging, collection, pressing, baling, recycling.

Implementation period: 01.04.2023 - present

Official website: www.nikolaevo.bg

Contacts:

1. Pavlina Tsaneva, secretary, email: sekretar@nikolaevo.net
2. Stoyan Hristanov, Deputy Mayor, email: zamkmet@nikolaevo.net



Description of the practice

An additional organization was created in the Local Activities Unit of Nikolaevo Municipality to collect and compress the cartons discarded by stores. The cartons are collected twice a week (Monday and Friday) and transported by a municipal truck to the storage area behind the Municipality building by workers from the unit. They are compressed and formed into bales. When 24 bales are collected (this is how much the company's vehicle collects), the chief specialist of the ZEOC calls the company, which buys them under an agreement concluded with the municipality. An employee of the company comes and picks them up with his own transport. The funds are deposited into the municipality's account in other non-tax revenues.

Target group

The practice is aimed at citizens.

Status before implementation of the practice

Back in 2005, the then municipal management conducted a study of local waste and applied for a project to separate it from the Ministry of Environment and Water. The project provided a press and a conveyor belt, and a site for separating and pressing paper and plastic waste was approved. With the arrival of the new mayoral term in 2007, the project was stopped and the provided equipment remained in storage for more than 17 years. The idea of pressing paper waste was revived by the previous mayor of Nikolaevo Municipality, which arose during the administration's self-assessment under CAF at the end of 2021. For years, the municipality has been "struggling" with the problem of cardboard boxes accumulated near and around the garbage containers in the central part of the city,



thrown away by grocery stores. For years, the containers have been filled with large cardboard boxes and cartons that take up a lot of space and prevent the disposal of other waste, or are left on the side next to the container, scattered by the wind or kicked by children “for play”. Often, as a result, in the central part of the city there are dozens of scattered boxes, cartons or parts of them that “cry” for recycling. Someone just had to take care of it. The municipality had everything it needed to do it, there was a collection and removal truck, a press, workers and a desire.

Practice objectives

The goal at the beginning was to find a solution for the discarded cartons and to clean up the central part of the city. At the moment, in addition to a clean city, the goal of the practice is also the recycling of waste paper, which significantly reduces the volume of household waste and frees up space in the garbage containers. Thus, the containers are used to dispose of non-recyclable household waste, which is a prerequisite that it will not be disposed of illegally. This in turn saves money on cleaning places with illegally disposed garbage and on the funds for waste disposal.

Steps/stages for the implementation and implementation of the good practice

At the beginning of 2022, with the implementation of CAF in the Municipality of Nikolaevo, they realized the enormous importance of the social functions of the Municipality, especially since they were listed as one of the strengths in the self-assessment. By order of the then Mayor of the Municipality,

In Nikolaevo, the press was serviced and a first attempt was made to press cartons. The attempt proved successful and the collection and pressing of waste paper began. In 2022, everything was more chaotic and poorly organized: collection was on an as-needed basis (with cartons piling up, which at times were scattered again), the organization of pressing was also weaker, and it took a long time to find a company that needed the paper bales and would take them. There were times when the storage area was full of bales and there was nowhere to store the newly collected paper. Over time, the collection, pressing and baling activities were coordinated and significantly improved in terms of organization, and a collection schedule was adopted that was in line with the needs of local stores. A more responsible company was also found to work with. As a result, to date there is a very well-organized socially oriented environmental activity.

Sustainability sectors

The practice of “Collecting and baling discarded cardboard packaging and handing it over for recycling” belongs to both the social and environmental sectors. The permanent solution to the problem of scattered cartons in the city center defines it as a social practice, and the recycling of used paper gives it an environmental focus.

Resources invested

The implementation of the practice requires almost no additional resources, it uses existing equipment and workers employed by the municipality, who combine their main duties with those of collecting and pressing paper boxes. The cost of collection is compensated by the money,

which would otherwise be paid for the use of the transfer station and the waste landfill, as well as for additional cleaning of illegally dumped waste. A permanent solution has been achieved to the problem of scattered boxes in the central part of the city, reducing the volume of mixed household waste, separating and recycling paper boxes.

Assistance in implementing the practice

The practice is successful thanks to the cooperation of traders in the town of Nikolaevo in disposing of the boxes of goods they sell, in accordance with the established collection schedule, so that there is no possibility of the packages being scattered by the wind or by unscrupulous citizens.

Transfer of practice

The activity “Collection and baling of discarded cardboard packaging and its transfer for recycling” could be implemented in municipal administrations of smaller settlements (with a population of less than 5,000 people), where there is no separate collection of household waste, but there is a desire to separate large paper packaging and transfer it for recycling. It is implemented with the available human resources and equipment. All that is needed is a suitable press and a desire.

Technology used

The population of the town of Nikolaevo defines it as a settlement outside the scope of the Waste Management Act for mandatory separate waste collection. However, as early as 2005 there was a desire for separate collection and considerable progress has been made.

steps in this direction. However, development will only come in 2022, when with the introduction of CAF in the Municipality of Nikolaevo, greater attention will be paid to social responsibility and green practices in the work of the Municipality. It is realized that the activity of collecting and baling discarded cardboard packaging and handing it over for subsequent recycling will be “2 in 1” and thus two problems will be solved: the city center will be cleaned of large cartons and the discarded paper will be recycled. In this context, we can say that the approach of the practice is innovative and requires very good organization of the work process by the “Local Activities” unit, in order to combine the practice with its main work.

Effect of implementing the practice

The activity “Collection and baling of discarded cardboard packaging and its delivery for recycling” leads to a cleaner city, an implemented green practice in the work of the municipality with the delivery of paper for recycling and income from this, albeit symbolic, inclusion in the effective use of a machine that was simply left to collect dust for almost 20 years. The contribution of this practice is measured not so much by the funds, which are symbolic, as by the significant social function, the good interaction with traders and the example that it may be small, but it is important for the city, people and nature. Last but not least, the opportunity provided by the practice for more efficient use of garbage containers by collecting bulky paper packaging, the containers remain free for disposal of other household waste, which significantly reduces unregulated disposal.



