

ASSOCIATION FOR NATURE, ENVIRONMENT  
AND SUSTAINABLE DEVELOPMENT

**sunce**

# Strategic plan

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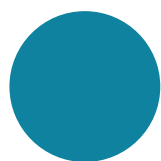
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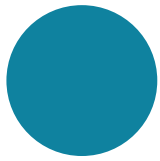
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## INTRODUCTION

During 2010, the three-year strategic plan of the Association Sunce expired. During that period strategic planning proved to be one of the key elements for successful operation and work of Sunce. In early 2011 we started a new strategic planning process whereby it was concluded that Sunce has enough knowledge, experience and resources available for long term planning. Therefore, this strategic plan relates to the five-year period, from 2011 to 2016. In the period 2013/2014, we plan a workshop on which to assess the implementation of the plan and actual achievements, and if necessary, to include any amendments.

Strategic planning also included a workshop held at the Institute MEDILS in Split, 28 February and 1 - 2 March 2011. The workshop was held in consultation and facilitation of Nataša Škrbić, consultant for public and nonprofit sector. The following people were included in the strategic plan through analysis of past results and preparation of their overviews, active participation in the workshop and preparation of the strategic plan document: **Zrinka Jakl** (Management Board President), **Gabrijela Medunić-Orlić** (Program Manager), **Patricija Granić** (Associate Lawyer), **Milena Šijan** (Nature Protection Programme Assistant), **Mosor Prvan** (Nature Protection Programme Assistant), **Srđan Uljević** (Project Associate), **Ljiljana Prebanda** (Associate), **Stela Lađarević** (Accounting and Administration Manager).

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## ACHIEVEMENTS OVERVIEW

Association for Environmental Protection Sunce was founded on September 15, 1998, in response to the growing needs of society for quality guidance, identifying and solving environmental issues, in order to ensure the natural flow of ecological processes.

Since its foundation, the Association Sunce has been intensely developing, and in 2005 due to a number of projects that were being implemented with the aim of preserving nature and promoting sustainable development, it was renamed the Association for Nature, Environment and Sustainable Development Sunce. From that year on, activities and projects of Sunce have been carried out through four programs: Nature Protection, Green Phone, Waste and Knowledge Center. Much of the programs' activities overlap, especially educational activities of Knowledge Center which are based on knowledge and experience gained through implementation of other programs. At the same time, several other independent projects and initiatives were conducted.

Since 2005 to this day, we have become leading organization for environmental protection and nature conservation in Dalmatia, whose knowledge, skills and competence are recognized in various sectors at both national and international level. Over the past few years, much of the activities have been focused on protecting the natural resources of the Adriatic Sea, which expands the area of our direct activities and includes Mediterranean Croatia, and through cooperation even a wider area.

### Contribution to Nature Conservation, in Particular to the Management of Protected Areas

Preserved nature is one of the fundamental values of Croatia. Man is inextricably linked with nature; its degradation leads to loss of natural resources and reduces the quality of life. Nature is also a resource that tourism, one of our strongest industries, depends on.

Our action in the field of nature protection has been organized through several activities:

#### Participation in the preparation of legislative documents, lobbying and advocacy

The Association has built some significant capacity in the area of marine conservation and management, which remains the main focus of our work. We contribute to the conservation of biodiversity of the Adriatic Sea by providing support to institutions related to the management of marine protected areas and facilitating development of management plans, encouraging the development of standards in management, promoting intersectoral collaboration, stakeholder engagement, providing capacity building and exchange of knowledge and experience at national and international level.

We have developed cooperation with the Ministry of Culture, State Institute for Nature Protection (SINP), Brijuni National Park, Telašćica Nature Park, Kornati National Park, Mljet National Park, coastal county public institutions for management of protected areas, and gradually with institutions and organizations from other sectors (tourism, fisheries, physical planning, etc.). Many international contacts have been established and our partnership with WWF has been enhanced.

One of the significant successes in the field of nature conservation is the successfully carried out lobbying and advocacy to initiate the process of protecting the island of Lastovo in the category of Nature Park and its final establishment in 2006. Lastovo archipelago remains the focus of our activities through close cooperation with the Public Institution Nature Park Lastovo Islands and all stakeholders in developing the management plan for this area and generally strengthening the capacity of the park.

