

EnvPro Strategic Plan 2022 - 2025

Introduction

The non-governmental organization EnvPro (full name "Environmental Program", more info is available on on the [web site](#) and [Facebook](#)) was founded in 2015 with the aim of contributing to the conservation of species and habitats, improving the use of natural resources, improving the quality of life and human well-being and building a sustainable future for all. In the period 2016-2021, the organization implemented several projects in the mentioned areas¹. Combining the scientific methods of environmental protection and climate change with a participatory approach aimed at involving local communities in the conservation of species and habitats, this organization consistently implements the principles of sustainable development in all its activities.

The strategic partnerships that the organization has established with the domestic and international scientific community on the one hand, and local governments and local people on the other, represent a good base for long-term engagement. However, to secure sustainability of the project results and to raise its capacities to undertake the more complex projects in the future, the organization decided to invest additional efforts to strategically plan its future program and organizational development.

In August 2021, the organization had the Director, the part-time office manager, two project coordinators, the expert for environment, the expert for participatory processes, the financial administrator, the IT expert and the trainee. According to its Statute, the organization has a Governing Board and the Assembly. Team members were mostly engaged ad hoc, on a project basis. Besides the core team, volunteers and young researchers occasionally participated in some of the projects. Due to Covid-19 measures, people mostly worked from home and were oriented on their own projects, while meetings of the whole team aimed at sharing information, good practice and exchange of ideas become

¹ List of projects is available in Annex 3

rarity. However, team members had the opportunity to get acquainted with projects in which they did not directly participate through written reports, a common drop box folder, a joint communication group and / or through texts published on the website and social networks.

In 2021 EnvPro applied for the mentorship support for strategy development that was offered to NGOs by the European Union Program for Technical Assistance to Civil Society in the Western Balkans and Turkey (TACSO 3). Upon approval, the three-months mentoring process guided by TACSO 3 mentor Sanja Elezović took part, involving the EnvPro management, administrative and program team and young researchers. The process focused on the definition of common values, mission and vision, analysis of strengths and weaknesses of the organization, opportunities provided and challenges that should be taken into account, as well as defining strategic priorities, goals and activities related to program and organizational development. The last included a self-assessment of existing level of skills and knowledge of the team and recommendations for capacity building². of their further development, strengthening of internal communication and information, as well as strengthening of the administrative structure of the organization. As a result of the process, a three-years Strategic Plan was developed.

Organizational values

Asked to define the existing values that inspire them to work in the organization in the long run, the team members agreed that the values are related to four categories: the role that the organization has in society, the way it works, its human resources, as well as the cooperation with other organizations and networks. The table below shows a more detailed elaboration of these value categories, in the way that members understand them:

<i>Role in the society</i>	<i>Work methods</i>	<i>Human Resources</i>	<i>Cooperation with other organizations and networks</i>
It generates positive changes in society	Integrity, professionalism, dedicated and detailed work	An organization that learns and provides opportunities for advancement, capacity building, raising the level of knowledge and skills	It is based on good results in an international context and achieves its goals through cooperation networks

² Recommendations for capacity building are in Annex 3

Caring for the environment	<p>Adherence to ethical principles and principles at the level of business success and standards</p> <p>Inter-disciplinary and a thorough approach</p> <p>Ambitious goals and plans</p> <p>Responsible attitude towards work / results orientation</p>	Mutual trust, positive energy and friendly attitude of the organization's team and openness to "differentness"	It enables acquaintance and cooperation with the best domestic and international experts
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Mission

In accordance with the values and also with the intention to continue to generate positive influence in the society, the organization has defined the following mission:

By introducing innovative approaches and standards and creating examples of good practice, such as sites of excellence, EnvPro contributes to the renewal and sustainability of nature as a basic prerequisite for economic and social development of Montenegro and the long term region.

Vision

Organization sees itself as a significant factor in realisation of the following vision:

Trans-disciplinary approach to preservation of nature is integrated into regional, national and local development policies.

SWOT Analysis

In defining the existing strengths of the organization and opportunities for its further development, the EnvPro team agreed that the organization has significant professional capacity and experience in biodiversity conservation. One of the advantages of the organization is that the members come from different professional and scientific backgrounds, have complementary skills and are well networked with domestic and international partners in the same field. Also, trustworthy leadership, as well as a high degree of enthusiasm for further learning, willingness to work and willingness to try innovative approaches, have contributed to the high quality of project results, which all members are proud of. Analysing the current situation in Montenegro when it comes to implementing sustainable development policies and a systematic approach to biodiversity conservation, the team identified many challenges in terms of institutional capacity, as well as the business sector, and agreed that this represents a good opportunity for EnvPro to build itself as a partner which will contribute to overcoming some of the shortcomings in the functioning of the institutions of the system, but also the business sector. One of the favourable factors that would enable the organization to achieve these goals is the fact that the management structures of the organization have many years of experience in international organizations and are experienced in establishing quality and long-term cooperation with relevant organizations whose support and good practices could be used. The mentioned experience, as well as the good connections with national and international partners are good opportunity to obtain funds for programs and establish new partnerships in the next period.

Analysing its weaknesses and threats that could adversely affect the further work of the organization, the EnvPro team agreed that one of the biggest challenges is related to human and organizational capacity for sustainable business. Currently, the organizational staff is challenged by the high amount of work and the lack of funds to provide adequate premises for work and cover the necessary administrative work. It is very important for the organization to address these challenges in the coming period, in order to keep the high motivation among the team members. Covid-19 pandemic also represents a threat that should be taken into account when planning project activities that include partners like national and local institutions and the private sector, as well as the local communities. The team agreed that the existing capacity of the organization to provide greater visibility and visibility among organizations engaged in similar activities should be strengthened.