2.11

"PARTNERSHIP FOR A GREEN FUTURE"

Administration: Regional Inspectorate for Environment and Water - Smolyan

Keywords: sustainable eco partnership, youth -16-29 years old

Implementation period: October 2022 - present

Official website: www.smolyan.riosv.com

Contacts: Katerina Isaeva, Head of the Natura Management Department 2000", email: kisaeva@smolyan.riosv.com



Description of the practice

The practice includes activities with a focus on activities "outside the classroom". For the implementation period, in partnership with the non-governmental organization, events on the theme "Sense of Initiative – Be an Eco-Innovator" 2022 were held with over 200 young people aged 15 to 29. In 2024, with the help of volunteers, an information sign at the "Wonderful Bridges" natural landmark was renovated, and in the period 2024-2025, a new eco-trail was built in the village of Selishte, Smolyan municipality. To involve more and more young people in environmental protection, within the framework of Erasmus+ projects, experts from the Regional Inspectorate for Environment and Water – Smolyan introduce young people from over 10 countries to the main functions of the inspection and the wealth of Bulgaria and the Rhodope Mountains. Through various joint initiatives such as an international conference, part of the "Power of W" project, a cycling tour "Paths of Knowledge", presentation of photo exhibitions and field visits for observations of protected plant species in the territorial scope of the RIEW – Smolyan, in 3 years the initiative has attracted over 500 friends of nature with knowledge in the field of reduction and

the reuse of waste, ways to preserve biodiversity and the contribution of each of us to our common mission to protect nature.

Target group

The practice is aimed at citizens.

Status before implementation of the practice

Due to the low interest of young people between the ages of 15 and 29, in the period before the introduction of the practice, the main educational initiatives of the Regional Inspectorate for Environment and Water - Smolyan are aimed at children from kindergartens and students from the primary stage of education.

Practice objectives

Involving young people up to 29 years of age in extracurricular activities aimed at protecting the environment. Through initiatives and volunteering in nature, young people learn about its riches and the ways in which they can contribute to a better future with a clean environment.



Steps/stages for the implementation and implementation of the good practice

- 2022: The Ministry of Environment and Water's "Youth for Environment" program with the possibility of funding NGOs for small eco-projects;
- 2024: Invitation from the Regional Inspectorate for Environment, Water and Water – Smolyan for partnership in conducting educational initiatives;
- Currently, with the promotion of Our joint activities involve more and more partners such as regional NGO organizations, the Bulgarian Youth Red Cross – Smolyan, etc.

Sustainability sectors

- Social – involving young people from a young age settlements with limited access to extracurricular activities;
- Ecological – involving young people in nature conservation activities.

Resources invested

Human resources. By expanding the scope of practice, the Regional Inspectorate for Environment and Water – Smolyan is becoming an increasingly desirable partner in initiatives of higher education institutions in the country, non-governmental organizations and institutions with an interest in nature conservation.

Assistance in implementing the practice

In partnership with the association "Young Researchers for Youth Development".

Transfer of practice

The practice is applicable in any administration wishing to expand the circle of experts.

its stakeholders and to involve young people in its core activities.

Technology used

There is none.

Effect of implementing the practice

As a result of the joint initiatives, the number of young people who took part in eco-activities with the participation of the inspectorate has increased significantly. Over 500 participants aged between 3 and 29 years, with over 350 participants in the "youth" category aged over 15, with a total number of nearly 300 participants in the first half of 2024. The increased interest in information and educational initiatives and invitations for joint actions by other public organizations are indicative of achieving greater transparency in the inspectorate's activities and increased public interest in regional environmental policy.



2.12

"EMPLOYER WITHOUT DISCRIMINATION"

Administration: Commission for Protection against Discrimination

Keywords: equal opportunities, diversity, access to employment, internal rules, certification, equality officer

Implementation period: 12/22/2020 - present

Official website: www.kzd-nondiscrimination.com

Contacts: Polyana Hristova, state expert at the APMS Directorate, email: p.hristova@kzd.bg



Description of the practice

The main objective of the certification procedure is for managers of companies or institutions to apply for employers who do not allow inequality in the workplace. The requirements that an employer must meet are to have internal rules for protection in exercising the right to work and ensuring equal opportunities in the labor market, as well as to designate a person to monitor the implementation of the policy for the prevention and non-admission of discrimination in the workplace, whether in the private or public sector. The employer must have fulfilled the following conditions: the organization must have representation of vulnerable groups, namely at least 5% of the total number of employees of the company must include employees with disabilities, at least 40% of management positions must be held by women. The fulfillment of each of these obligations is a prerequisite for the prevention of all forms of discrimination in the workplace. Along with the obligations of inaction (to refrain from, respectively not to allow discriminatory actions to be carried out),

acts), the employer is obliged to take a number of actions, such as adapting the workplace to the needs of a worker or employee with disabilities, except when this is too burdensome in terms of organization and costs (Art. 16 of the Disability Act), to place the text of the law in an accessible place in the enterprise, as well as all provisions of the internal rules and clauses of the collective employment contract relating to protection from discrimination (Art. 22 of the Disability Act), etc. The certification is valid for 4 years.

Target group

The practice is business-oriented.

Status before implementation of the practice

To increase the number of employers who want to join the certification initiative. To raise awareness of the rights of people from vulnerable groups, as well as to increase the number of employed representatives from vulnerable groups in the labor market. To achieve a balance in the field of employment in terms of gender equality.



The employer is the economically stronger party, which is a prerequisite for committing acts of discrimination against its workers or employees. Legal protection is aimed at the worker / employee /, as he is in a more vulnerable position due to the fact that, as the bearer of the workforce, he is placed in factual and legal dependence on the employer within the framework of the employment / service / legal relationship.

Practice objectives

To increase the number of employers who want to join the certification initiative. To raise awareness of the rights of people from vulnerable groups, as well as to increase the number of employed representatives of vulnerable groups in the labor market. To achieve a balance in the field of employment in terms of gender equality. The employer is the economically stronger party, which is a prerequisite for committing acts of discrimination against its workers or employees. Legal protection is aimed at the worker / employee /, since he is in a more vulnerable position due to the fact that, as the bearer of the labor force, he is placed in factual and legal dependence on the employer within the framework of the labor / service / legal relationship.