Since 2004 we have been actively involved in monitoring the process of Croatian accession to the European Union in the field of nature conservation and the establishment of the national ecological network and the Natura 2000 network. Through cooperation and exchange of experience with organizations from other European countries, participation in the biogeographic seminars, monitoring and participation in developing Croatian legislative and strategic documents related to nature protection and natural resource management, monitoring the implementation of legislation at local level, we have gained knowledge and experience in this issue which allows us to actively participate in decision-making processes.

## Research

We have also contributed to data collection and research of terrestrial and marine biodiversity. A methodology for marine species and habitats mapping has been developed, underwater tiles and manual for inventorying have been made, an educational DVD was published, over the last 6 years over 40 trained volunteers have been involved in the field research with over 5000 hours of volunteer work. We consider this volunteer program a significant achievement not only for the data collected but also due to investments in new generation of biologists with greater sensitivity to nature conservation, cooperation and work of the civil sector.

Data on marine species and habitats have been collected at over 400 locations in the Adriatic; digital habitats maps for the area of Brijuni, Lastovo islands, parts of Split-Dalmatia County and Dugi otok have been made. Several expert studies have been made based on the collected data, related to the condition of marine and coastal habitats. Through various projects Sunce was included in the collection of data on the biodiversity of land, data on the otter distribution in the area of Alpine and Mediterranean biogeographic regions were collected based on which, in collaboration with SINP we have created the scientific basis for expert action plan for the protection of otters; the beaches in Dalmatia and the flora of the Pantano reserve have been inventoried. Through the projects we have also supported technical and scientific research in tourism and fisheries. An increasing number of activities have aimed at establishing monitoring of biodiversity.

## Education and awareness rising

Activities aiming at strengthening public awareness of the need to protect nature are an integral part of almost all projects. Educational activities, such as workshops and lectures are mostly focused on students and teachers of elementary and secondary schools, and informational ones on the wider public. To encourage and facilitate the teaching we have published a manual for education of the marine envi-



ronment To Experiment Miramare and CD-ROM Biodiversity. We have also published a whole variety of brochures and posters; Nature Park Lastovo Islands, Lošinj Reserve, Whales and Dolphins in the Adriatic Sea, Turtles in the Adriatic, Minimum allowed length of fish, crustaceans and mollusks, Paklenjaci Islands, Vrulja etc. Under the motto Let the Blue Stay Blue we have printed multilingual brochures and posters, and designed an exhibition on the subject of marine protection, we have held numerous workshops for children and lectures for target groups. In two years the exhibition toured in over 20 cities and municipalities, and is updated regularly with new photographs and materials. We have cooperated with the Croatian Mountain Rescue Service (CMRS, HGSS) in the development of traveler's guide of mountaineering for Vis, Lastovo Islands, Biokovo and Omiška Dinara. We have co-financed the picture book Nino Discovers the Sea and The Blue Voyage. The brochures Public Participation in Environmental Protection and Environmental Network in the Protection of Nature aimed at informing the general public and especially local government representatives about the importance of nature protection, about legislation and public participation.

**In recognition of outstanding achievements in the field of nature protection Sunce was awarded with international recognition, the WWF Award for Conservation Merit, at the WWF annual conference, held in 2008 in Turkey.**

## Promotion of Principles and Practices that Contribute to Sustainable Development

Sustainable development implies the use of resources today in a way that makes them available for future generations.

### Sustainable waste management

One of the key problems of today's society is the problem of creating and managing waste which reflects the behavior of individuals, organizations and society as a whole. Problem of waste directly reflects consumer mentality that is prevalent in today's society and is also extremely destructive to nature and the environment. Therefore, a large part of our activities are focused on the promotion of responsible waste management. We try to raise awareness with key stakeholders and the general public about the importance of changing behavior of any individual, organization and society in order to avoid and reduce waste generation and enhance primary selection and recycling. We take the principle that our society should not dispose off waste into the environment faster than the nature can degrade it.

Our action in this field has been organized through following activities:

### Encouraging and facilitating the application of principles of sustainable waste management practices

Together with the system of collecting waste paper using a cardboard box that was created at the initiative of Sunce and is implemented in Split and surrounding areas since 2001, Sunce has also established a system of separate collection of batteries in educational institutions in the Split-Dalmatia County.

