



ENVIRONMENTAL  
MOVEMENT



# STRATEGIC PLAN 2012 -2015

EVERY ACTION COUNTS!



**Environmental movement „OZON”**

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A workshop is a part of project “*Strengthening the capacities of Environmental movement OZON – Strategic planning and internal rules*”.

## PREFACE |

Environmental movement „OZON“ as serious civil society organization, which is dedicated to accomplishing its mission, is trying to systematically improve all segments of its dealings, following modern trends and examples of good practice.

Regarding the fact that our work in previous six years is recognized from many institutions and individuals, we imposed additional responsibilities on ourselves, in order to continue on our upward path, which until now characterized development of association, and witness to that are parameters which represent segments like sustainability of projects and activities, number of partners, number of media appearances, donors support, participation in actions organized by some other parties, participation in public debates, annual budget etc.

Because of that, we want to identify main values, priority fields and strategic aims, than to do an action plan which will help us to do everything that is planned.

When we say we want to be an active actor in decision making and public politics in the field of environment that includes wide range of activities but at the same time built-up internal technical and qualified capacities and good connection with decision makers and media representatives.

To talk about European integration, to actively participate in alignment of our laws with EU legislation, to monitor implementation of Law and strategic documents, transparency and efficiency of work of institutions in authority, to be civil ecological service, give comments and suggestions on public debates, educate different target groups, implement projects which are supported by international donors, to include large number of institutions and individuals in our actions, influence the life quality of local community, to be an example to youth, all that implies great ambition but even greater commitment.

With both feet on the ground and analyzing the time and ambience we live in, we've recognized the need to establish a strong civil movement with the environment as a main priority, which will connect conscious and active citizens no matter in what region or municipality there will be need to act.

In other words, we are convinced that Montenegro needs a civil movement which will consider every part of Montenegro as its home and it will not allow that stupor, especially present in small undeveloped ambiances, leaves room for abuse and further devastation of natural resources which are our biggest treasures and something that we are obliged to keep for future generations.

Experience we had with locals from MZ Beranselo, and struggle for discontinuation of further devastation and recovery of Vasove vode, illegal dumping place of hazardous waste in municipality of Berane, confirms that the support of organizations and individuals from other municipalities, gives them strength and motivation for further effort to protect the public interest. In future, we want that Environmental movement OZON functions in accordance with this model. There will be no obstacles and borders for us, we will help everyone who wants to fight for healthier environment and to use their rights guaranteed by the Constitution, and whole set of laws and international agreements.

In next three years we will visit all municipalities in Montenegro and present them what we have done, what we are doing at the moment and how are we planning to influence the realization of statutory determination of ecological country.

The Strategic plan 2012-2015 will be a part of our presentation and it will help everyone who wants to follow and evaluate our work. We encourage you to do that, because all comments and critiques are more than welcome and you will certainly help us in that way.

**Aleksandar Perović**, director

## **INTRODUCTION |**

Strategic planning is very important for all associations because it not only defines the aims but it also reflects an ambition, degree of professionalism and commitment of members and management.

Strategic plan of Environmental movement “OZON” was made on three-day workshop which was held on 17-19. August in rooms of Aarhus center in Nikšić.

Workshop was held by Igor Slavkoski from partner organization Milieukontakt Macedonia. Director of “OZON” Aleksandar Perovic and Biljana Keckojevic, coordinator of Department of public affairs were participating in making of strategic plan as well as Andjelija Kovacevic, contact person for Milieukontakt International Network.

The workshop is a part of project “Strengthening the capacities of Environmental movement OZON – Strategic planning and internal rules”, which was implemented with a help of partner organization Milieukontakt International, from Amsterdam and with resources from Dutch fund PSO.

## **VISION |**

Montenegro as a full member of EU, recognized for sustainable development, rule of law, transparent institutions and developed public awareness, where Environmental movement “OZON” will be the leading organization of civil society.

## **MISSION |**

Contribution to better and timely informing of public, participation of public in decision making and public politics in the field of environment through continuous education, support to efficient application of law and international agreements from the field of environment through monitoring and inter-sectoral cooperation, protection of public interest and interest of future generations through environmental activism.

## **SHORT HISTORY AND STRUCTURE |**

Environmental movement “OZON” was grounded on 16. September 2006, at International day for the Preservation of the Ozone layer.

In the previous six years Environmental movement “OZON” implemented over 20 projects, which had local, national and regional character, and more than 250 one-time and allocated activities where 5.000 individuals and over 100 different institutions were included.

Support of donators and partners like OEBS mission to Montenegro, European Commission, Dutch Ministry of Foreign Affairs, Ministry of Environment Montenegro, Agency for Environmental Protection, business entities like Pivara Trebjesa and EPCG etc, should acknowledge the quality of what we did in last 6 years.

From civil association which was founded with the aim to speed up solving of problem of air pollution that was caused by Zeljezara AD Niksic, we became professional organization which is well known to all municipalities in Montenegro.