Strategic priorities

Having in mind the SWOT analysis, as well as defined values and vision, and mission, the organization will focus its efforts in the next three - years period on two priorities:

1. **Development of programs**, to ensure sustainability of the results of projects from the previous period, as well as to upgrade and expand programs in order to establish examples of good practice in the areas of sustainable development and biodiversity
2. **Organizational development**, aimed at raising managerial, administrative and professional capacities, but also to define a new working models that would enable financial sustainability of the organization.

Development of programs

Since its founding in 2015, the organization has participated in several significant projects through which the concept of sustainable development has been promoted and implemented. On the other hand, small projects that included trans-disciplinary approach to the nature protection and conservation have also been conducted. It is important to keep in mind that some of the team members have high expertise in biodiversity, while the others have expertise in participatory management, which enabled organization to include national and local actors - institutions, municipalities, local communities, civil society organizations and individuals in its projects. Through sustainable development projects, the organization has already participated in cross-border projects that required close cooperation with national and foreign institutions and civil society organizations, and also developed significant long-term partnerships with the scientific and professional community and international organizations. It represents a good base for upgrading of the existing projects in particular geographic areas like river Zeta, river Bojana delta, Buljarica, Orijen, etc. Also, good practices can be transferred into other sites, like trans-boundary areas of Skadar lake, river Bojana, river Tara and Cijevna river.

Besides the complex sustainable development projects, the organization also implemented significant scientific researches and conservation projects targeting endemic plant species. It included development of botanical gardens, bio-indicators and bio-monitoring in certain protected areas, such as the cross-border area of Orjen, which has been conducted in partnership with the University Primorska FAMIT from Slovenia, Museum of Nature from Rijeka (Croatia), institutions that manage protected areas, Agency for Nature Protection, researchers, and NGOs. Similar type of project has been conducted in the area of river Zeta, in partnership with local governments of Podgorica and Danilovgrad, international

organization The Nature Conservancy, as well as with local communities. Through those projects, the organization significantly contributes to the development of new scientific knowledge, education and conservation in situ and ex situ. Ongoing pilot project on the river Bojana could be replicated as a good example of risk management of ecosystem in protected areas, since it combines the scientific and local knowledge and strengthens bottom-up approach. The organization has applied such models of adaptive management in research and conservation in the area of Buljarica with the same partner organization as in Bojana, Eberswalde University, Center for Economics and Ecosystem Management, and has the ambition to apply in other geographical areas, such as Cijevna, Skadar Lake, etc. Also, since the work on the pilot database has been successfully started, the organization plans to expand its work on the biodiversity information system in the long run.

It is important to emphasize that in the work of the organization so far, sustainable development projects and in situ and ex situ research and conservation projects have been compatible and mutually supportive in the sense that research has created a scientific basis for the development of sustainable development projects, while the second ones contributed to raised interest and support from local governments and the local population to the research and conservation efforts of the organization. Also, the creation of significant national and international partnerships through both types of projects, EnvPro has created a broad base of support for its work and the credibility in the scientific and professional public. However, to extend its influence in the process of creation and implementation of regional, national and local sustainable development policies, the organization should raise the visibility of its results and be more present at the public scene.

One of the areas in which the organization would like to work in the long run is the development of educational programs, which would include programs for children (educational and didactic materials, school in nature, etc.), but also awareness raising programs and public education, in order to contribute to development knowledge and awareness of sustainable development and the importance of biodiversity conservation in Montenegro. Education is also very important because of the potential for involving the business sector in biodiversity conservation. According to the organization, the last is currently one of the main challenges and shortcomings of the environmental agenda.

Organizational development

Over the next four years, the organization intends to make a serious commitment to strengthening administrative and professional capacity to develop an appropriate structure capable of supporting the program development plan. In addition to learning new skills for its more specialised staff, such as project writing, project management, communication with stakeholders, fundraising, etc., the organization also intends to increase its visibility and commit to strengthening existing and finding the new strategic partnerships with international organizations, national and local governments, domestic and foreign NGOs, etc.

In its work so far, the organization has mostly relied on donor funds. In the future, it intends to expand its opportunities and sources of funding to ensure financial sustainability and to devote itself intensively to expanding existing and acquiring new partnerships. These include current and potential partners and donors: Eberswalde University, EPA, Ministry of Ecology, IUCN Ecosystem, United States Forest Service, NbS, CEPF, MAVA, EU, small-IKI, NGO EDEN from Albania, NGO CZIP, NGO CDE, National Commission for Cooperation with UNESCO in Montenegro and Albania, National Parks, institutional and NGO partners from the region, TNC, GIZ, municipalities, ministries, local NGOs, Nature Museum in Rijeka, University Primorska, Prince Albert Foundation, private sector, and others. In addition to the above, the organization intends to expand partnerships with other institutions and organizations whose programs are compatible with its mission and goals.

In order to expand funding opportunities, the organization will work to strengthen its donor funding capacity. Also, part of the effort will be dedicated to finding innovative models that would enable the organization to support and enter into private-public partnerships with various organizations and institutions to build new platforms for broad cooperation and implementation of sustainable policies at regional, national and local levels, to test models and make recommendations important to the international and national community in the domain of business transition to a natural, socially responsible business. The organization is already participating in the SOLAR ADRIA project together with the Energy Institute Hrvoje Požar, the University of Ljubljana, The Nature Conservancy and municipalities from Croatia, Slovenia and Montenegro, bringing together energy and spatial planning experts, decision makers and interested public about installing solar systems in urban areas. raising knowledge and access to platforms for solar systems, assessing the technological and economic feasibility of planned projects and developing monitoring processes for projects. EnvPro will hold a regional closing conference that guarantees a wide dissemination of knowledge and experience gained during the project.