This once again emphasizes the importance of separate waste collection, especially hazardous one and at the same time we educate the youngest generations, thus allowing environmentally responsible behavior. Sunce has provided 31 schools with special bins for the collection of waste batteries. After initial difficulties in organizing the collection of batteries, we have signed a cooperation agreement with the company CIAN Ltd. to collect batteries from these locations.

## Advocating for the improvement of environmental policies in the field of waste management

Monitoring of waste management policy at local and national level took place through participation in round tables, workshops, working groups, the symposium on waste management, participation in public discussions for the adoption of legislation and waste management plans, and communication and cooperation with the Green Forum and various initiatives. We have continually emphasized our views on the harmfulness of the planned Waste Management Center in Lećevica.

At the initiative and request of Sunce to obey the legal provisions on environmental protection and public participation, in 2008 the City of Split published a call for a public discussion on the Waste Management Plan in which we participated, and some of our suggestions and comments were accepted.

In 2009 we participated in the public discussion for the Waste Management Plan (WMP) Kaštela which was also organized at our initiative addressed to the city of Kaštela and to the Plan developer. We held a series of meetings with representatives of local government structures in Split, while in Vis, Makarska, Grohote, Supetar, Nerežišća, Stari Grad and Lastovo we gave separate lectures on responsible waste management and examples of good practice.

## Education and awareness rising

We have published a series of educational and informational materials, distributed in different ways to final users. The brochures *Composting* and *Separate Waste Collection* were handed out to the users on the island of Brač, in Split and its region together with the utility fee slips, while the brochure *Waste Management in the Split-Dalmatia County - Statutory Obligations and Practice* was delivered to all municipalities and cities of the Split-Dalmatia County. Posters *Reduce, Re-use and Recycle and Hazardous Waste* were used as an integral part of the exhibition set up during public events and in schools. Considerable attention was given to the development of educational materials for students and teachers at primary and secondary schools, and we issued a CD-ROM *Waste, Teaching Tool for Education on Waste* in primary and secondary schools, the accompanying *Workbook Waste* and a coloring book *Nature Recycles*.

## Promotion of sustainable principles in tourism

Tourism is one of the most important economic sectors in Dalmatia, it makes a great income, but also has a potentially high degree of environmental impact. To encourage practices that reduce the negative impact, in 2008 we started the development of the *Program of Environmentally Friendly Management of Small Tourism Facilities EkoPartner*. There were defined 33 criteria that every tourist facility, if it wants to be EkoPartner, should respect, and which are arranged in eight categories (water, waste, energy, noise, food, education and communication, local values and transport). Their partial implementation

commenced in 16 pilot tourist facilities, 6 of which are in Dalmatia (small family-run accommodation, small family hotels and studio apartments) and 10 in Istria (rural tourist households, rural houses). A visual identity and the web page for the program EkoPartner were designed, there was a public presentation, several workshops were held, a manual was published, and canvas bags for the promotion of the program were distributed. Current activities aim at further promotion of the program and finding funds for its further financing.

## Public Participation in Matters Relating to the Environment, Nature and Sustainable Development

It is only with active participation of all citizens that we can achieve environmental protection and sustainable development. Realizing the importance of inclusion and encouraging citizens to active contribution we implement various activities.

### Green Phone

The Green Phone project as part of the Green Phone network in the Republic of Croatia (RC) has been active since 1999. The aim of the Green Phone is encouraging public participation in solving community problems in the sphere of environmental protection and nature conservation. In 2010 the Green Phone Network of the RC consisted of 11 other associations from Croatia, and their common goal is to establish a Green Phone in each county. Through this program Sunce has become recognizable to the general public in the area of Dalmatia, as relevant address for advice and information on the environment and nature protection, as well as concrete solutions. The Green Phone strengthens relations with citizens and local authorities, allows independent monitoring of the environment and rapid identification of local problems. Greater cooperation and communication of all stakeholders of environmental protection and nature is achieved, and the role of Sunce as a relevant partner strengthened.

