



**BIOS FUND
MEDIUM TERM OPERATIONAL STRATEGIC PLAN
2015-2018**

Donji Milanovac
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INTRODUCTION

The Bios Fund, with headquarter in Donji Milanovac, established as a non-governmental and non-profit organization in 2007, based on the Law on Funds, Foundations and Endowments of the Republic of Serbia, registered in the Register of Funds and Foundations of the Ministry of Culture of the Republic of Serbia. The harmonization and enrollment in the Register of Foundations and Endowments in accordance with the provisions of the amendments to the Law which was made in 2012, the Bios Fund registered in the Register of the Agency for Business Register of the Republic of Serbia. The scope of work of the organization is determined by the founding act for the territory of the Republic of Serbia, and within the framework of international cooperation and activities carried out on the basis of international programs and projects.

The goals of the Bios fond foundation are creating conditions for encouraging and improving activities in the field of cultural heritage, natural heritage, environmental protection, as well as the achievement of economic development goals, and contribution to the development of theoretical and practical knowledge, specifically related to the development and applied of modern technologies, knowledge and skills in protecting, developing and improving natural, cultural values and achieving the economic development.

In achieving the goals of the Bios fond foundation, for which the organization was founded and for the realization of the annual activities planned by the programs and work plans, progress has been demonstrated, but a strategic plan is needed in order to improve future work and strengthen the capacity of the organization.

In order to improve the organization's capacity to achieve the planned strategic goals in the field of protection of natural and cultural heritage, economic development and the environment, this plan provides guidelines for work and activities in the spheres: organizational and functional capacity building for organization, dialogue and editing in order to develop economy and ecological awareness; Protection and improvement of protected areas; Advocating changes in habits regarding the use and preservation of natural and cultural resources; Networking and capacity building in the environmental sector; Creating partnerships with organizations and institutions of the civil, public and business sectors; Informing about current developments in the field of environment, natural and cultural heritage; Promoting environmental protection and pointing out problems in this area and the need to address them; Active participation in decision-making processes and creation of policies for sustainable development, nature protection and environmental protection.

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Basic point

After nine years of work, the Bios Fund foundation determines the priority of capacity building, establishing an operational team, education, in the implementation of various projects, creating educational programs, establishing cooperation with relevant institutions and individuals, media presentation, public engagement and networking.

The Bios Fund recognizes the necessity of the Medium-Term Operational Strategic Plan for the period 2015-2018. as an important precondition for strengthening the organization's capacity and affirmation of the organization's goals.

As in the previous period, the organization initiated and participated in significant projects and campaigns aimed at improving the status of the environment, natural and cultural heritage, increasing transparency and democratization of society, and developing strategic documents at the local and national level, based on the experience and good practice. There are needs and assumptions for creating our own strategy based on professionalism, dedication, originality, innovation and reflect our ambition to create a strong civil society organization recognizable in the region and at the national level.

Realized cooperation with relevant institutions in the field of environment, natural and cultural heritage in the country, realized joint projects with non-governmental organizations from the region and the EU, as a significant resource of knowledge and experience, with the possibility for funding of EU and other funds, obliges us to continuous improvement own capacities, and the needs of the community and we will try to answer the challenges that are ahead of us.

That's why it is very important to correctly set strategic goals that would be pursued in the coming period. Nevertheless, it is very important to keep voluntary commitment and enthusiasm, because continuous civil engagement, direct cooperation with citizens and readiness for activism are crucial for civil society organizations active in the field of environment, natural and cultural heritage.

It is not realistic to expect that each program activity will have financial support, and we will continue to work with the commitment to improve the work and performance of the organization in order to achieve the best possible results.

It is also planned to improve work with young people, which would give our organization additional strength, and for young people the opportunity to gain knowledge and experience in building their own capacities and contribute to community development through engagement.

With the aim of animating and engaging experts from the country and the region to be engage in our work, we will set up a Network of Experts and Associates, as an informal but very influential body, which will have a consultative role.