Strategic goals

Within the stated directions of development, the organization will implement 3 strategic goals, of which 2 are related to the development of the program, and 1 to the organizational development:

- 1. Expand sustainable development programs and create areas of excellence in multiple locations***
- 2. Expand in situ and ex situ conservation programs for valuable and endangered species and ecosystems***
- 3. Strengthen administrative and staffing capacities and ensure the sustainability of the organization***

Elaboration of strategic goals through objectives and activities

Strategic goal 1: Expand sustainable development programs and create areas of excellence in multiple locations

Objective 1.1: UNESCO MAB BR TB river Bojana delta

EnvPro is already working on one such project with the regional partner Albanian NGO EDEN and the National Commissions for UNESCO. The project is approved in 2021 and ends in 2022 and it aims to raise awareness and knowledge about the natural, economic and social values of this area, as well as to motivate and mobilize local stakeholders from Montenegro and Albania living in the Bojana Delta to make an active contribution to sustainable management and development of this area.

To expend the existing project in the next three years, or to start the similar project, it is necessary to further develop knowledge, results and partnerships with donors and local organizations from the Montenegrin and Albanian side, and to create a base of external experts that can be engaged in the project, in order to upgrade green economy and eco-tourism. To this aim, it is necessary to upgrade efforts in the area of marketing, communication with public and raising of public awareness, as well as crowdfunding.

Activities:

- 1.1.1: Develop an empowered local platform for project proposal for continuation and expansion, or for a new project whose goals and activities are based on the results achieved from previous projects.
- 1.1.2: Extend and strengthen partnerships and networks with international platforms for UNESCO MAB BR
- 1.1.2: Create an informative / video material / interactive map of the area, which will show what has been done so far and what is further intended to be done and place them through the media and social media
- 1.1.2: Organize meetings / consultations with donors and partners

Objective 1.2: Contribute to the development of the Skadar lake basin as a trans-boundary UNESCO reserve Man and the Biosphere - work on the nomination, management and implementation of UNESCO principles

Organization has already submitted a project concept to EU within the call for Cross-border-cooperation (CBC) IPA program, through which it intends to work on the nomination of this area for the UNESCO Reserve Man and the Biosphere. Partners in this program are Eberswalde University and NGO EDEN from Albania. In the next four years, the organization intends to develop projects that would contribute to the development of other segments related to the management and implementation of UNESCO Man and the Biosphere standards in the Skadar Lake Basin, which requires a more proactive approach to partners. In the long run, the organization wants to support re-activation of the projects for sustainable development and potential areas of excellence UNESCO Man and Biosphere for the river Tara basin.

Activities:

1.2.1. Capacity building and building of interest for participatory development of cross-border nomination for Skadar lake basin through UNESCO MAB BR program, which includes work on management plans, development of vision and zoning of a wide area, development of communication strategy and basic functions of biosphere reserves: protection, sustainable development, logistics education

1.2.2. Support national and local institutions and organizations in practicing conservation and environmental monitoring, cooperation with the local population in order to catalyse further and wider participation of stakeholders on the examples of good initiatives and to be able to show examples of benefits

1.2.3: Design activities aimed at visibility of the organization's results and achievements so far, as well as plans for further work, and place them through the media and social media

1.2.4: Meetings with potential donors and partners

1.2.5: Development and nomination of projects for donor funds

Objective 1.3: Develop participatory management models in protected areas like rivers Zeta, Cijevna and Bojana

The organization is already working on developing a participatory management model and communication strategy for Zeta Nature Park (2021-2022), with the help of donors from the United States Forest Service (USFS), TNCs and municipalities. In the next four years, the participatory management model should be expanded and replicated as a good practice in other protected areas.

Activities:

- 1.3.1. Development of a methodological approach for working on participatory models and communication strategies for protected area management and presentation to decision makers, the general public
- 1.3.2 Develop approaches, models and examples of good practice for alternative management practices based on collaborative management
- 1.3.3. Support protected area managers and stakeholders in implementing modern practices in protected area management,
- 1.3.4. Design activities aimed at visibility of previous results and achievements of the organization, as well as plans for further work, and place them through the media and social media
- 1.3.5: Meetings with potential donors and partners
- 1.3.6: Development and nomination of projects for donor funds

Strategic goal 2: Expand programs in situ and ex situ conservation of valuable and endangered species and ecosystems

Objective 2.1: Expand existing and develop new research and conservation of endemic plant species and establish botanical gardens in Nature Parks and protected areas

The organization is currently conducting research and conservation of endemic species and the creation of a botanical garden on Orjen, both on the Montenegrin and Bosnian-Herzegovinian side of the mountain. The project implementation period is 2019 - 2022. The experiences and results achieved within this project could be replicated in other areas in the next three years. In the long run (until 2030), the organization intends to continue working on endemic plants, Red list, ex situ conservation (botanical gardens and seed banks), but also to expand its research and conservation systems to endemic and rare animals and fungi.

Activities:

- 2.1.1: Design activities aimed at visibility of the organization's results and achievements so far, as well as plans for further work, and place them through the media and social media
- 2.1.2: Writing a project proposal to extend the project or replicate research methods and plant conservation standards in other areas

2.1.3: Integration of data on endemic plant species in strategic and planning documents, laws, etc.

2.1.3: Further development of the educational component of this program, which is based on connecting school programs with botanical gardens, etc.

Objective 2.2: Expand programs of development of bio-indicators and bio-monitoring

In the period 2020-2021, the organization worked on development of bio-indicators for the Zeta Nature Park. In the period 2022-2025, the model and good practice will be replicated and bio-indicators and bio-monitoring be developed in other locations in Montenegro, such as Ćemovsko Polje, Cijevna and others.

Activities:

2.2.1: Organizing a round table / conference-conference on the importance of developing bio indicators and bio monitoring

2.2.2: Raising awareness of the importance of involving the local community “citizens’ science” in bio monitoring programs

2.2.3: Work on the development of programs for the inclusion of schools in bio monitoring programs

2.2.4: Strengthening cooperation with relevant institutions for bio monitoring issues: EPA, Hydro-meteorological Institutes, Directorate and Directorate of Water, municipalities, universities, protected area managers, NGOs, as well as with experts

2.2.5: Designing a campaign on the importance of bio monitoring and involving the local community in protected area management processes through bio monitoring.