We consider that the Green Phone, which continuously operates for the last 12 years and provides the citizens of Split-Dalmatia and Dubrovnik-Neretva County with information about their opportunities and access to responsible institutions, is one of the most important achievements. In 2006, aware of the growing importance of legal action to protect the environment, Sunce hires a lawyer, and thus becomes more relevant with better quality. Since 2007, in collaboration with Radio Dalmatia we broadcast once a week the program Green Phone and to this day there have been aired hundreds of programs through which we strive to inform citizens and encourage them to act.

For many years the largest number of calls has been associated with waste problems, which indicates the importance of this issue for the citizens. The annual number of calls through the last three years has stagnated and is about 200, but the proportion of solved cases has increased.

Environmental Program of the Split-Dalmatia County (2008) has recognized the importance of the Green Phone. The measure 9 within the "system of measures to improve environmental actors in the SDC" says that the Green Phone deserves continuing support as an extremely useful instrument for broader and better citizen involvement in addressing environmental issues. The financial support of the City of Split and the SDC for the work of the Green Phone was significantly reduced in the period from 2009 - 2011, particularly by the County, what makes the work much harder.

## Encouraging public participation in matters relating to the environment, nature and sustainable development and participation of Sunce in relevant processes

True public participation is only in its infancy in Croatia. Through organizing and holding seminars and lectures on public participation in nature conservation and environmental protection, issuing publications and providing information on national and international legal frameworks and practices related to public participation we have contributed to the development of democratic processes, better awareness and greater participation of citizens. Along with the organization of 5 seminars on the theme "Public Participation in Environmental Protection" in Croatian towns, more frequent calls of citizens regarding public participation in the procedures of environmental impact assessment and nature bear witness to better awareness and interest of citizens.

Through our work we try to encourage the public and target groups to participate in relevant matters. We held two seminars for the representatives of local governments of towns and municipalities and public institutions for the protection of nature: "National Ecological Network and Natura 2000 - Obligations and Opportunities for Cities and Towns." In collaboration with relevant institutions we organized a workshop in Hvar for stakeholders during which we presented results and recommendations from marine habitats and species mapping of Pakleni Islands. Possibilities of protection and management of this ecological network and the future Natura 2000 site were also discussed. We have participated in a series of public discussion for relevant legislative documents (the draft Regulation on information and public participation and public interested in environmental issues, the draft Regulation on environmental impact assessment and Regulation on the strategic assessment of plans and programs on the environment, the Ordinance on impact assessment for ecological network), spatial plans, and environmental impact studies. We were also involved in the Working Group for the development of the proposed draft revision of the National Strategy and Action Plan for the Conservation of Biological and Landscape Diversity (NSAP).

## Education on Environmental Protection and Nature Conservation within the Educational Institutions

From the very beginning Sunce has emphasized the importance of education of all generations about the need for environmental protection, nature conservation and sustainable development principles. Education of students in elementary and secondary schools is carried out through various projects that are directed only to the education or it is one part of the project. In collaboration with other programs, Sunce has made a whole series of educational materials for students and teachers at primary and secondary schools.

Annually we hold about 40-50 various educational activities for elementary and secondary schools; workshops, lectures, school in nature involving approximately 1000 to 1400 students.

Currently we offer 13 different educational activities that are enhanced in accordance with new knowledge in the field of environmental protection and nature, and regularly we develop new ones.

Representatives of Sunce participate as lecturers at the regional and interregional expert panels of teachers, where we have on several occasions represented the mentioned educational materials especially interactive CD-ROMs, and teachers from other parts of the Croatian also showed their interest. In 2010, we organized activities that were carried out simultaneously in several schools, such as competition in the collection of batteries and quiz on knowledge of biodiversity which was held to mark the Inter-

national Year of Biodiversity (2010). The competition in collecting batteries involved 25 elementary and secondary schools in the county, and the quiz was held in 15 schools and involved over 700 students. Schools are also included in environmental dates celebrations, particularly the Earth Day. In the period from 2007 to 2010, about 2200 canvas bags were distributed, promoting the principles of responsible waste management and the need to preserve biodiversity. The canvas bags were distributed during the maintenance of educational activities and public events.

Knowledge and practices are transmitted to the student population through organizing lectures at universities, training and volunteering in Sunce. We have also implemented the internship of students from the Faculty of Economics in Split and Pula, and have begun implementation of internship in Sunce. Cooperation with universities and institutes and practical work with students are essential to the development of new staff that will be able to cope with the challenges of environmental and nature conservation that connect different scientific disciplines.

