

**Non-government Organization
Pandora
www.nvopandora.com**

**S T R A T E G I C P L A N
2017 – 2023**

HERCEG NOVI, May 2017

www.nvopandora.com

The experience, the word and the opinion of citizens who want to live in an atmosphere without violence, to have the right and freedom of their own choices and decisions, and nobody prevents them from doing so.

THE CONTENT:

FOREWORD	1, 2
INTRODUCTION	3
1. VISION OF THE NGO PANDORA	3
2. MISSION AND VALUE OF NGO PANDORA	4
3. SHORT HISTORY OF THE NGO PANDORA.....	5
4. SWOT ANALYSIS OF THE NGO PANDORA	6, 7
5. STRATEGIC DIRECTIONS AND GOALS OF THE NGO PANDORA	8
6. ACTION PLAN OF THE NGO PANDORA	8, 9,10, 11
7. EVALUATION	12

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1. Foreword

NGO Pandora, Herceg Novi, after four years of work in which the emphasis was placed on building own capacities, formation of operational team, education, implementation of pilot activities, designing and implementing educational programs, establishing cooperation with relevant institutions and individuals, media representation, public engagement and networking, recognized the necessity of drafting the Strategic Work Plan for the period 2017-2023 being an important precondition for strengthening the organization's capacity and affirmation of its program goals.

In the previous period, NGO Pandora, Herceg Novi, initiated and participated in projects and campaigns aimed at improving the living conditions of persons who survived domestic violence or any type of violence, the realization of the right to free life and their own choice of goals, as well as the expansion and use of alternative and spirituality, increasing transparency and democratizing society, participation in activities with related organizations, and participated in organized training of CRNVO to develop strategic documents at the local level. Consequently, on the basis of such experience we felt that the conditions were created for creating our own work strategy based on professionalism, dedication, originality, innovation and aimed to reflect our ambition to create a strong civil society organization, recognizable primarily at the local level, at the national level, then in the region and beyond.

Cooperation with relevant institutions in the field of social services was realized. Joint projects with non-governmental organizations dealing with similar activities, significant media space, the ability to use significant EU and other funds, all these commit to continuous improvement, both because of our own capacities, and because of the need of the community and the protection of the interests of

citizens and future generations. We will try to respond to the challenges that are ahead of us. Therefore, we participate actively in all public round tables organized by CRNVO, info sessions and all events that will help us to be recognizable by quality. It is precisely for these reasons that it is very important to set up strategic goals in an optimal way that would be pursued in the coming period.

Nevertheless, it is important to keep the volunteer spirit and enthusiasm, since for the civil society organizations active in the field of social protection and health are of the utmost importance the continuous public engagement, direct cooperation with the citizens and readiness for activism. We will continue with activities and up-to-date work, but we are certainly obliged to try to improve the organization's performance in order to achieve the best possible results.

The plan is to make public, media and institutions aware of the zero tolerance towards domestic and gender-based violence, to educate them through seminars, forums and roundtables and to apply this knowledge in practice. We will also try to obtain accreditation in the Ministry of Education and to get brand for national training dedicated to all providers of social services in the field of combating domestic violence. Trainings are designed for representatives from the Ministry of Internal Affairs, the Ministry of Labor and Social Welfare, the Ministry of Health, Ministry of Justice and aimed at training of participants how to approach the victim of domestic violence and how to help her in the best manner. The trainings will be held by relevant European experts in the domain of combating domestic violence and participants in the preparation of the «Istanbul Convention» of the Council of Europe, judges, lawyers, psychologists and psychiatrists.

We will also try to engage relevant experts from the country and the region to engage in our work by establishing ourselves to organize events related to our issues and in this way create every-day reality without violence and the right to freedom of choice, speech and behavior.

We have devised a way of self-financing of our organization designed by

the red team, through the maintenance of coaching seminars, alternative workshops, astrological and numerological workshops, hand made products and sales and all other ways that are in line with positive law.

By developing this Strategic Plan, we initiated a series of improvements in the work of the NGO Pandora. Successful implementation of the planned activities and realization of these will be presented through regular annual reports, as well as on the website www.nvopandora.com, and the degree of efficiency will also show the level of sustainability of the strategic plan and the capabilities of resources for its implementation. We will definitely try to follow the strategic plan with actions and efforts and the forthcoming period of time will show to which extent we will do it successfully.