Steps/stages for the implementation and implementation of the good practice

The “Employer without discrimination” procedure is a certification procedure. Employers who meet the requirements are awarded an “Employer without discrimination” certificate. Filling out a sample application-declaration by the candidate for certification. The steps include: filling out a declaration that during

In the previous six months, no violations of the Labor Code and the Protection from Discrimination Act have been committed, and no complaints have been filed and there are no pending proceedings on this basis against the employer, assessment of documents and confirmation of participation, preparation for an interview, conducting an interview with a specialist, equality officer, making a decision to award a certificate and publicly awarding a certificate.

Sustainability sectors

The sustainability of the practice is related to the social and economic sector. The basis is the approach focused on the protection of human rights, based on empowerment, i.e. the awareness of one's personal potential and the improvement of personal skills for the realization of the personality. People with disabilities must be supported to believe in themselves and their capabilities, to have ambitions to educate, qualify and improve themselves in order to be useful to themselves and to society. The goal is to have an alternative and perspective for development and realization, as well as respect for their personal dignity. Last but not least, achieving a balance in the sphere of employment in terms of gender equality.

Resources invested

Initially, funds were invested for the implementation of the cited practice from a European project, and the members of the Commission and experts from the specialized administration were involved in its implementation. The presentation of the practice is currently carried out through presentations at various seminars, round tables and other forums of the CPD. An electronic version has been developed

for submitting documents. Currently, 27 organizations in various spheres of public life, representatives of business, education and local government have been certified. The main mission of the members and administration of the Commission is the prevention of discriminatory acts and achieving equal treatment of vulnerable groups.

Assistance in implementing the practice

Initially, the practice is implemented in partnership with the Ministry of Labor and Social Policy, given the project being implemented. The “Employer without Discrimination” procedure remains open, as it is related to certification and introduction of a standard for non-discrimination in the field of employment, aimed at employers. The CPD promotes it through its website, through its preventive activities, regional CPD representatives on site, through training seminars, round tables, participation in the media, etc.

Transfer of practice

The members and experts of the Commission are open to sharing good practices and providing methodological and expert support for implementation in public and private sector organizations.

Technology used

The “Employer without Discrimination” procedure is a certification procedure. Those who meet the

Employers who meet the requirements are awarded an “Employer without Discrimination” certificate. It denotes the employer’s responsible behavior, positively influences the authority and image of organizations and companies, and improves the positioning of their brand/name through the use of the “equality and anti-discrimination” label.

Effect of implementing the practice

Increased interest from employers in the “Employer without Discrimination” certification procedure. The goal of the practice is for employers to provide all workers and employees with:

- Protection from discrimination in the workplace;
- Prevention of discrimination in the workplace;
- Protection from harassment in the workplace;
- Protection from sexual harassment in the workplace;
- Right to free access to the labor market while respecting the equality of all citizens, including holders of protected characteristics pursuant to Article 4, paragraph 1 of the Law on Protection against Discrimination;
- Opportunity for free choice of professional and career development while respecting the equality of all citizens, including holders of protected characteristics under Art. 4, para. 1 of the Protection from Discrimination Act.



2.13

DEVELOPMENT OF SYMBOLS OF BELONGING FOR THE EMPLOYEES OF RZI-VRATSA TO RAISE THE AUTHORITY AND IMAGE OF THE INSTITUTION

Administration: Regional Health Inspectorate – Vratsa

Keywords: pride, satisfaction, motivation, authority, institutional image

Implementation period: 06/23/2025 - present

Official website: www.rzi-vratsa.egov.bg

Contacts: Tsvetelina Strashimirova, Secretary General, e-mail: gl.secretar@rzi-vratsa.com



Description of the practice

People are the most valuable and significant capital of the RHI-Vratsa and caring for them is always at the forefront of all processes and activities in human resources management. Driven by the desire to value and increase the self-esteem and pride of our employees, in 2025 we launched a large-scale project for the production and subsequent use of symbols of belonging by the employees of the RHI-Vratsa. For this purpose, a well-founded management decision was made by the management of the health inspection to produce scarves, badges, business cards and honorary certificates for employees, through which to positively influence the organizational environment and to increase the authority and image of both the employees and the institution.

Target group

The practice is internally institutionally focused. It is also aimed at citizens.

Status before implementation of the practice

Status before implementation of the practice: The idea of improving the image of public institutions is related to the fact that the perception of work in them is usually negative. The management of the RHI-Vratsa is aware of the need to motivate employees in the public administration in a systematic and evaluative way, such as in practice the systematicity in the experience of employees by citizens and partner organizations. This creates an impression of fragmentation, and sometimes a lack of institutional order and representativeness. In addition, the absence of symbolism that unites the staff has an impact on the sense of belonging and teamwork among employees, which can reduce their motivation and commitment to the goals of the institution.

Practice objectives

The fundamental objectives for the implementation of the project are:

- Affirmation of institutional identity;
- Improving trust and communication with citizens;
- Strengthening the sense of belonging and motivation;
- Representation at official events;
- Unification of visual communication. By implementing the practice, the management aims to impose a new organizational culture and values, making work in the administration attractive and at the same time highly motivating for employees, bringing them meaning, pride in what has been achieved, and motivation in anticipation of the future.

Steps/stages for the implementation and implementation of the good practice

The implementation of the practice becomes a fact through successive steps, namely:

- Making scarves for all employees- of the RZI-Vratsa. The scarves are made of high-quality American satin in the characteristic green color of the inspection - reseda. They are made by a tailor according to a specific design with a slit that provides for easy insertion and an original look. The scarves were officially presented to the employees at the ceremony on the occasion of the "Day of the Civil Servant"
 - June 23;
- Production of honorary certificates for servicemen those with the longest service experience (over 30 years) in the health inspection. Ten employees receive a certificate for over thirty years of contribution to the development and establishment of the RHI-Vratsa at a ceremony on the occasion

"Civil Servant Day" – June 23;

- Production of metal badges for all occasions residents with a clip fastening and depicting the distinctive sign of the inspection – a standing crowned lion, and the name of the institution – RZI-Vratsa;

4. Production of business cards for all employees with their own design, including the Bulgarian tricolor and the coat of arms lion, the name and address of the institution, position and contact details for the designated employee.