2.2.6: Capacity building of young researchers to engage in and support bio monitoring programs

2.2.7: Formulate protocols for bio monitoring that can be further replicated

Objective 2: 3: Development of capacities and models for the establishment of a protected area on the example of the river Bojana delta

The organization is already implementing a project to explore the Bojana area, plan and form groups at the local level that will be empowered to support the process of participatory establishment of the protected area. The implementation period of the current project is 2020 - 2022 and within it a biodiversity database is being developed, as a pilot project, which can be further replicated and expanded to a database at the

national level (long term). The donor of this project is CEPF. In the period 2022-2025, work should be done on declaring Bojana a protected area using contemporary research and stakeholders' empowerment/participation practices. Within this project, a model would be made that is to be further replicated within protected areas designation system in Montenegro and further.

Activities:

2.3.1: Providing local government support, and strengthening the support of national partners to initiate processes and cooperate in the field of work with contemporary conservation practices and donors.

2.3.2: Development of a project proposal

2.3.3: Capacity building of professional staff for research and adaptive management of areas with exceptional biodiversity values, but also threats, through an ecosystem and participatory approach.

2.3.4: Continue work on strengthening local action groups and supporting the protection process and future effective governance

Strategic goal 3: Strengthening administrative and personnel capacities and ensuring the sustainability of the organization

Objective 3.1: Development of the Rulebook on the work of the organization

The Rules of Procedure would define the rules in the following areas of the organization: communication, ownership of project products, intellectual property of the organization, administrative aspects, record keeping (daily overview of working hours, travel orders, electronic online internal and external planning systems, finance, communication, storage and sharing of documentation and data). Also, the Rulebook should contain a form for writing monthly reports, minutes of meetings and annual program reports. It is necessary to hold a coordination meeting at certain intervals (regularly once a month, and more often if necessary) at which a cross-section of all work tasks will be made, problems and solutions will be discussed and experiences will be exchanged.

Activities:

3.1.1: Development of the Rules of Procedure

3.1.2: Holding regular monthly coordination meetings

Objective 3.2: Improving project management and internal communication

Through the installation and use of software for project management and internal communication, the work of the organization and the internal communication would be significantly improved. It is also necessary to develop an internal database, which, among other things, should serve employees to have insight into past, current and planned projects and to serve to exchange ideas for projects, information on external and internal courses / seminars, professional workshops, etc. Part of the database should contain data on experts in certain areas of interest, who would be hired to work on project bases.

Activities:

3.2.1: Instalation of the software for more effective project management and internal communication

3.2.2: Training of team members to use the software

3.2.3: Development of databases on projects, experts, donors, training opportunities, etc.

Objective 3.3: Strengthen human resources

Through the process of self-evaluation of the capacities of the members of the organization, the needs for their training and further training in the field of skills related to project management, communication, networking and fundraising have been identified. It was also agreed to develop a system of "internal mentoring" - instead of the current practice of involving experts in projects as needed, they will be expert advisors and project coordinators, which will enable knowledge transfer, provide synergy within the team. continue to strengthen cooperation and a good team atmosphere. The organization will provide an overview and calendar of all free trainings available, and each team member will attend those trainings that resulted from the capacity self-assessment process, as well as additional trainings as needed and expressed interest. The proposal of the organizational structure that should be established by the end of the strategic period is given in Annex 1, while the list of required trainings is given in Annex 2. Potential providers of free trainings are CRNVO, Resource Center, TACSO 3 and others.

Activities:

3.3.1. Creating a calendar of free trainings and regularly informing team members about the opportunities to attend trainings

3.3.1: Repeat the capacity self-assessment exercise in the middle of the strategic period (2023)

3.3.2: Organizing internal training on coaching and facilitation skills

Objective 3.4: Strengthening the visibility of the organization

The results of research and projects that EnvPro are not sufficiently communicated in the public. Local actors - local governments, NGOs, as well as individuals, especially local leaders, are extremely important for creating a participatory and bottom-up approach in formulating, implementing and monitoring biodiversity conservation and sustainable development policies. It is important to identify appropriate media, communication channels, etc., of which local media are very important, but also national, as well as social networks and professional forums, through which it is possible to present the results. To this end, it is necessary to create informative and educational "products" that speak about the achievements of the organization, which will be available to the general public and donors. Also, the production of appropriate video materials such as short films, interactive maps, etc., would greatly contribute to increasing the visibility of the organization and facilitate communication with donors.

The organization is still not sufficiently visible and recognized as competitive among other organizations engaged in similar business, nor among potential users of its advisory services. National institutions, local governments and the business sector do not know enough about the results and achievements of the organization, so it is very important that the organization organizes public discussions / round tables / online consultations to which decision makers and entrepreneurs will be invited to present results. It would increase the possibility for the organization to be recognized as an advisor, as well as a partner in the implementation of sustainable development policies and establishment of private-public partnerships.

Given its professional references and achievements, the organization has a great chance to become a member of reputable international associations and organizations, such as the International Organization for Nature Conservation (IUCN), so it is necessary to start the nomination process for membership in that organization.

Activities:

- 3.4.1: Development of an external communication plan, with a calendar of events related to sustainable development, biodiversity, ecology, etc., during which the organization announces a message / statement to the public
- 3.4.2: Development of a plan for attendance at donor meetings
- 3.4.3: Preparation and submission of nominations for membership in International Networks

Objective 3.5: Development of fundraising capacity

So far, the fundraising has been done by the director and other founders of the organization. As the more important role of the Assembly in this area is defined through sub-goal 4.7, it is necessary to work on strengthening the capacity of the members of the Assembly to raise funds and communicate with donors. Also, it is necessary to have a more intensive presence of the director and members of the Assembly at meetings, conferences, public gatherings, etc. to establish more intensive cooperation with donors and international organizations, especially the EU. On the other hand, the organization needs to identify the appropriate person (s) who can help raise funds.