2. The importance of strategic planning

Strategic planning is very important for every organization for many reasons. The strategic plan, besides defining the direction to which the organization should strive, reflects its professional level and relevance. Strategic planning for NGO Pandora Herceg Novi was realized in the period from 1st to 5th April 2017. The strategic plan was done by Aleksandar Jerotić, MA, President of NGO Pandora Herceg Novi, in consultation with Prof. dr Gordana Gasmi, the expert of the Council of Europe in the domain of combating family and gender based violence.

Strategic planning involves several stages, therefore it is necessary to present the meaning of basic concepts:

- strategic planning,
- vision,
- mission,
- SWOT analysis,
- strategic directions and
- an activity plan.

Strategic planning is the process of determining:

- what a community, institution, organization or group wants to do;
- how they will use their own resources (technical, material, financial, human ...);
- in what time limit.

Defining a strategic plan most often involves defining a vision, mission, SWOT analysis, strategic goals and an action plan for combating violence, and the nomination of the chairman of the Managing Board of the NGO Pandora.

Vision is an ideal projection of the future towards which it is pursued. It may include social, cultural, political, economic and / or environmental components depending on the organization's focus. The vision of the organization is how we see the organization when

it has successfully implemented its own strategy and has achieved its full potential.

The mission should define what the organization is doing for whom the organization is doing (target groups), how it performs that function, why it does what it does, where the organization performs its activities (geographical coverage).

SWOT is an abbreviation of Strengths - Strengths, Strengths, Weaknesses - Weaknesses, Opportunities - Chances, Opportunities and Threats - Threats. SWOT analysis is a key part of strategic planning because it shows the organization as it is, as well as the external and future environment of the organization. Strengths and weaknesses are usually related to the organization itself. Opportunities and threats often apply to the outside environment.

Strategic directions are critical challenges that affect key elements of an organization, such as an organization's mission, services provided, funding for an organization, or simply managing an organization. Strategic directions usually come from strong sides that should be built, weaknesses that will strengthen, opportunities to be taken and the dangers that should be avoided.

The plan of activities includes defining of objectives and activities for each strategic direction, responsible persons, time of realization and necessary resources. It should be born in mind that it is sometimes difficult for a longer period to plan the time of realization and the necessary resources in detail.

The process of strategic planning of NGO Pandora from Herceg Novi, for a five-years period, is presented below, which is consisted of defining the vision, mission and value, the brief history of the organization, SWOT analysis, strategic directions and objectives and the action plan.

3. OUR MISSION

A sensitized society that does not tolerate and strongly condemns violence against a woman in the family: a society that is ready to help a woman who is a victim of violence, a society that considers the perpetrator responsible for violence, a society in which women are aware that there is no excuse for violence.

- **The right to free life without violence and free choice of their life decisions.**
- **Fighting peer violence.**
- **Free choice of lifestyle and realization of all human rights.**

4. OUR VISION

NGO Pandora team from Herceg Novi is composed of experts from their fields as well as volunteers from all categories.

The values of members of NGO Pandora are:

- commitment;
- originality and innovation;
- team work and collective responsibility;
- democracy and transparency of the work of the organization;
- objectivity and self-criticism;
- visibility,
- respect of decisions and elections;
- respect for all people regardless of sex, race, religion, and/or political commitment.

5. BRIEF HISTORY OF NGO PANDORA

The NGO Pandora Citizens Association is a non-profit, non-party, non-governmental organization founded on March 13, 2014, by passing the founding act and the Statute of the Association.

The goals of the Association of Citizens of NGO Pandora are:

- Sensitizing the society and the public to zero tolerance towards violence; and especially domestic violence;
- promoting a healthy lifestyle;
- the realization and promotion of human rights and freedoms;
- gathering therapists of energy and spiritual medicine and crystallo-therapy;
- continuous education of citizens;
- encouraging and supporting civic initiatives;
- cooperation with organizations of similar profile.

Within the NGO Pandora Herceg Novi there are two teams:

- A Blue team that fights against family violence, peer violence and all other types of violence and
- A Red team dealing with spiritual and energy medicine, numerology and astrology and hand-made workshops.

So far, over fifty workshops of psychological support and assistance to victims of violence have been organized. Visibility of those workshops has been ensured through media support, radio, TV and newspapers.

Discussions were held to raise public awareness against family and peer violence. The most recent discussion is under the slogan "Do not be silent, stop suffer, report the violence", which was posted on the news portals of Herceg Novi, Tivat and Kotor and daily newspapers «News». After the tribune was held, an interview with Radio Homer from Podgorica was realized on the topic.