In the period from 2007 to 2010 two projects under the EU Interreg Programme and FP7 on which Sunce was a partner were successfully carried out, and carriers were the University of Split and the University of Barcelona.

We also try to influence the national education policy; we participated in the working group for drafting the Action Plan for Education for Sustainable Development for the implementation of the Strategy for Sustainable Development of the Republic of Croatia and Strategies for Education for Sustainable Development of the UNECE.

## Institutional Development

### Human resources and organization of work

The number of employees at Sunce since 2005 has varied between 5 and 8 employees. Currently there are employed 7 people with high education, and two persons at full time with indefinite duration. We also work with several associates. Sunce has a Code of Ethics, which regulates the fundamental principles of mutual relations and communications. We continuously invest in the development of the organization and improve our business. Employees regularly participate in various trainings aimed at improving existing and acquiring new knowledge and skills.

### Volunteers

Without the help of volunteers, activities in Sunce could not be implemented in the present volume. Therefore, we strive to continually improve the organization of work with volunteers in order to achieve greater efficiency in the operation of Sunce and better inclusion of volunteers. Volunteers enter into voluntary agreement with Sunce. Among other things, the agreement establishes where the volunteer will work and the person who is responsible for management and supervision of volunteers. In the period from 2008 to 2010 Sunce achieved more than 5200 volunteer hours through volunteering on projects, in the implementation of public events and on field research. The volunteer program is still developing, in particular the program of volunteering in the framework of Nature Protection Program, where the marine research activities annually include 20 to 30 volunteers.

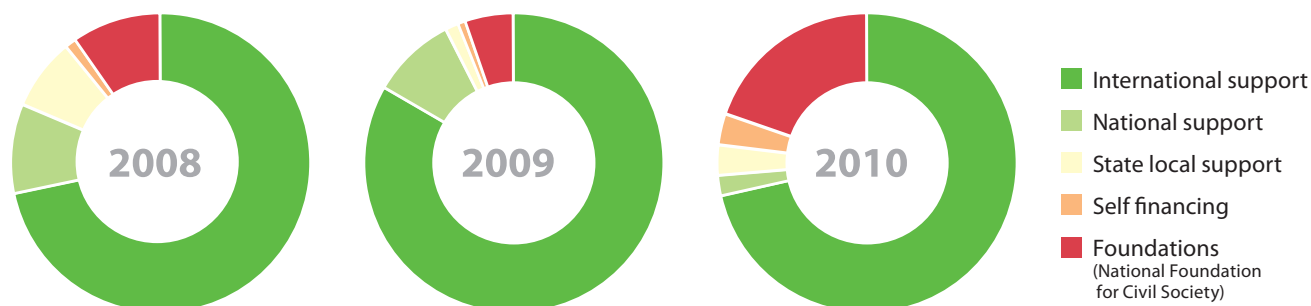
## Experience in project management

Since its foundation Sunce has successfully conducted and participated in over 100 projects financed by international, national and local grants and donations from the business sector. In the period from 2005 to 2010 we managed 3 EU projects and as a partner we participated in 10 projects. The list of implemented projects, funding sources and amount of funding from 1998 to 2011 is given in Appendix I.

## Financing

As one of our significant achievements we consider a relatively stable budget of Sunce, to which has certainly contributed the diversity of sources of funding, institutional support of the National Foundation for Civil Society, and long-term partnership with WWF. The support of the National Foundation for Civil Society has particularly contributed to the institutional development and stabilization of Sunce in the period from 2006 to 2008 and again after one year break for the period from 2010 to 2012.

Figure 1. Overview of funding sources of the Association Sunce from 2008 to 2010



## Quality Assurance

The introduction of *System of Quality Assurance of Non-Profit Organizations (SQANPO-SOKNO)* began in 2006 and since then we have been intensively working to improve the institutional organization and management. For the purposes of organizational development we plan and hold a variety of workshops and lectures. In 2008 we held a workshop on financial management and in 2010 a workshop in human resource management. In order to make our activities more transparent, on Sunce website we regularly publish information on activities, annual financial and narrative reports, donors and projects, administrative bodies and employees.