Activities:

- 3.5.1: Engaging a fundraiser to expand cooperation with existing donors and expand the list of donors
- 3.5.2: Fundraising training
- 3.5.3: Desk research on corporate social responsibility programs and crowdfunding models, creating a database of companies / organizations / institutions that could be partners in education projects, as well as people with experience in fundraising
- 3.5.4: Organizing a promotional meeting for companies / organizations / institutions that are potential partners, in order to raise funds

Objective 3.6: Partnership building with business and public sectors

Planning and implementation of economic programs of sustainable development, which include circular economy, sustainable energy sources, waste management, ecotourism, etc., have great potential for development in Montenegro. When implementing these programs, it is necessary to anticipate all aspects of impacts and possible problems that could have long-term negative consequences for biodiversity and sustainable development, such as the creation of new types of non-degradable waste and long-term negative effects on the economy (for example, due to

increased waste exports). Given this fact, as well as experience in applying innovative approaches and standards, the organization would like in the next three years to profile itself as an expert advisory body that would provide professional services to the business sector active in these areas.

The organization is already participating in the EUKI Solar Adria program, as a partner with the Hrvoje Požar Institute from Croatia, the University of Ljubljana and The Nature Conservancy. It is a financial program supported by the German government and implemented by GIZ. The organization intends to transfer the knowledge gained during the implementation of this project into a special package of consulting services that could be offered to companies and employers' associations in Montenegro, so that the program can be implemented responsibly and sustainably in our country. Potential partners are municipalities, governments, business sector, Volvox, employers' associations, Chamber of Commerce, Employers' Association, Montenegro Business Alliance, American-Montenegrin Chamber of Commerce, international organizations, ADA, EUKI, GIZ and others.

Activities:

5.3.1: Development of methodology - testing of innovative solutions for building private-public partnerships for sustainable development

5.3.2: Presenting opportunities for cooperation to partners from the private and public sectors

Objective 3.7: Revision of the Statute of the organization in accordance with the amendments to the Law on Non-Governmental Organizations from 2017

The Statute of the organization was adopted in 2015 and it is necessary to harmonize it with the new Law on Non-Governmental Organizations, according to which there is no obligation for organizations to have both a Board of Directors and an Assembly, but only an Assembly. Accordingly, Articles 13, 15, 19, 34, 35, 36, and 42 should be amended to delete the words "Board of Directors". It is necessary to delete Articles 23, 24, 24, 25, 26, 27, 28, 29, 30, 31 and 32 from the Statute, which refer to the functioning of the Management Board. As the Assembly becomes the main governing body, it is necessary to create Rules of Procedure, to enable more effective and functional management of the organization, better coordination in fundraising, better networking with donors, as well as monitoring and supporting the organization's team in implementing strategic goals and projects.

Activities:

- 3.7.1: Amend the Statute in accordance with the new Law
- 3.7.2.: Draw up the Rules of Procedure of the Assembly
- 3.7.3: Organize a meeting of the Assembly at which amendments to the Statute will be adopted
- 3.7.4: Organize Assembly meetings once a year

Monitoring and evaluation

In accordance with the amendments to the Statute, the implementation of the Strategic Plan of the organization should be supervised by the Assembly. In this regard, it is recommended that the Assembly at its meetings (which will be held at least once a year, and more often if necessary), adopt the Annual Report, which will be prepared by the Executive Director together with the EnvPro team.

Towards the end of the three-year strategic period, it is necessary to evaluate the achievements, list the problems and challenges encountered by the organization during the implementation of the Strategy and make recommendations for the next strategic period. It is also necessary to review good and bad practices concerning the functioning of the organization, such as program management, human resources development, public relations, implementation of activities related to the sustainability of the organization and give suggestions and recommendations for amendments to administrative management rules, as well as recommendations for further development of sustainability plans.

Proposed structure of the organization by the end of the strategic period

Management structure

According to the proposed amendments to the Statute, the main governing body of the organization would be the **Assembly**. Members of the Assembly would be in charge of monitoring the implementation of the Strategy, and would also provide professional and advisory support during the implementation of programs and projects of the organization. The Assembly should have a president and a certain number of members, in such a way that the total number of members, including the president, would be odd, in order to facilitate voting. The Director would participate in the work of the Assembly ex officio.

The **director** of the organization would be in charge of supervising the implementation of programs and projects in the organization, planning and writing new projects, and would have the authority to represent and approve the spending of funds in accordance with the Statute.

Administrative structure

The organization should have an **office manager**. This person would be employed on a full-time basis and would be the main link between the director and other team members. The job description would include organizing all activities that facilitate the work of the organization, such as organizing meetings, seminars and other public and internal events, developing and monitoring the implementation of a training plan for employees (in cooperation with the program director), booking transportation and accommodation, preparation of presentations and reports for web-site and social networks, ordering office supplies and furniture, collecting invoices and reports from business trips, assisting the financial manager in financial reporting, managing the office budget (petty cash), connecting with suppliers and clients, implementation and maintaining procedures in accordance with the Rules of Procedure, delegating tasks to trainees and volunteers, attending meetings of the Assembly to make minutes, keeping records of employees and other tasks determined by the director.

Financial reporting, budget planning and financial consulting should be done by a ***financial manager***, whose work could be based on 25% of working time. This person would also be in charge of periodically reporting to the administrative structure of the organization on budget expenditures, and would also have an important role in raising funds and budget projections in the project preparation and writing phase.