The organizational structure of Bios with the Steering Committee, as a legal obligation to implement the Statute, and the notification of the relevant institutions, will be an initiator of capacity building and improvements in the work of the organization.

The extent to which the planned activities will be successfully implemented will be communicated to the interested parties in regular annual reports, and the degree of efficiency will also show the level of sustainability of the strategic plan and the capacity for responsible implementation. In any case, we will follow up the implementation of the strategic plan by implementing the program activities, and on the time, before it will show its successful implementation.

Strategic planning is very important for every organization for many reasons. The strategic plan, apart from defining the direction to which the organization should strive, reflects its professional level and relevance.

Strategic planning involves several stages, so it is necessary to explain the meaning of basic concepts for strategic understanding, vision, mission, SWOT analysis, strategic directions, activity plan.

Strategic planning is the process of determining: community, institution, organization, target groups, wants to do; how will they use their own resources (technical, material, financial, human ...), in what period.

Defining a strategic plan most often involves defining a vision, a mission, a SWOT analysis, a strategic goal, and an action plan.

The Vision is an ideal projection of the future in which it strives. 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 successfully implemented its own strategy and 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, Weakness, Opportunities and 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 of the organization. Strengths and weaknesses are usually related to the organization itself. Opportunities and threats often apply to an 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, the weaknesses that will strengthen, the opportunities that would be taken and the dangers that should be avoided.

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

Below is the process of strategic planning of the Bios Fund's work for a period of four years, which consisted of defining the vision, mission and value,

the brief history of the organization, SWOT analysis, strategic directions, goals and action plan.

Vision of Bios Fund

An enhanced and developed community with civic awareness based on the principles of sustainable development, in which the Bios Fund will be one of the civil society organizations with significant contribution and results of work and operation.

The Mission of Bios Fund

The Bios Fund Mission: Contributing promotion of environmental, cultural and civic awareness of individuals through continuous education on the importance of preserved environment, natural heritage, cultural heritage, the implementation of human rights, promotion of basic values of the community, support to all initiatives aimed at essential improvement of the overall status of the Environment, Natural and Cultural Heritage.

The Bios Fund Values:

- dedication;
- innovation;
- team work and responsibility;
- democracy and transparency of the work of the organization;
- objectivity and self-criticism;
- recognition;
- respect for people regardless of gender, race, religion and political commitment.

SWOT analysis

SWOT analysis has been done in a realistic way by looking at the current situation in the community and is an integral part of the strategy, it shows the organization in the essential framework as well as the external and future environment that can significantly influence the strategic and programs framework in the future.

Strength	Weakness
<ul style="list-style-type: none">✓ Professionalism and objectivity;✓ Expertise and experience;✓ Team volunteer and work;✓ Originality and Innovation;✓ Development a long-term programs;✓ Experience in writing strategic documents, studies, action plans, situation analysis, programs and projects;✓ Funds from EU funds and established cooperation with organizations from EU countries;✓ Established databases (laws, strategic documents);✓ Knowledge of English language;	<ul style="list-style-type: none">✓ Lack of own space;✓ Lack of a stable source of funding;✓ Insufficiently developed, integrated, efficient operating structure;✓ Lack of a fund for professional development, exchange and mobility;✓ Insufficient training and willingness to manage EU projects;✓ Loss of enthusiasm;✓ Insufficient equipment (office furniture, computer, projector / smart board, GPRS device ...);✓ The lack of a terrain vehicle.

- ✓ Good relations with successful organizations in the field of protection of natural and cultural heritage, protection of the environment.