Sustainability sectors

The sustainability of the practice is guaranteed through its long-term applicability and integration into the daily activities of the institution. The practice has social sustainability, as it enhances the feeling of satisfaction, motivation and teamwork among employees. In addition, the practice also has material sustainability through the permanent use of the developed distinctive symbols and signs in the daily work and public events of the institution.

Resources invested

Mainly human resources – on the part of the management, in preparing a specific design project for a scarf, badge, business card and certificate, as well as selecting materials for their production. The process of making the business cards involves employees from the general administration, who independently produce them;

Modest financial resources – for purchasing fabric and sewing the scarves, making the badges and purchasing cardboard sheets for making business cards, with private sector contractors making exceptional financial discounts to help implement the project.



Assistance in implementing the practice

The practice is applied independently, with a view to its individuality and originality. A good partnership has been achieved with the private sector, through exceptional financial discounts on the production of some of the symbols of affiliation in order to implement the project and to support the public sector.

Transfer of practice

The practice can be fully transferred to all other administrations and institutions, and it is entirely possible for different organizations to adapt it according to the specifics of their own organizational culture and institutional identity. The leading element is the will of the management of each organization or institution, which aims and seeks to achieve the specified results.

Technology used

The project implementation used innovative approaches and technologies aimed at achieving high quality, sustainability and a modern vision for the final product. The project applies modern design and printing technologies, including digital design, personalized elements, consistent with the institutional identity. This practice is considered innovative for public administration, as it stimulates internal engagement and joint decision-making. In terms of the impact on the work model, the project partially changes the existing model, it does not

completely transforms administrative processes, but introduces a new culture of visual identity, communication and representation.

Effect of implementing the practice

The effect and results of implementing the practice are:

- Creating a single standard for visual employee identity and insignia;
- Improved communication and easier identification of the institution's representatives by citizens;
- Increased employee recognition when working with citizens and partners;
- Increased sense of teamwork, internal motivation, belonging and pride among employees;
- When using distinctive signs, introduces order and consistency;
- Improving public image and trust towards the institution;
- Approval of the institution as modern, open and professional organization. The implementation of the practice contributes to building a stronger and more recognizable public image of the institution, to affirming its values, strengthening the organizational culture and increasing the pride of the employees. The project was highly appreciated by the employees, who feel more valued. The employees perceive the implementation of the initiative as a striving for a modern, unified and motivated public administration that places the person at the center of institutional development.





2.14

"A WARM SNOW TALE"

Administration: Social Assistance Agency, Sofia, Social Assistance Directorate, Blagoevgrad

Keywords: "Barrier-Free" games, public, theatrical performance, children from social services, cause

Implementation period: from 01/10/2024 to 31/08/2025

Official website: www.asp.government.bg

Contacts: Alexander Balev, Director of the DSP, email: asbalev.blg@abv.bg



Description of the practice

Uniting the local community to build a shared space "Without barriers for our children" based on the idea of Alexander Balev, Director of the Directorate "SP-Blagoevgrad". Our cause is to provide an accessible environment, which is a combined playground for entertainment and games for children with disabilities and children without disabilities. A significant number of children with disabilities and without disabilities are deprived of the opportunity to communicate with their peers while having fun and playing, to learn to be independent, equal and full members of society. As a result, a large part of their capabilities and social skills remain underdeveloped, and the consequences are permanent social isolation and inability to cope with life situations. We want to encourage their strengths and improve their abilities. We want to teach them how to celebrate their quirks, because being different does not mean being wrong.

Target group

The practice is aimed at citizens.

Status before implementation of the practice

Popularization of the protection measure "Foster Care", difficulties and challenges of being a professional foster parent, formation of correct models of behavior in children using such a service and their inclusion in public life. Motivating children to participate in the theater production with professional actors, which gives them a chance to be heard and significant.

Practice objectives

Through the expressive means of theatrical art, society's sensitivity to the problems of children living outside the family has been increased. The children's participation forms in them a personal sense of significance and equality, an equal start, an equal chance and successful realization.

Steps/stages for the implementation and implementation of the good practice

Starting, raising partners and funds, finding a theater stage, organizing

organizing team meetings, conducting rehearsals, sewing costumes, scenography, directing, music, lighting, selecting a site for the construction of the playground, partnership and coordination with the municipal administration, schools, private sector, drama theater, actors and children. Implementation and construction of a combined playground.

■ Sustainability sectors

Social, cultural, economic or environmental sector.

■ Resources invested

Human resources: teams of the State Social Service Organization, Blagoevgrad Municipality, schools in Blagoevgrad, Blagoevgrad Secondary School, Nikola Vaptsarov Drama Theater, Blagoevgrad Municipal Puppet Theater, Shturcho State Youth Theater, Zazu Theater and private sector Financial resources. Donations from the private sector and citizens, income generated from the theatrical production and Zazu Theater. Material resources: Blagoevgrad Drama Theater, rehearsal hall at the Blagoevgrad Center for the Performing Arts, costumes for the children.

■ Assistance in implementing the practice

The implementation was carried out in partnership with the public, community and private sectors.

■ Transfer of practice

By using the expressive means of performing arts, the civil community can be activated to transfer good practices and causes aimed at children with disabilities and other vulnerable groups. Revealing the potential of children using the protection measures "Foster Care" and residential social services. The practice is being multiplied in the Simitli municipality, as on 03.12.2025 the play "I'm Looking for a Friend" will be performed with the cause "Games without Barriers".

■ Technology used

An innovative approach is the use of performing arts and film to publicize and promote the protection measure "Foster Care".

■ Effect of implementing the practice

Uniting civil society in terms of organizing the theatrical performance, building a combined playground for children with disabilities and children without disabilities, which allows for the construction of a shared space in which all children can play together "without barriers" and without prejudice.