Program structure

Given that the organization intends to expand its activities in the next four years and apply for EU funds and other donors, it would be necessary to hire a full-time ***program coordinator***. This person would be in charge of coordinating all activities related to the implementation of projects and the work of expert advisors and experts, including program activities, budget spending, cooperation with stakeholders and the like. The program coordinator should regularly report to the director on the progress of the program, as well as prepare narrative reports for donors. Like a financial manager, this person would also have an important role in raising funds and preparing and writing projects. Support in the day-to-day activities of the program coordinator would be provided by the office manager.

Project advisors and project coordinators would, together with the director, be the main backbone of professional work on projects. Their task would also be to carry out smaller projects, with the support of the program coordinator and office manager, as well as to work with trainees and volunteers. As the need for capacity building for project management was identified during the self-evaluation process, project coordinators would be able to attend trainings, and through cooperation with the program manager, in-house transfer of knowledge and experience would be provided.

Supporting services

The organization should have a ***fundraiser***, who can be hired on the basis of 10% of working time, or based on individual consultancy contract. Also, this person can, depending on the nature of the project, participate in its implementation as a consultant.

The maintenance of the computer system and the website of the office should be taken care of by an ***IT expert***, who could also be engaged on 10% of the working time, or if necessary, on the basis of an employment contract. In addition to maintenance, this person could participate and advise in projects that require the development of interactive maps, the operation of software for administrative management and internal communication, as well as in projects that by their nature have a component that requires this type of expertise.

The organization should also have one or more ***trainees and volunteers***, who would participate in the work of the organization and gain the necessary experience for further independent work.

Annex 2

An overview of the training required for human resource development over the next four years

During the self-evaluation process, team members analysed their own strengths, weaknesses, opportunities and threats for further engagement in the organization and stated that they needed the following training:

1. Writing project proposals
2. Project management
3. Obtaining donor funds
4. Communication (internal and external)
5. Public advocacy
6. Human resource management
7. Private-public partnerships
8. Green economy and sustainable eco-tourism

It is important to emphasize that this is only a starting list, and that the process of self-evaluation and the need for training should be repeated once more during the next four-year period. Also, it is necessary to make a training plan for each member of the team, in accordance with the possibilities of the members to attend the trainings, and also in accordance with the calendar of free trainings provided by CRNVO, Resource Centres, TACSO and others.

List of EnvPro projects 2016 - November 2021

1.					
<i>Youth empowerment for Man and Biosphere reserve</i>					
Location of the action	Cost of the action (EUR)	Role: coordinator, co-beneficiary, affiliated entity	Donors to the action (name) ³	Amount contributed (by donor)	Dates (from..to) dd/mm/yyyy
Ulcinj and Shkodra municipalities, Montenegro and Albania	23 559	EnvPro Lead, EDEN AI- partner	UNESCO Participation programme	23 559	Waiting for official start – 1year project

³If the donor is the European Union or an EU Member State, please specify the EU budget line, EDF or EU Member State

Objectives and results of the action	The main objective of the project is creating demand and capacities for UNESCO trans boundary MAB BR designation in Bojana/Buna river basin, as future extension to the Lake Skadar/Shkodra protected area. The specific objective of this project is to create an environment for active involvement of local youth stakeholders in the “new age” TB MAB BR concept of sustainable development practices in Bojana/Buna delta. Project expected results are: 1. Establishment of a youth club with local prominent representatives of TB area with a multi- activity plan on contemporary MAB BR sustainable development, nature conservation and socio-economic activities and 2. Exchange of know-how and best practice examples with a regional TB MAB biosphere reserve.
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2.

River Zeta Management Plan Public participation and Communication Strategy

Location of the action	Cost of the action (EUR)	Role: coordinator, co-beneficiary, affiliated entity	Donors to the action (name)⁴	Amount contributed (by donor)	Dates (from..to) dd/mm/yyyy
River Zeta Nature Park (municipalities Danilovgrad and Podgorica)	12 602	Lead	USFS / TNC	12 602	August 2021 – December 2022

Objectives and results of the action	<p>Within preparation of the 5-year management plan for the NP River Zeta, the given project aims to conduct a participative planning process involving the local community and develop a Communication Strategy. The project will:</p> <ul style="list-style-type: none"> - Inform and educate the public about the concept of protected areas; the category of the Nature Park; its boundaries, zones of protection and the limitations they offer; as well as provide clear instructions to landowners on permitted actions and restrictions. - Engage the local community in the earliest stages by inviting them to offer their opinions and perspectives in the management of the Park. This engagement will inform the development of the management plan. - Develop Communication Strategy that will be part of the NP River Zeta Management Plan, and a standalone
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⁴If the donor is the European Union or an EU Member State, please specify the EU budget line, EDF or EU Member State

	<p>document.</p> <ul style="list-style-type: none"> - Identify key stakeholders who could serve in the Management body steering committee, advisory forum and/or working groups.
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3.

TNC Balkan waters project					
Location of the action	Cost of the action (EUR)	Role: coordinator, co-beneficiary, affiliated entity	Donors to the action (name) ⁵	Amount contributed (by donor)	Dates (from..to) dd/mm/yyyy
River Zeta, Montenegro	21 418.88	Co-beneficiary	United States Forest Service (USFS)	9323.45	10.2020. - 10.2021.
Objectives and results of the action		<p>This project aims to create a bio-monitoring system for the Zeta River Nature Park in Montenegro. The Nature Conservancy and EnvPro, partner on this project, want to ensure that Zeta nature park is not just a “paper park”, and aim to produce a monitoring system and set of biological and governance indicators that will be evaluated continuously by members (e.g. government, researchers, local students, anglers, etc.) that are exposed to raising awareness and capacity building activities. This process will be the responsibility of the newly formed management entity of the NP and the monitoring method and indicators will be incorporated into the NP’s management plan. This will be a first of its kind monitoring system in the region for a freshwater protected area. The results of this project will not just benefit the Zeta River but lessons learned will be replicable to the whole Lake Skadar basin and future</p>			

⁵If the donor is the European Union or an EU Member State, please specify the EU budget line, EDF or EU Member State

	freshwater protection designations in Montenegro, with an additional impact of regional results and methods dissemination.
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4.