## Recognition among national and international organizations within the sector

At national and international level Sunce has been recognized as a relevant partner in decision-making processes and projects especially those relating to nature conservation. Responsibility, creativity and high professionalism are trademarks of our work.



## WORK ENVIRONMENT AND ENVIRONMENTAL POLICY

### Environmental and Nature Protection in Croatia and Worldwide

Global changes, vulnerability of the quality of life and speed of information exchange influence the increase of environmental awareness and public understanding of how the problem of preserving nature and the environment is also the problem of protection of mankind. Issues of climate adaptation, the slowing of climate changes and industrial pollution, preservation of biodiversity are increasingly being imposed as a priority in funding and planning.

#### **Public awareness is still not sufficiently followed by practical and decisive action at global and local level.**

People often resort to partial solutions, ignoring the root causes of environmental problems, such as excessive spending and excessive growth of human population. In that way the economic goals and short-term profits are imposed at political and legal level and represent the starting point of social activity. The market is based on the wrong assumption of unlimited growth, and the prevailing anthropocentric view convinces us that it is possible to realize the benefit to people independent of other species and thus leading us right to the increasing threats to human welfare. We are being offered latest technological solutions to different segments (energy, waste, nanotechnology, management, etc). Before their use, one of the key principles in protecting the environment is neglected; the precautionary principle and the limited natural resources. In Croatia, there is a lack of competent experts to assess the advantages and disadvantages of new technology which is an additional risk to the environment, especially when it comes to large investments.

On the other hand, environmental and nature protection becomes highly ranked as a socially important issue and is gradually integrated into all segments of the economy and the authorities. At the international level, there is a trend of encouraging the development of green technologies, green cities, construction of low-energy buildings, renewable energy, eco-tourism, ecological agriculture, ecological economics, etc. In Croatia, the integration of environmental and nature issues is a work in progress and is not yet sufficiently represented in scientific, academic and educational institutions, and consequently in other sectors. Higher and secondary education does not follow the needs of the economy at the local level and often does not take into account the global changes that are already reflecting or will reflect the future impact in Croatia.

Practices with positive results that have been reported worldwide, such as using renewable energy sources, separate collection and recycling of waste, or for example the establishment of marine reserves (no-take zones) are still in Croatia in their infancy or are being conducted in a very small scale that could have significant and visible economic impact and positive impact on the environment and nature. There is also a whole range of administrative, legislative, financial and other barriers to all those who try

to start any of the above. However, at the local level, citizens are increasingly joining in order to exercise their rights related to environmental quality, although these initiatives usually occur only when these rights are directly affected, which is often too late.

## Economic and social environment

Further economic instability, unemployment, reduced number of investments, dependence on non-renewable energy sources and increase of their prices are a threat to the stability of society and the environment, but can also trigger positive changes in the direction of sustainability.

### **There is a growing awareness of and an increasing pressure on the assessment and taking into account the real value of natural resources.**

In a world dominated by capitalistic society there appears to be signs of more responsible and humane society in the form of encouragement and advocacy of corporate social responsibility and growing encouragement to the development of social enterprise. At the same time, as opposed to these positive developments there is a further stratification of society and the deepening gap between the rich and the poor.

Društvene promjene očituju se i u razvoju svijesti o ulozi žene te rastu njihovih prava koje za posljedicu Social changes are reflected in the development of awareness about the growing role of women and their rights, which result in a rise in the share of women in management structures of government and business. There have been observed the majority share of women in environment and nature protection business, what is generally explained by greater interest of women in social issues, interdisciplinary / multidisciplinary approach in seeking to solve problems, and giving less importance to financial goals.

Despite the development of environmental awareness, in Croatia there is still a large part of the society that is focused on meeting the primary needs and acquiring social status through material goods.

### **The result of the economic crisis at the local level is that the social issues are regularly placed in front of environmental and nature issues and Croatian natural resources continue to be exposed to pressure and unsustainable use of short-term profits in the name of economic recovery.**

The government very often protects the interests of the employer to the detriment of public interest and public good. Consequently, public goods are commercialized, and the most valuable natural resources like water, sea and biodiversity are exposed to increasing pressure resulting in dissatisfaction of the citizens and the deterioration in the environment. At the same time there is a market tendency to commercialize everything that bears the "eco" prefix which is certainly contrary to the true protection of the environment.