2.15

ESSAY, DRAWING AND POEM RECITATION COMPETITION "MISSION AWAKENING" 2025 ON THE OCCASION OF NOVEMBER 1 - DAY OF THE NATIONAL AWAKENING

Administration: Sofia Region District Administration, Department of Regional Development and Territorial Development", Directorate "Administrative Control, Regional Development and State Property"

Keywords: competition, literature, drawing, memory, tribute, education

Implementation period: from 01.10.2025 to 01.11.2025

Official website: www.sofoblast.egov.bg

Contacts:

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2. Maya Velkova, Head of the Department of RRUT, email: m.nelchinova@sofoblast.bg



Description of the practice

The essay, drawing and recitation competition "Mission Awakener" aims to enable students to pay their respects and preserve the memory of the national awakers through their creativity. Each year, the theme of the competition is related to a significant anniversary. This year, the theme is 140 years since the victory in the Serbo-Bulgarian War, historically connected to the Sofia region. Therefore, the competition also includes recitation of Ivan Vazov's poems "The New Cemetery above Slivnitsa" and "In the Trenches". All students from grades 1 to 11 from schools in the 22 municipalities in the Sofia region participate in the competition. The awards are in 3 categories: for drawing, for essay and for reciting a poem. The winners are announced on November 1 and are awarded at a ceremony. The teachers of the awarded students also receive special certificates as a gesture of their highly responsible work. Over the years, the competition has

It is gaining wide popularity in the country and students from different regions are also participating in it, who receive certificates for participation.

Target group

The practice is aimed at citizens.

Status before implementation of the practice

The competition is being held for the 8th time, and its main idea is to provoke and show the artistic and literary talents of students, to highlight innate talents by stimulating their development. It is the first of its kind in the region. Another idea is to strengthen the relationship between the student and the teacher and to show that it leads to higher results in the educational process. And last but not least, to remember and never forget the work of the national awakening leaders.

Practice objectives

- Encouraging students to show their literary and artistic skills and talents;
- Promoting student interaction within the educational process;
- Achieving more knowledge and skills and higher good results in the learning process.

Steps/stages for the implementation and implementation of the good practice

- Adoption of the regulation;
- Informing the mayors of the municipalities, who notify schools and launch the competition;
- Dissemination of information through the website of the administration and the mass media;
- Review of submitted drawings and essays and video recordings of the recitation of the poems by a special Commission formed for the competition;
- Announcement of the results of 1.11.2025;
- Awards ceremony.

Sustainability sectors

The competition belongs to the social sector.

Resources invested

The competition was implemented entirely with the human and financial resources of the Sofia Region District Administration. The material costs are limited to the printing of diplomas and the purchase of prizes – books for older students from 5th to 11th grades and educational games for students from 1st to 4th grades. Material resources: Blagoevgrad Drama Theater, rehearsal hall at the Blagoevgrad Center for Dramatic Arts, costumes for the children.

Assistance in implementing the practice

The practice is applied independently.

Transfer of practice:

The practice can be applied in all administrations.

Technology used

The correspondence is digitized and is exchanged electronically. The essays and some of the drawings are sent electronically, while the other part of the drawings, due to their larger than A4 format, arrive by mail. The recorded poems are entirely recorded with the phone camera and are sent via an app on the phone or by email.

Effect of implementing the practice

The “Mission Awakener” competition is sustainable, being held for the 8th time. There is also international participation with students from the town of Tsaribrod, Serbia, which borders the Sofia region. Over the years, the competition has expanded and students from all over the country, who send essays and drawings, can participate in it if they wish. Each year it is upgraded with a new initiative or award category.





2.16

SCHOOL OF NUCLEAR REGULATION

Administration: Nuclear Regulatory Agency, Directorate General "Nuclear Safety", Department "Qualification and Control"

Keywords: human resources, students, career development, international experience, nuclear regulation

Implementation period: from 2024 to present

Official website: www.bnra.bg

Contacts: Albena Georgieva, Head of the Health Activities Department, email: A.Georgieva@bnra.bg



Description of the practice

The Regulatory School provides an opportunity for students studying in specialties related to nuclear facilities and sources of ionizing radiation to acquire theoretical and practical knowledge. Within the framework of the training, national, foreign and international experts in nuclear regulation deliver lectures related to the regulatory regime in Bulgaria and in other countries, as well as to international standards and practices in the use of nuclear energy and ionizing radiation.

Status before implementation of the practice

The nuclear sector, which includes industry, government, the regulatory body, research organizations and educational institutions, relies heavily on a specialized, highly trained and motivated workforce for its sustainability and development. The aging workforce, the declining number of students and the resulting risk of losing talent are all factors that contribute to the sustainability and development of the nuclear industry.

The lack of nuclear knowledge and experience are serious challenges that affect the management of human resources in the nuclear field. By a Decision of the Council of Ministers of 15.06.2022, a "National Strategy for the Development of Human Resources in the Nuclear Sector 2022-2032" was adopted. The main goal of the Strategy is to build a sustainable system for the training, improvement and development of specialists necessary for the effective operation of the nuclear sector, to overcome the discrepancy between needs and the availability of personnel. The important task is to create conditions for the expanded admission of young people to secondary and higher education, for their training in the field of engineering, technical and fundamental sciences, to stimulate their professional realization. In recent years, the Nuclear Regulatory Agency has been experiencing increasing difficulties in finding suitable personnel to replace departing employees. To address these challenges, the NRA relies on various forms of promotion and communication with young people in order to attract them to work.

Practice objectives

The Nuclear Regulatory Agency has a consistent policy of presenting its functions and activities to students from Bulgarian higher education institutions. The objectives of this regulatory school are:

- upgrading students' knowledge related to nuclear technologies;
- presentation of the activities of the nuclear regulator;
- familiarization with the regulatory regime in Bulgaria;
- learning about the experience of other nuclear regulatory authorities;
- familiarization with international standards in the nuclear field;
- getting acquainted with the career and professional development opportunities at the NRA.

Steps/stages for the implementation and implementation of the good practice

The Nuclear Regulation School is being organized for the second consecutive year. The idea is for it to become an annual tradition and to encompass more and more students from various universities studying in specialties related to the nuclear sector. Leading national and international experts with extensive experience in Bulgarian, European and international institutions responsible for nuclear regulation are attracted as lecturers. The aim is for participants to gain an understanding of the regulatory process, the national framework, as well as global standards and regulatory regimes. Solving practical cases in teams with experts from nuclear facility operators allows participants to acquire real knowledge and skills, as well as a deep understanding of the nuclear regulation processes.