SOLAR ADRIA: Accelerating solar energy deployment in coastal municipalities of the Adriatic region

Location of the action	Cost of the action (EUR)	Role: coordinator, co-beneficiary, affiliated entity	Donors to the action (name) ⁶	Amount contributed (by donor)	Dates (from..to) dd/mm/yyyy
Croatia, Slovenia, Montenegro	391 301	Co-beneficiary	European climate initiative (EUKI)	375 011	09.2020. - 09.2022.

Objectives and results of the action

The project will enable municipalities in the Adriatic region to advance the development of solar energy systems in urban areas and thus facilitate implementation of national climate policies. With pilots in two municipalities, Koper in Slovenia and Starigrad in Croatia, we will showcase how to effectively incorporate stakeholder input when selecting/designing locations for new solar installations. Feasibility studies and technical documentation for “low conflict” solar energy sites will be prepared for each municipality. The trust among decision makers, potential developers and interested public will increase in the Adriatic region and their cooperation and capacity will be strengthened through workshops, seminars and exchange of good practices.

5.

⁶If the donor is the European Union or an EU Member State, please specify the EU budget line, EDF or EU Member State

<i>Enabling environment for joint bottom up protection and sustainable development planning for Bojana river basin</i>					
Location of the action	Cost of the action (EUR)	Role: coordinator, co-beneficiary, affiliated entity	Donors to the action (name)⁷	Amount contributed (by donor)	Dates (from..to) dd/mm/yyyy
Ulcinj and Delta Bojana and its catchment zone, Montenegro	25 477 likely extension of 10 000 USD	Lead	Critical ecosystem partnership fund (CEPF)	25 477	15.06.2020. - 15.06.2021. likely extension until 15.02.2022.
Objectives and results of the action		Project objective is to further knowledge and awareness raising, resulting in strategically planned protection and sustainable use of environmental resources in Bojana basin. Expected results of the project are: 1) Assessment of vulnerability status, risk and resilience of biodiversity and ecosystems with adjoined services presented in database and map forms using MARISCO/ ecosystem based method and tools and 2) Local stakeholders, their values and interests reinforced, raising awareness and understanding and designing strategic directions for protection and sustainable use of Bojana river basin.			
6.					
<i>Ćemovsko polje: winning over the hearts of locals</i>					
Location of the action	Cost of the action (EUR)	Role: coordinator, co-beneficiary, affiliated entity	Donors to the action (name)⁸	Amount contributed (by donor)	Dates (from..to) dd/mm/yyyy

⁷If the donor is the European Union or an EU Member State, please specify the EU budget line, EDF or EU Member State

⁸If the donor is the European Union or an EU Member State, please specify the EU budget line, EDF or EU Member State

Ćemovsko field, Podgorica, Montenegro	12 000	Lead	EU through UNDP ReLOad program	12.000	22.10.2019 -10.07.2020
Objectives and results of the action		Project aim is to establish effective protection of bird fauna and ecologically valuable habitats on the territory of the Capital City. With this project we aim to create preconditions for formal and legal protection of Ćemovsko Polje through: 1) Establishing long-term cooperation with decision makers and main stakeholders on the conservation of Ćemovsko field species and habitat, 2) Revitalization of the area with conservation measures and monitoring of the status of the habitat and 3) Raising knowledge and awareness of the importance of Ćemovsko Polje with stakeholders and the general public.			
7.					
Ćemovsko polje: a hotspot in front of our eyes					
Location of the action	Cost of the action (EUR)	Role: coordinator, co-beneficiary, affiliated entity	Donors to the action (name)⁹	Amount contributed (by donor)	Dates (from..to) dd/mm/yyyy
Ćemovsko field, Podgorica, Montenegro	9000	Lead	The Rufford foundation Company Novi Volvox (Montenegro)	The Rufford foundation: 5500 Company Novi Volvox: 3500	01.07.2019 - 01.07.2021.

⁹If the donor is the European Union or an EU Member State, please specify the EU budget line, EDF or EU Member State

Objectives and results of the action	Project aim is to establish effective protection of bird fauna and ecologically valuable habitats on the territory of the Capital City. With this project we aim to create preconditions for formal and legal protection of Ćemovsko Polje through: 1) Establishing long-term cooperation with decision makers and main stakeholders on the conservation of Ćemovsko field species and habitat, 2) Revitalization of the area with conservation measures and monitoring of the status of the habitat and 3) Raising knowledge and awareness of the importance of Ćemovsko Polje with stakeholders and the general public.
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8.

<i>Conservation of endemic plant species on Mt. Orjen in Bosnia and Hercegovina</i>					
Location of the action	Cost of the action (EUR)	Role: coordinator, co-beneficiary, affiliated entity	Donors to the action (name) ¹⁰	Amount contributed (by donor)	Dates (from..to) dd/mm/yyyy
Mountain Orjen, Bosnia and Hercegovina	20.000US\$	Lead	Critical ecosystem partnership fund (CEPF)	20.000 US\$,	01.02.2019 - 01.09.2019.
Objectives and results of the action	This project was initiated as a partner project to EnvPro’s project aiming to research and conserve rare plant species of Orjen in Montenegro. The project objective is to enhance knowledge and skills to support assessment and planning of plant conservation, as well as creation of new generations of young experts in plant conservation. The project led by NGO Egroup, with partners and consultants being the Ministry for spatial planning, construction and ecology of Srpska Republic in Bosnia and Hercegovina, public institution “Ecology and safety” from Trebinje in Bosnia and Hercegovina and EnvPro.				

¹⁰If the donor is the European Union or an EU Member State, please specify the EU budget line, EDF or EU Member State

9.