## Institutional and legal framework during the EU accession process

The EU accession process has significantly contributed to the institutional and legislative framework and its implementation. Institutional and legal framework of environmental and nature protection is extremely complex, environmental and natural issues stretch through many sectors, laws, regulations and international documents to which Croatia is a signatory. A variety of national legislative documents



is not aligned with each other and thus deepens the conflicts and reduces the effectiveness of their implementation. This stems from the need that Croatian legislation came as soon as possible into conformity with European legislation and from still underdeveloped cooperation between different ministries and sectors. Because of the EU accession process, change and adoption of new legal documents and the introduction of new standards are happening almost on a daily basis. Part of the European acquis is deliberately transposed badly into Croatian legislation. There is a number of non-compliance and the legislation is often variously interpreted. This situation aggravates the implementation at the local level, thus losing credibility and trust of citizens in the rule of law. It is not uncommon for CSOs to warn the authorities and various institutions especially at the local level about the existence of a new regulatory element that requires its compliance. In the area of nature protection we are in the process of establishing and introducing the Natura 2000 network, which was preceded by the development of a national ecological network. Nature protection through these mechanisms is still at a very low level; it is more declarative and is usually reduced to meet the legal form while the true nature protection is being pushed out by economic goals and short-term profits. However, an increasing emphasis on management planning, transparency, evaluation and assessment of efficacy is being put in all structures.

## Framework for Civil Society Organizations (CSOs) Work in the Field of Environmental and Nature Protection

Sunce area of work falls under the competence of large number of ministries, institutions and agencies which provides many opportunities for action and funding. On the other hand, this complex structure makes it difficult to communicate and make further efforts to work because of frequent overlaps and ambiguities in the responsibilities.

It is very likely that the parliamentary elections of 2011 will bring significant changes in government structures, and further restructuring of ministries and agencies dealing with issues of environmental and nature protection and distribution of funds are expected.

### Environment for the activities of civil society organizations

There are a large number of the existing legal documents regulating the work of CSOs, and many laws, strategies and regulations are still in the process of making. At the national level, Government Office for Cooperation with CSOs, the Council for the Development of Civil Society and the National Foundation for Civil Society Development act as institutional framework to support the development of civil society. Sunce is familiar with the work of the Council through the representatives of the Green Forum and is able to influence its work. However, both the Government Office for Cooperation with CSOs and the Council does not yet have the political strength and their work is not visible enough among CSOs. On the other hand, the National Foundation for Civil Society Development significantly supports the work of CSOs by providing financial and other forms of support through various consulting, training, etc.

Following the positive changes at national and local level, one can observe the gradual opening of government structure towards civil society organizations and the general public as well as greater readiness to engage and cooperate. However, cooperation is still insufficient and non-transparent which results mostly from misunderstanding of the role and importance of participation of civil society. Often, the local power structures actually encourage the cooperation through activities that advocate natio-

nal power structures and institutions mentioned. In 2007, a cooperation agreement between the city of Split and non-profit sector was signed with the aim of creating effective mechanisms and standards that should enhance their inter-sectoral collaboration. At the level of Split-Dalmatia County, a CSO Forum was founded in SDC, which has contributed to the signing of this Agreement and is committed to improving cooperation and the position of CSO.

## Public participation in Croatia

Croatia is still developing a democratic society, which is among other, based on participative democracy in which citizens are subjects of the overall political and social processes. *National Strategy for Creating an Enabling Environment for Civil Society* (2006 - 2011) emphasizes the need for consultation and participation of citizens, stakeholders and the initiatives of civil society organizations in defining, designing, implementing and evaluating public policy. In line with this the Government of RC in 2009 adopted a *Code of Practice Consultation with the Interested Public in the Procedures of Passing Laws, Regulations and Legislation* which sets out general principles, standards and measures in consultation with the interested public in the processes of passing laws, regulations and other acts of state bodies, regulating the issues and taking positions of interest to the general welfare. But in practice, in Croatia the consultation between civil society and state in the procedures of making laws, rules and regulations is still not well implemented. The largest part of the opportunity to participate in the development and influence the quality refers to strategies, legislation, national plans, while participation in the drafting of implementing documents such as ordinances and regulations are still very limited. Often, the relevant legislations are adopted in urgent procedure which prevents the participation of the public. In cases where CSOs are involved in the consultation process it is often a formal involvement with no real interest and willingness to take account of their opinions which is often fueled by a lack of capacity to implement such processes as well as limited time. Despite all this a greater impact of CSOs on public policy is evident in terms of increasing involvement and a gradual understanding of its relevance.