Sustainability sectors

The practice is relevant to the economic and social sectors.

Resources invested

The school is held over 3 days at the end of September in Borovets resort and is financed by the NRA. After the two editions of the School, there has been interest from students in the NRA as a potential employer. Two of the participants have expressed a desire to work at the NRA, one of whom successfully passed a competition for employment as an inspector.

Assistance in implementing the practice

The Nuclear Regulation School is organized by the Nuclear Regulatory Agency in partnership with the Kozloduy Nuclear Competence Center, which is a non-governmental organization with members Kozloduy NPP EAD, Kozloduy NPP – New Capacities EAD and the State Enterprise Radioactive Waste. The main lecturers at the School are representatives of these organizations as well as lecturers from the Faculty of Physics of Sofia University “St. Kliment Ohridski” and TU-Sofia.

Transfer of practice

The implemented practice could be applied by other administrative structures with a profile similar to the Nuclear Regulatory Agency, which encounter difficulties in hiring young qualified employees.

■ Technology used

The school is conducted in an interactive hybrid format, which includes theoretical and practical parts, as well as lectures in English, some of which are in an online format. This allows students to actively ask questions and apply the new knowledge they have acquired in solving the cases assigned to them during the training, as well as to practice their professional English. The training ends with the presentation of the group cases by the students and the receipt of certificates of participation..

■ Effect of implementing the practice

For the two editions of the School, 42 students from different universities had the opportunity to gain regulatory knowledge and gain experience from proven experts in the nuclear field, to work together in case study groups and apply what they learned during the training, as well as to establish personal and professional contacts. For the NRA, the main effect that we expect from the practice is an increased interest among the students who have completed the training in working for the nuclear regulator.

2.17

RAZGRAD REGIONAL ADMINISTRATION AND REGIONAL EXPERT-CONSULTING AND INFORMATION CENTER "CHITALISHTA" - RAZGRAD - BENEFICIAL PARTNERSHIP IN THE SPHERE OF CULTURE

Administration: Razgrad District Administration

Keywords: cooperation, culture, Ludogorie

Implementation period: 01.01.2024 - present.

Official website: <https://razgrad-oblast.egov.bg/>

Contacts: Svetlin Simeonov, Director of the APOFUS Directorate at the Regional Administration Razgrad,
email: s.simeonov@rz-government.org



Description of the practice

OA Razgrad and REKIT – Razgrad are developing a long-term fruitful partnership in the field of culture, formalized in 2024 with a cooperation agreement. The partnership includes:

- Joint support of the regional online culture and tourism portal for Central Northern Bulgaria “Come and experience!”;
- Preparation of an annual cultural calendar of Razgrad district;
- Organizing the regional stages of the project the procedure for filling in the National Register of Historic Places “Living Human Treasures – Bulgaria”;
- Organizing the regional stages for the last Razgrad from the National Festival of Folk Art – Koprivshtitsa and organization of a ceremonial awarding of the distinguished participants;
- Organization of other cultural events.

Target group

The practice is aimed at citizens.

Status before implementation of the practice

Before the introduction of the practice, the interaction between the Razgrad District Administration and the community center network in the district was mainly carried out on an episodic and informal basis. The organization of the regional stages of national cultural initiatives, such as “Living Human Treasures”

– Bulgaria” and “National Folklore Festival – Koprivshtitsa” took place without a clearly established algorithm of action and a clear distribution of responsibilities. There was a lack of a sustainable mechanism for coordination, exchange of information and systematic support for cultural initiatives at the local level. The need to introduce a more effective model

The importance of cooperation becomes particularly noticeable in the context of efforts to develop regional cultural tourism and the digital presence of cultural organizations. This requires the creation of a sustainable partnership that will ensure coordinated support, publicity and long-term development of the cultural sector in Razgrad District. The cooperation agreement guarantees the sustainability of the joint initiatives and activities of the Razgrad District Administration and REKIT – Razgrad.

■ Practice objectives

The main goal of the practice is to promote and coordinate cultural activities in the Razgrad District through an effective partnership between the District Administration and the community center network. The specific goals are: strengthening institutional cooperation, supporting community centers and promoting cultural heritage and contemporary cultural events in the region.

■ Steps/stages for the implementation and implementation of the good practice

- Formation of a joint working team;
- Preparation and signing of an agreement for cooperation;
- Support for the regional online portal for culture and tourism for Central Northern Bulgaria “Come and experience!”. The portal represents an innovative approach to promoting tourism and supporting culture. The online portal publishes up-to-date information about cultural events, folklore and culinary festivals, concerts, fairs and exhibitions, as well as about attractive tourist sites.

and routes in Central Northern Bulgaria;

- Joint preparation of an annual cultural calendar of Razgrad district;
- Joint organization of the regional stage from the procedure for filling in the National System “Living Human Treasures – Bulgaria”;
- Joint organization of the regional stage for Razgrad district of the National Folklore Festival – Koprivshtitsa. Jointly ensuring coordination and supporting the participation of amateur groups and performers from Razgrad district in the festival and in organizing a ceremonial awarding of the distinguished participants;
- Joint organization of other cultural events..

■ Sustainability sectors

Good practice belongs to the cultural and social sector of sustainability.

■ Resources invested

- Human resources: a team including employees of the Razgrad District Administration and the RE-KIC – Razgrad;
- Financial resources: funds for the preparation of certificates and awards, sound and catering at joint cultural events, advertising and information materials.
- Material resources: multifunctional art space in the administrative building of the Razgrad Regional Administration;
- Information resources: online portal for culture and tourism for Central Northern Bulgaria “Come and experience!”, websites and social media profiles of the two institutions, local media.

Assistance in implementing the practice

For the implementation of the practice, the Razgrad District Administration and REKIT – Razgrad rely on the cooperation of community centers and other cultural institutions from the Razgrad District.

Transfer of practice

The practice can be easily transferred to other areas for several reasons. First: the cooperation model can be applied to any area in our country and similarities for joint projects can be found between many regions.