A handbook on Family Violence has been created, which is the only text of such profile in our country. It is printed and promoted, and is also available at www.nvopandora.com.

We have participated in the ecological action as partners of the NGO "The Sun" from Herceg Novi, to mark the "Planet Earth Day".

Furthermore, we have participated in the action as partners with NGO "Diabetes" for measuring blood sugar at a checkpoint in Herceg Novi. It was posted on Radio Montenegro and News TV, in the News and on Radio Portals. We have signed two Memoranda of Cooperation with NGO Diabetic Life and NGO Gradjanska lista za Herceg Novi Misho Skobalj.

All our activities and activities of our partners are published on Facebook page NGO Pandora and at: www.nvopandora.com.

6. S W O T ANALYSIS OF NGO PANDORA

STRENGTH		WEAKNESSES
<ul style="list-style-type: none"> • Professionalism and objectivity 	<ul style="list-style-type: none"> • Good relations with local NGOs; 	<ul style="list-style-type: none"> • Lack of our own space
<ul style="list-style-type: none"> • Expertise and experience 	<ul style="list-style-type: none"> • Cooperation with media representatives in the country; 	<ul style="list-style-type: none"> • Lack of a stable source of funding;
<ul style="list-style-type: none"> • Team work and enthusiasm ; 	<ul style="list-style-type: none"> • Significant media space; 	<ul style="list-style-type: none"> • Insufficiently developed organizational structure;
<ul style="list-style-type: none"> • Good image at home and abroad; 	<ul style="list-style-type: none"> • Support of relevant individuals; 	<ul style="list-style-type: none"> • Lack of a professional development fund;

- Originality and innovation;

- Establishment of the Management Board of the NGO Pandora;

Insufficient training for writing and managing EU projects;

- Conceptualization of long-term programs

- Establishment of the Advisory Council as informal body of the NGO;

- Lack of own equipment (office furniture, computer, fax, projector or LCD TV, camera, ...);

- Experience in writing strategic documents and action plans

- Charity work

- A lack off-road vehicle;

- IT creativity (web site maintenance, moderation of e-Protect Me, NGO Pandora, visual identity of projects);

Volunteerism;

- Knowledge of English and French;

Membership;

- Good relations with the most active NGO in the field of improvement of the environment in the country;

- National character of NGO

OPPORTUNITIES

regional level;

- Funds for financing CSO projects;

- Program accreditation;

- Improving regional cooperation;

- Establishing cooperation with business entities.

- Improving cooperation with local self-governments;

- Joint projects with relevant institutions;

- Strengthening the position of the NGO at the national and

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- Reduced number of available funds for projects
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- Long term consequences of the economic crisis;
- Poor cooperation with local self-government in Herceg Novi;
- Stronger competition in the sector;
- Obstructions of various fact

7. STRATEGIC DIRECTIONS AND GOALS OF NGO PANDORA

NVO Pandora Herceg Novi has recognized the following strategic goals as a priority for the period OF 2017 to 2023:

1. Strengthening of organizational capacities;
2. Securing stable funding sources;
3. Strengthening partnerships with governmental and non-governmental organizations;
4. Defining new and accrediting existing educational programs;
5. Regional and international cooperation.

8. ACTION PLAN OF NGO P A N D O R A

Table 2: NGO Pandora Herceg Novi Action Plan 2017-2023

Strategic direction	Goals and activities	Responsible person	Time frame	Funds needed	Expected results
1. Strengthening of organizational capacities;	1.1. Complete the organization's structure <ul style="list-style-type: none"> ▪ Forming of Management Board; ▪ Form a Council; ▪ Form a Volunteer Club 	<ul style="list-style-type: none"> ▪ Director; ▪ Director, operational team; ▪ Director, operational team; 	<ul style="list-style-type: none"> ▪ Sep 2017 ▪ Sep 2017 <p>End of 2017</p>	Existing funds	<ul style="list-style-type: none"> ▪ Management Board is formed, ▪ Council is formed, ▪ Volunteer Club is established