Opportunities	Threats
<ul style="list-style-type: none"> ✓ Funds for financing CSO projects; ✓ Improving regional and international cooperation; ✓ Improving cooperation with external experts and decision makers; ✓ Joint projects of private, public partnership and relevant institutions; ✓ Strengthening the position of the organization at the local, national and regional level; ✓ Establishing the position of the carrier of the project; ✓ Establishing cooperation and partnership within networks of organizations from the same field of work and work. 	<ul style="list-style-type: none"> ✓ Reduced number of funds available for financing CSO projects; ✓ Long-term economic crisis; ✓ Reduced motivation for participation and work on a voluntary basis; ✓ Long-term consequences of lagging in overall economic development; ✓ Poor cooperation at the local, regional and national levels; ✓ Undue competition in the CSO sector; ✓ Inability to establish necessary and operational cooperation with decision makers.

Strategic directions

Bios Fund recognizes strategic goals as priority for planning and its implementation for the period from 2015 to 2018. in the following framework:

1. Strengthening organizational capacities;
2. Providing stable sources of funding;
3. Strengthening cooperation, partnership relations with civil society organizations, public and business sectors with the priority of operational cooperation;
4. Defining new and innovating existing programs and projects;
5. Regional and international cooperation,
6. Networking with sectoral organizations.

Activity plan

Strategic directions	Goals and Activities	Competence	Time	Resource	Expected results
Capacity building	Completed Structure Organizations: -Forming a network of experts	Manager Manager Board	2016	Material costs within the framework of the annual financial plan	Participation in programs and projects
	Professional Training PCM training team; Participation in Seminars and	Manager	Per year	Material costs within the	Capacity of engaged persons in PCM skills, knowledge of

	Training.			framework of the annual financial plan	project management
	Establishing more efficient system of communications: Development of Web site; Updating the mailing list; Creation of Operational Communication Plan	Operational team Manager Managing Board	2016	Available funds and annual financial plan	Created and activated web site. Adopted communication plan.
	Publishing: Creation of thematic brochures, leaflets, posters, banners Creation and publication of a newsletter on the work of the organization Joint participation in the publishing industry with sectoral CSOs	Project team Manager	Per year	Annual financial plan	Published, promotional publications and newsletters.
	Forming the Fundraising Team: Within the Network of Experts, forming a fundraising team as an operational group for the projects development and implementation	Manager	2016	Available funds and annual financial plan	Formed project teams for the projects development and implementation, approved funds
	Participation in the CSO Grants at the national and international level: -IPA CBC				

Providing stable sources of financing	Romania-Serbia -IPA CBC Bulgaria-Serbia -Trans Danube -ADRION - Competitions of ministries of environment, tourism, agriculture, local self-governments - The public budgets	Project team Manager	Per year	Funds resources	Number of projects implemented under financing agreements
	Partnership with the business and the public sector: - Continuation of partnership and cooperation for projects under the HORIZON 2020 program	Project team Manager	Under calls for projects proposal	Funds resources	Partnership contracts / project financing agreements
	Cooperation and networking with sectoral CSOs: - Renewing membership in DCC and UNECE ... -Improve the network of volunteer membership of the Bios fund	Manager	2016	Annual financial plan	Applications submitted for membership in the sectoral networks, full participation in the network of sectoral CSO organizations
	Creation and realization Self-financing projects: -Education of studies, analysis of the situation, organization of training for third parties within the registered commercial activity "consulting services"	Project team Manager	Calls and tender calls	Resources according a open services calls	Contracts for services

Evaluation

The Bios fund defines the evaluation of the implementation of this strategic document, through a realistic and concrete assessment, as systematically and objectively as possible, by analyzing the results of projects that are ongoing or completed, their implementation and results.

Evaluation will provide indicators and data as a basis for examining the situation, assessing whether the planned activities have been carried out, and to analyze whether there are more effective and better ways for action planning in order to achieve the planned results.

The evaluation process involves:

- monitoring and evaluation of results (reports, monitoring);
- review of database upgrade (continuation of systematic data collection);
- Evaluation (analysis, status assessment and presentation of data).

The evaluation of the strategic plan will be carried out by the Steering Committee, based on the insights into the annual work reports, reports on the implementation of individual programs and projects and the evaluation survey of projects beneficiaries, that the Bios fund will realize in the planned period.

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