Second: the initiative can be implemented with minimal financial resources. The team implementing it is ready to share its experience and help organize it in other areas.

Digitalization

The regional online portal for culture and tourism for Central Northern Bulgaria “Come and experience!”.

Effect of implementing the practice

The implementation of the practice has led to a significant improvement in coordination between the Razgrad Regional Administration, REKIT and the community centers in the region. If previously the initiatives were implemented separately and without a common vision, now there is a permanent partnership mechanism for planning, information exchange and promotion of cultural activities. The creation and maintenance of the online portal “Come and Experience!” and the annual cultural calendar ensure greater publicity and accessibility.

dullness to cultural events. The participation of community centers and municipalities in national initiatives such as “Living Human Treasures – Bulgaria” and the festival in Koprivshtitsa is increasing. The practice fully achieves its goals, namely more effective partnership, visibility of cultural life and sustainable development of the regional cultural environment. The practice also contributes to building a positive public image of both institutions. Its implementation contributes to the implementation of the goals in the field of culture included in the Concept for Social Responsibility of the Razgrad Regional Administration, as part of the Strategy for Development of the Razgrad Regional Administration.



2.18

CHILDREN'S DRAWING COMPETITION "I LOVE MY HOMELAND"

Administration: Lovech District Administration

Keywords: promotion, encouragement, patriotism, local history, creativity **Implementation**

period: from 29/01/2025 to 29/04/2025

Official website: www.lovech.government.bg

Contacts:

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Description of the practice

The children's drawing competition on the theme "I Love My Homeland" is an initiative of the Lovech District Administration. The idea is for students from 1st to 12th grade from Lovech District to create works that will be used by the District Governor of Lovech District to promote the district. In his work, the District Governor communicates with many people from the region, the country and abroad and participates in official events, local and national events and celebrations. The goals of the competition are to educate in patriotism through studying and rediscovering the beauty of the native land, to provoke creative manifestations in the field of fine arts, to encourage discovery and local history activities. The works are evaluated by a competent jury according to the following criteria: composition, originality, technical execution. Prizes and diplomas are provided to the winners. The winning works were arranged in an exhibition in the administration building, and their authors were awarded by the regional governor at a special ceremony. The results of the competition were announced on

The website of the Lovech District Administration.

Target group

The practice is aimed at citizens.

Status before implementation of the practice

The regional governor communicates with many people from the region, the country and abroad in his work. He makes contacts with representatives of various professions, citizens and participates in official events, local and national events and celebrations. The regional policy he conducts includes the promotion of local characteristics. Through the eyes of children, places, buildings, landmarks that are distinctive for local communities can be shown in the most sincere and patriotic way. The regional governor, as an ambassador, has the opportunity to promote them on appropriate occasions in his activities. "I love my hometown" is a topic that aims to encourage and educate the participants' attitude and belonging to their family and hometown.

Practice objectives

The objectives of the competition are:

- To assist the regional governor in his representative functions as an ambassador of the region;
- To educate the students of Lovech district- foster patriotism through studying and rediscovering the beauty of one's native land;
- To provoke creative manifestations in the field of the art of fine arts.
- To encourage discovery and local history activity;
- To promote the creativity of scientists- the cities and the discovery of the landmarks of the Lovech region.

Steps/stages for the implementation and implementation of the good practice

The first step is to announce the competition. Prepare regulations and a poster. Disseminate the competition through the Regional Department of Education - Lovech, the directors of educational institutions in the Lovech region, the administration website and the media. Prepare an order to appoint a commission to award the best works, chaired by the director of the Art Gallery - Lovech and members representing BTA - Lovech and Deputy Regional Governor of Lovech Region. Notifying the awardees of the date and time of the award ceremony. Arranging an exhibition with the awarded works (or all received works) with the help of a curator from the Art Gallery - Lovech. Preparing diplomas and providing awards for first, second and third place in three age groups: I - IV; V - VIII and IX - XII grades and encouraging awards. Holding an award ceremony and announcing the awards

the dates on the website of the Regional Administration - Lovech and in the local media. Promotion of the drawings on appropriate occasions by the regional governor and the Regional Administration - Lovech. Scanning of some of the works.

Sustainability sectors

The practice belongs to the cultural sector because it is a cultural event of regional importance. The competition is aimed at individual participation of students, but also reaches their teachers, parents, families and all citizens. Representatives of municipal children's centers also participate in the competition. There is also a social impact, because children with special educational needs participate in the competition. The economic effect is that the practice requires minimal financial resources. The prizes in the competition are mainly drawing supplies, which encourage the creative aspiration of the participants to continue to engage in fine arts.

Resources invested

Human resources of the expert involved in the organization and implementation of the competition have been invested. Regulations and a poster for the competition have been prepared, letters to the educational institutions in the Lovech region and the Regional Department of Education - Lovech have been prepared. Annotations for exhibiting the works have been prepared, as well as diplomas for the awardees. An organization has been made for purchasing prizes. The Public Relations expert promotes the event in the media channels of the Regional Administration and provides information to the media. Financial resources include funds for purchasing prizes, preparing diplomas, and materials for arranging an exhibition of the works.



Assistance in implementing the practice

Partners were involved as participants in the commission for evaluating the works, which are: the director of the Art Gallery – Lovech and a journalist from BTA – Lovech. The partners from the Art Gallery – Lovech provided easels and a curator for arranging the exhibition.

Transfer of practice

The proposed practice is aimed at citizens on the one hand and is implemented in support of the representative functions of the regional governor. The practice is new for our administration and can be easily transferred to other administrations by sharing the idea and experience of its implementation.

Technology used

The practice uses the “learning by doing” approach, it is new and breaks the model of traditional activities of the administration. The interaction with the students, the message of the competition and the work with the partners is a contribution to building the good image of the Regional Administration - Lovech and is a confirmation of the principle of “administration open to citizens”. The competition in a unique way enriches and contributes to the positive image of the administration. It also makes it more recognizable and accessible, especially for young people. The awarded young people are guests in the building, get acquainted with the regional governor and learn briefly about the activities of the regional governor and the administration.