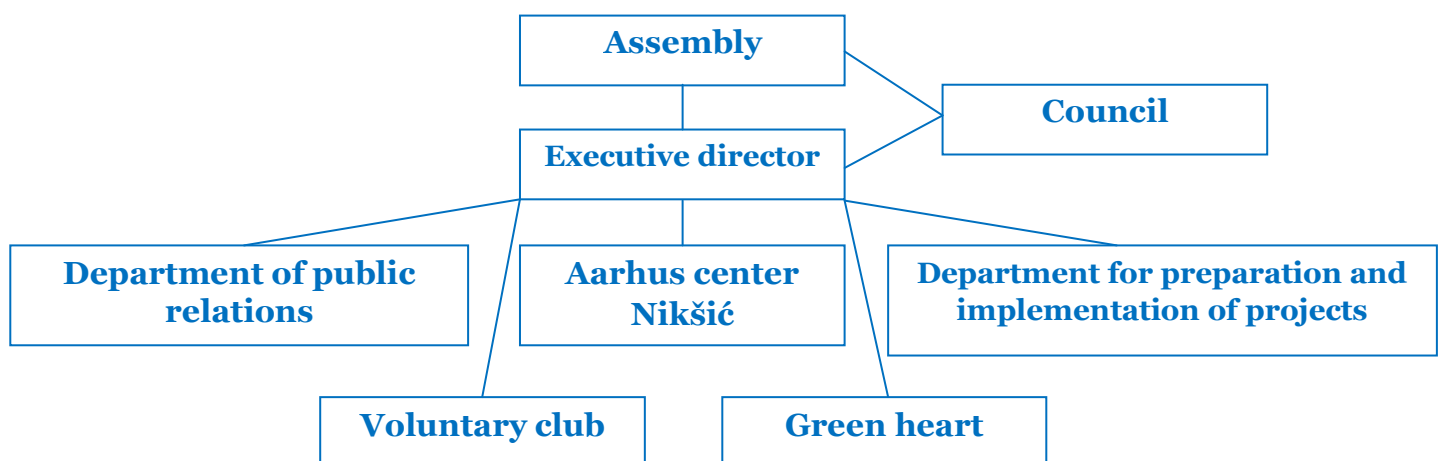
Our work is based on Aarhus Convention and we are trying to be free public service for environmental issues, which is probably the most humane job in XXI century.

We are especially proud on Aarhus Center Nikšić and our education programs School of environmental activism and School of Urban ecology, which are recognized by all relevant institutions as important segment of non-institutional education.

We are trying to be someone who will connect all segments of society and to animate large number of individuals and institutions to get involved in decision making in the field of environment. The number of civil initiatives in Montenegro proves that we have succeeded because the citizens are very interested in achieving of guaranteed rights.

We were also a sincere and reliable partner to all who wanted to work on improvement of overall state of environment. We were and we are participating in work groups which are formed by state authorities.

## STRUCTURE ILLUSTRATION |



Picture 1.

## MAIN VALUES |

- Informing and participation of public in decision making;
- Education;
- Environmental activism;

## PRIORETY FIELDS |

- 1) Civil environmental service;
- 2) Solving of environmental problems;
- 3) Environmental education as tool for long-term sustainable development;

## **STRATEGIC AIMS |**

### **1) Civil environmental service**

- Functional Aarhus center that provides services to citizens and non-governmental organizations in central and north region of Montenegro and which implements all three pillars of Aarhus Convention (access to information, public participation in decision making and access to justice in environmental matters)

### **2) Solving of environmental problems**

- Team of Environmental movement “OZON”, is capable for fast reaction and for giving alternative solutions as soon as possible,
- Solving of environmental problems through participation in the work of bodies formed by the institutions in authority.

### **3) Environmental education as a tool for long-term sustainable development**

- Three new generations of School of environmental activism and School of urban ecology,
- Development of another new program dedicated to youth education,
- Interactive workshops for youngest age with topic ozone layer, waste separation and recycling and public advocacy in the field of environment,
- Concrete cooperation with scientific and educational institutions (university, high schools, elementary schools, preschools...).

### **4) Development of strong, distinct and influential environmental movement**

- Movement with members from all municipalities (data base),
- Better technical capacities (increased number of full-time employees, better equipment for office, aquisition of equipment necessary for field work...),
- Establishment of service for financial sustainability (on line shop...),
- Use of international funds for project financing (apply with projects for IPA, CBC...),
- International networks (as full and active members),
- Regional networks (as full and active members),
- National networks (as full and active members),
- Local network in Niksic (as resource center),

- Established “Green star” – traditional annual prize in the field of environmental protection and improvement,
- Stable and continuous relationship and communication with Government of Montenegro, Agency for Environmental Protection, local administration, civil society organizations,
- Good cooperation and continuous communication with media,
- Good visited internet presentation and large number of contacts on social networks (facebook and twitter).