	<p>1.2 Professional training and improvement of personnel</p> <ul style="list-style-type: none"> ▪ Organizing of team building events; ▪ Participation at seminars and workshops of other NGOs 	<ul style="list-style-type: none"> ▪ Director, operational team; ▪ Director, operational team; 	<ul style="list-style-type: none"> ▪ Team building events once a year; ▪ Permanent task; 	Depending on possibilities,	<ul style="list-style-type: none"> ▪ Organized team building seminars; ▪ Pandora representatives participated at significant number of events;
	<p>1.3. Setting up a more efficient communication system</p> <ul style="list-style-type: none"> ▪ Improving existing web sites; ▪ Updating the mailing list; ▪ Developing a Communication Strategy 	<ul style="list-style-type: none"> ▪ Director, operational team; ▪ Director, operational team; ▪ Director, operational team 	<ul style="list-style-type: none"> ▪ End of 2010; ▪ End of 2010; ▪ End of 2010; 	Existing funds	<ul style="list-style-type: none"> ▪ Web site is made; updating an existing web site Mailing list is updated ▪ Communication Strategy of NGO Pandora is developed
	<p>1.4 Publishing of copyright publications</p>	Director	Permanent task	Available funds	Publications made
<p>2. Providing stable Financing source;</p>	<p>2.1. Establishing a Fundraising team</p>	<p>Management Board</p> <p>Director;</p>	During 2017	Existing funds;	
	<p>2.2. Participation at projects tenders at national and international level</p>	Operational team	During 2017	Existing funds	

	2.3. Partnership with the business sector and individual donors; <ul style="list-style-type: none"> ▪ Make a plan; ▪ Realize the plan; 	Fundraising team, Advisory Council	During 2017	Existing funds;	
	2.4. Cooperation with Embassies; <ul style="list-style-type: none"> ▪ Make a plan; ▪ Realize the plan; 	Fundraising team,	During 2017	Existing funds;	
	2.5. Defining the membership fees	Director	During 2017	Existing funds;	
	2.6. Creation and realization of project for self-financing: <ul style="list-style-type: none"> ▪ Completed project; ▪ Realization of project activities; 	Director	During 2017	Existing funds;	
3. Strengthening partnerships with governmental and NGOs;	3.1. Cooperation with governmental institutions; <ul style="list-style-type: none"> ▪ Make a draft joint action plan; ▪ Realize joint plan; 3.2. Cooperation with NGOs	Director Working Group Council	During 2017	Existing funds;	

	<ul style="list-style-type: none"> ▪ Work in networks; ▪ Cooperation in projects and initiatives; 				
<p>4. Defining new and accrediting existing educational programs;</p>	<p>4.1. Creating a youth program</p> <ul style="list-style-type: none"> ▪ Establish a Working Group; ▪ Make a draft work plan; ▪ Identify youth work coordinators; <p>4.2. Creation of a program for volunteers</p> <ul style="list-style-type: none"> ▪ Establish a Working Group; ▪ Make a draft work plan; ▪ Identify the coordinator for work with volunteers; <p>4.3. Accreditation of School Against domestic violence</p> <ul style="list-style-type: none"> ▪ Respect the necessary programs <p>4.4. Make a program of NGO Pandora Herceg Novi;</p>	<p>Working Group Council</p>	<p>During 2017</p>	<p>Existing funds;</p>	<ul style="list-style-type: none"> ▪ Working Group established; ▪ Work Plan adopted by Management Board; ▪ Identified coordinator for work with youth; ▪ Working Group established; ▪ Work Plan adopted by Management Board; ▪ Identified coordinator for work with volunteers; <p>Program of School Against domestic violence;</p> <p>Catalogue of responsible institutions;</p>

	<ul style="list-style-type: none"> ▪ Forming of a Working Group ▪ Identify the coordinator for work with youth; ▪ Implementation of procedure 	<p>Workin g Group</p> <p>Council</p>			<ul style="list-style-type: none"> ▪ Working Group established; ▪ Program of NGO Pandora adopted by Management Board;
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5. Regional and international cooperation	5.1. Regional cooperation ▪ Joint projects; ▪ Study visits and exchanges;	Director, Operational team;		In line with projects	▪ Realized project activities; ▪ Realized study visits and exchanges;
	5.2. International cooperation ▪ Joint projects; ▪ Study visits;	Director, Operational team;		In line with projects	▪ Realized project activities; ▪ Realized study visits.

9. EVALUACIJA

Evaluation is defined as an assessment, as systematic and objective as possible, of a project that is ongoing or completed, a program or policy, its design, implementation, and results. It can be said that evaluation provides information on whether the right things have been done and whether there are better ways for more effective results.

The evaluation process involves three phases:

1. Monitoring;
2. Review (systematic data collection);
3. Evaluation (analysis and presentation of data).

The evaluation of the strategic plan will be carried out by the members of the Steering Committee and the Council, and on the basis of an insight into the annual reports, the press clipping and evaluation surveys of the beneficiaries of NGO Pandora projects that will be realized in the foreseen period.