Conservation of endemic, rare and threatened plant species on Mt. Orjen

Location of the action	Cost of the action (EUR)	Role: coordinator, co-beneficiary, affiliated entity	Donors to the action (name) ¹¹	Amount contributed (by donor)	Dates (from..to) dd/mm/yyyy
Mountain Orjen, Montenegro	34 108	Lead	Critical ecosystem partnership fund (CEPF)	34 108	15.02.2019 - 15.05.2022.
Objectives and results of the action		Project objective is to build capacities of NGOs and key stakeholders to be able to work across institutional and sectoral boundaries toward achieving the shared conservation goals. Expected results of the project are: 1) Scientific assessment of status, threats and conservation methods for rare and endemic plant species conducted; 2) Scientific and management capacities and commitment for conservation of endangered plants at Mt. Orjen raised and 3) Institutional development and general public's awareness for conservation of endangered plant species at Mt. Orjen enhanced.			

10.

Inclusion of local community in the process of protection and advancement of habitat of Skadar lake frog (*P. shqipericus*) in the delta of river Bojana

Location of the action	Cost of the action (EUR)	Role: coordinator, co-beneficiary, affiliated entity	Donors to the action (name) ¹²	Amount contributed (by donor)	Dates (from..to) dd/mm/yyyy
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¹¹If the donor is the European Union or an EU Member State, please specify the EU budget line, EDF or EU Member State

¹²If the donor is the European Union or an EU Member State, please specify the EU budget line, EDF or EU Member State

Montenegro	34 108	Co-beneficiary	Critical ecosystem partnership fund (CEPF)	34 108	01.02.2019 - 01.02.2021
Objectives and results of the action		The overall project objectives are raising awareness of the local community and the public about the importance and benefits of conservation of a unique biodiversity and increasing in ecological and operational knowledge on sustainable use of aquatic habitats that interested parties can implement. Expected results of the project are: 1) Increasing the level of knowledge and awareness of the local community and the general public about the importance and benefits of preserving the unique biodiversity of Delta Bojana; 2) Building the capacity of the civic sector, professional stakeholders and individuals within the local community to start monitoring the status of populations, the ecosystem services generated and the threatening factors for Skadar frog, one of the key species for biodiversity of KBA Delta Bojana, and of its habitats and 3) Integrating scientific findings, results and recommendations of the project into local and national planning and management documentation for the coastal region of Montenegro.			

11.

<i>Support local community's involvement in protection and promotion of the potential marine protected area – Katič</i>					
Location of the action	Cost of the action (EUR)	Role: coordinator, co-beneficiary, affiliated entity	Donors to the action (name)¹³	Amount contributed (by donor)	Dates (from..to) dd/mm/yyyy
Katiči island, Donkova I Velja Seka, Budva municipality	197 187	Co-beneficiary	Critical ecosystem partnership fund (CEPF)	4541.09	01.12.2018. - 01.12.2021.

¹³If the donor is the European Union or an EU Member State, please specify the EU budget line, EDF or EU Member State

Objectives and results of the action	The main objective of this project is to reduce negative impacts on marine biodiversity in Katič while supporting locally-based management for biodiversity conservation and creating income from the environmentally sound activities. Specific objectives of the action are 1. Building capacity and networking of local actors in protecting and promoting Montenegro's first potential marine protected area (MPA), 2. Supporting development and marketing products for a sustainable economy: promoting Katič as the first potential MPA in Montenegro and promoting diving with Dusky Grouper (<i>Epinephelus marginatus</i>), 3. Advocating the establishment of MPA Katič on national and international level and 4. Fieldwork - collecting data in the potential MPA.
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12.

Determination of fishing effort on sharks by Montenegrin marine Fisheries and multi-stakeholder informing about conservation of these endangered species					
Location of the action	Cost of the action (EUR)	Role: coordinator, co-beneficiary, affiliated entity	Donors to the action (name) ¹⁴	Amount contributed (by donor)	Dates (from..to) dd/mm/yyyy
Montenegro	5 700	Co-beneficiary	The Rufford Foundation	5 700	01.04.2018 –01.04.2019
Objectives and results of the action		The overall objective of the project was to provide an insight into the interactions between local fisheries sector and the native shark species within target area. Project's specific objectives were to: 1) Collect data on sharks by-catch, with special focus on shark diversity, definition of their interactions with fisheries and determination of their abundances in catches; 2) Collect socio-economic related data on specific shark species; 3) Collect spatial data on different shark species in order to determine areas with their higher abundance and 4) Assess the legislation and its enforcement issues, awareness and possibilities to reduce the level of incidental and intentional mortality of sharks.			

13.

¹⁴If the donor is the European Union or an EU Member State, please specify the EU budget line, EDF or EU Member State

Actions for the ecological valorisation of Buljarica cove

Location of the action	Cost of the action (EUR)	Role: coordinator, co-beneficiary, affiliated entity	Donors to the action (name) ¹⁵	Amount contributed (by donor)	Dates (from..to) dd/mm/yyyy
Montenegro	18 000	Coordinator	Critical ecosystem partnership fund (CEPF)	18 000	01.04.2016 –01.05.2017
Objectives and results of the action		<p>The overall objective of the project was to build a scientific foundation for consolidating a common knowledge base and its integration into relevant politics, ensuring institutional strengthening and awareness raising. One of the main results of the project were identification and exploration of main biodiversity objects in Buljarica cove: 1) Marine and coastal ecosystems, rich with de jure protected fish, molluscs and other animal species, encompassing <i>Posidonia oceanica</i>, a Mediterranean endemic plant; 2) Freshwater and brackish ecosystems, rich with amphibian, bat and bird species protected at national and international levels and 3) Terrestrial and karstic habitats, encompassing 17 protected types of habitats and numerous endemic and relict species.</p>			

¹⁵If the donor is the European Union or an EU Member State, please specify the EU budget line, EDF or EU Member State