## ACTION PLAN |

Table 1

Priority fields	Aims and activities	Responsible person	Period	Necessary resources	Expected results
<b>1. Civil environmental service</b>	<p>1.1 Functional Aarhus Center which provides services to citizens and non-governmental organizations in central and north region of Montenegro and which implements all three pillars of Aarhus Convention</p> <p>- partnership with reputable law office,</p> <p>- joint portal with Aarhus center Podgorica and Berane</p> <p>-Continuous training of staff,</p>	Executive director	Continuously		<ul style="list-style-type: none"> <li>- Signed cooperation agreement</li> <li>- Designed website</li> <li>- Trained staff</li> </ul>
<b>2. Solving of environmental problems</b>	<p>2.1 Environmental movement “OZON” team is capable for fast reaction</p>	Executive director, Department coordinators	Continuously		



	<p>and for giving of alternative solutions as soon as possible.</p> <ul style="list-style-type: none"> <li>- data base of responsible authorities with precisely defined responsibilities and contact persons</li> <li>-data base with media contacts</li> <li>-promoting of info line</li> <li>-forming of case archive</li> </ul>				<ul style="list-style-type: none"> <li>- established data base</li> <li>-established data base</li> <li>-recognizable info line</li> <li>-formed case archive</li> </ul>
	<p>2.2. Solving of environmental problems through participation in the work of bodies formed by institutions in authority.</p> <ul style="list-style-type: none"> <li>-Partnership council for regional development (Mag Rados Đurović)</li> <li>-Management board C3 (Aleksandar Perović)</li> <li>-participation in work bodies for alignment of law with EU legislation,</li> <li>-active participation in negotiation process with EU in matters related to</li> </ul>	<p>Executive director, Council</p>	<p>Continuously</p>		<p>Advocacy of public interests and interests of future generations</p>

	environment				
<b>3. Environmental education as a tool for long-term sustainable development</b>	<p>3.1. Three new generations in School of environmental activism and School of urban ecology</p> <p>-concept development,</p> <p>-finding of necessary resources for implementation</p>	Executive director, Coordinator of Department for project preparation and implementation	2012-2015		Successful implementation of project activity
	<p>3.2. Development and implementation of another program</p> <p>-explore the needs,</p> <p>-methodology development</p>		2012-2015		Identified needs, definite methodology
	<p>3.3. Planning and implementation of interactive and creative workshops for the younger age with topic protection of ozone layer, waste separating, recycling and public advocacy in environmental matters</p>		2012-2015		30 theme workshops implemented in many institutions and municipalities in Montenegro
	<p>3.4. Concrete cooperation with scientific and educational institutions (Universities, high schools, elementary schools,</p>		2012-2015		Implemented joint activities, continuous communication and exchange of information

	preschools...).				
<b>4. Establishment of strong, distinct and influential environmental movement</b>	<p>4.1. Movement with members in all municipalities</p> <p>-identification of place for presentations</p> <p>-promotion of organization, program and results achieved,</p> <p>-Media promotion</p>	Executive director, Council, Department coordinators	2012-2015		<p>Identified positions</p> <p>Promotion, new people included, signed admission forms (online too)</p> <p>Conducted media campaign</p>
	4.2. Improved technical capacities (increased number of full-time employees, better equipped office, acquisition of necessary equipment for field work...),				<p>Technically equipped office,</p> <p>possessing of field equipment (camera, GPS, equipment for camping...),</p>
	4.3. Service for financial sustainability				Online shop, designed promotional program (shirts, caps, cups, key rings, coasters, flags...)
	4.4. Better usage of international funds for project financing (apply for IPA, CBC...),				Projects supported by EC, Mission OSCE to Montenegro, embassies and other international donators
	4.5. International networks				Full and active membership
	- Milieukontakt International Network, -Green Agenda Network,				

	- Aarhus Center network <b>-Friends of the Earth</b>				
	4.6. Regional networks (full and active membership),				Full and active membership
	4.7. National networks  -NATURA 2000  -Together towards the Goal				Full and active membership
	4.8. Local network in Nikšić  -Otvoreni Nikšić  -Local board of coalition Together towards the Goal				Coordinator and moderator
	4.9. Established „Green star“ – traditional annual prize in the field of protection and improvement of environment		Continuously		Green star as prestigious award recognized by objectivity, in many categories
	4.10. Stable and continuous relations and communication with Government of Montenegro, Agency for Environmental Protection, local administrations, civil society organizations,				Continuous and correct communication and joint activities

	4.11. Good cooperation and continuous communication with media,				300 media appearances per year
	4.12. Well visited internet presentation and large number of contacts on social networks (facebook and twitter).				500 visits daily on internet presentation, 5.000 friends on facebook account, Active twitter account – 200% increased number of followers

## EVALUATION |

Evaluation process involves three phases:

- monitoring (data collection);
- review (systematic data collection);
- evaluation (data analysis and presentation).

Strategic plan evaluation will be done by assembly and council, donators and on the basis of narrative and financial reports, press clippings and evaluation survey of beneficiaries which are done during the validity period of strategic plan.