Effect of implementing the practice

260 students from 1st to 12th grade from Lovech district, divided into three age groups, take part in the competition. They draw their hometowns, putting love and effort into them. Thanks to the children's drawings, the lobby of the Regional Administration - Lovech turns into a creative place filled with patriotism. The distinguished young people see where the institution is located and get to know the regional governor, who in his address to them encourages them to love their hometown, to create and to keep their native land in their hearts. The regional governor promotes children's drawings, placed in frames when celebrating public events.





РЕПУБЛИКА БЪЛГАРИЯ
ОБЛАСТЕН УПРАВИТЕЛ НА ОБЛАСТ ЛОВЕЧ

Организира конкурс
за детска рисунка на тема

"ОБИЧАМ МОЕТО РОДНО МЯСТО"



1. Краен срок **31.03.2025 г.**
2. Индивидуални участници от всички учебни заведения на територията на област Ловеч
3. Възрастови категории:
участници от I до IV клас
участници от V до VIII клас
участници от IX до XII клас
4. Техники: всички видове рисувателни техники върху картон.
5. Формат на рисунките – A4.
6. Рисунките се изпращат или носят на адрес: гр. Ловеч, 5500, ул. Търговска № 43.

За повече информация: www.lovech.government.bg





2.19

NATIONAL CAMPAIGN ON YOUTH LABOR RIGHTS AND DUTIES

Administration: Executive Agency "General Labor Inspectorate" (EA GIT) through its 28 territorial directorates

Keywords: rights, information, labor rights, obligations, work

Implementation period: from 04/01/2024 to 10/31/2024

Official website: www.gli.government.bg

Contacts: Vanya Dzhupanova, Head of Public Relations Department and administrative services, email: vanya.dzhupanova@gli.government.bg



Description of the practice

The serious increase in the permits issued by the Employment and Labor Inspectorate for the employment of minors provoked the organization of the national campaign for the labor rights and obligations of young people. In 2024, the practice was implemented in two stages. The first stage was carried out from 01.04.2024 to 31.05.2024, and the second - from 01.10.2024 to 31.10.2024. Within the framework of the campaign, labor inspectors visited 90 schools, and for the month of October 2024 alone, their number was 50.

Target group

The practice is aimed at citizens.

Status before implementation of the practice

In the period 2019-2024, the GIT reports an increase in the number of permits issued to minors to start work. Last year, their number was 16,808, compared to 9,407 in 2019, as a control body monitoring the limitation of various forms of undeclared work and

to ensure healthy and safe working conditions for workers, these data raise questions about whether young people know their employment rights and obligations when starting work, what documents the employer must provide them with to ensure that their employment relationship has been correctly established, why it is important to work on an employment contract with clearly stated working conditions. In addition, the investigation of work accidents and the analyses carried out by labour inspectors in relation to them show that most accidents can be avoided if the rules for safe work are followed, which is why the lectures presented also pay special attention to the topic of limiting work-related injuries. The focus of the meetings is on young people aged between 16 and 18, who are the future workers on the labour market.

Practice objectives

Reaching a larger number of young people and raising awareness about their employment rights and obligations at entry

at work and the rules for safe work. The information is presented in an interesting and accessible way because it is a basis on which young people can develop their knowledge of labor legislation and is beneficial for their professional path as future participants in the labor market.

Steps/stages for the implementation and implementation of the good practice

The campaign is being implemented in two stages. The directors of the territorial directorates organize information events in schools where such lectures have not been held before, because labor inspectors have participated in similar initiatives in 2023 as well. The first stage of the campaign is being held from 01.04.2024 to 31.05.2024, and the second - from 01.10.2024 to 31.10.2024. The events in October are dedicated to 117 years since the establishment of the General Labor Inspectorate. During this month, labor inspectors deliver lectures in 50 schools. Together with the first stage of the campaign, events were organized in 90 schools with young people between the ages of 16 and 18.

Sustainability sectors

The practice belongs to both the social and economic sectors. If young people are familiar with their rights and obligations, know why it is important to work on an employment contract with clearly stated working conditions, this will also bring benefits to the state budget, help employers to improve working conditions, and they will earn money.

Resources invested

The implementation of the practice involves employees of the Agency for Labour Inspection from all 28 territorial directorates. The project costs are covered by the budget of the Labour Inspectorate. The information materials used were developed by the Agency, as well as within the framework of the cross-border project DFPO-1.002-0002-C02 "Cooperation for Decent Working Conditions", in which Bulgaria is a partner of Norway.

Assistance in implementing the practice

The practice is carried out independently by the General Labor Inspectorate.

Transfer of practice

Each of the administrations that develop and maintain active information activities could use the initiative and, according to their competence, present topics to young people through which they will increase their awareness.

Technology used

The specifics of the age group for which the lectures are intended require an interesting and accessible presentation of the information. For this purpose, the developed information materials are mainly used.

- videos, within the framework of the cross-border project

DFPO-1.002-0002-C02 “Cooperation for Decent Working Conditions”, in which Bulgaria is a partner of Norway. They present useful information on employment contracts, working hours and breaks, remuneration, the work of minors and people with reduced working capacity. Attention is paid to seasonal work, secondment and sending of workers and employees. More information about the information materials can be found at: <https://gli.government.bg/node/11825>.

Effect of implementing the practice

After the information events, principals and students expressed their gratitude and expressed their desire to hold other similar initiatives. The students participated actively, some of them asked questions related to cases of their relatives. They shared that they were familiar with some of the topics presented and that the information would be useful to them in the future.

Национална кампания за трудовите права и задължения на младежите

През месец октомври 2024 г. Главната инспекция по труда продължи проведената от началото на годината информационна кампания в средните училища, за да повиши осведомеността на учащите за техните трудови права и задължения и за правилата за безопасна работа. Във фокуса на кампанията не случайно попадат младежите - те са бъдещите участници на пазара на труда.

В рамките на един месец инспекторите по труда посетиха 50 бр. училища в цялата страна и проведоха срещи с ученици между 16 и 18 години.

Такава кампания бе проведена и през пролетта на 2024 г., в рамките на която инспекторите по труда посетиха 40 бр. училища в цялата страна.





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COLLECTION OF GOOD PRACTICES 2025