In the mentioned Code and in the Croatian legislation there are built in mechanisms that allow at least a basic level of participation in the process of environmental impact studies and strategic environmental assessment of plans and programs while the latter is not yet fully in practice. Due to the complexity of the legal system and poor public information, people rarely promptly respond to development plans and potential environmental problems. Also, the comments of citizens are often not acknowledged, this is particularly true for environmental impact studies. Not taking into consideration comments of citizens, we contribute to their lack of motivation for future participation which weakens the possibility of strengthening this process in the future.

**The importance of the democratic process is still more recognizable at the national than at the local level, partly due to the process of Croatian accession to the European Union and pressure from the international community. CSOs are still more involved in decision-making processes at national than at local level.**

Unfortunately, a large number of working groups are established to meet the EU requirements for the consultation procedure, and accordingly are not put in practice, or they meet up only once to meet the form.

Despite the challenges, number of good practice examples of public involvement and collaboration between sectors is still growing. Slowly, in all structures an increasing emphasis is put on consultation processes, management planning, monitoring and evaluating the effectiveness thus resulting in the

standardization of processes and plans. Civil society organizations are increasingly building knowledge, skills and experience in designing and managing consultation processes, and a growing part of the government sector recognizes the advantages of this method of planning and decision making.

## Trends in financing

**In early 2007, the Parliament passed a Code of Good Practice, Standards and Criteria for Financial Aid to CSOs Programs and Projects, but on the regional and local level it has not been implemented yet.**

The system of tax policy is generally bad for civil society organizations, only humanitarian organizations have higher tax deductions. In the eyes of the law, CSOs for environmental protection are still not perceived as organizations that work for the common social good. CSOs engaged in social and humanitarian issues have developed stronger support, especially in local structures. *National Strategy for Creating an Enabling Environment for Civil Society* (2006 - 2011) emphasizes the importance of changes in this area and processes of establishing criteria for general socially useful organization are under way, what would create opportunities for the improvement of tax policy toward such organizations. Social entrepreneurship and self-financing of CSOs are increasingly encouraged. Position and capabilities of CSOs in the profit business and the VAT system are still quite vague and organizations are reluctant to step into the profitable business. To this we can add current public perception of CSOs as purely voluntary and nonprofit organizations, as well as the habits of funding through projects and grants.

Although in the last two years the City and the County have opened competitions within their departments for CSOs projects funding, these contests are still not in compliance with the *Code of Good Practice, Standards and Criteria for Financial Aid to CSOs Programs and Projects* and it is still not clear how the selection procedures of the proposed project is made nor how high is the total amount of funding. At the same time the ability of perennial support of CSOs programs is not developed, which is certainly an aggravating circumstance.

According to some predictions, donations and funds from the private sector, whether individual or business, will become significant sources of funding civil society organizations. An increasing number of companies seek a socially responsible business, but the level of responsibility is still low. Areas and modes of action of donors of this type are often in conflict with the goals of Sunce. The largest donors from private sector of our county are also one of the biggest polluters. Donations from the business sector are mostly centered on social and humanitarian CSOs, majority of them are not financially significant, and are often in the form of donations of employee time and tend to promote the business enterprise. Also, there is a big competition among projects, looking for contacts and connections so they do not finance the real need but what has "an interesting packaging". On the other hand, Sunce has no experience in signing sponsorship contracts with the private sector. Because of the global and national economic crisis, almost all sources of funding for CSOs have been reduced, especially those from the ministries, local authorities and the private sector.

Croatia has achieved a certain level of economic development and, consequently, many donors are losing interest in this area and they move their activities to less developed countries of Eastern Europe. Significant opportunities for funding are offered by pre-accession and structural funds. There is an increasing number of competitions which encourage regional networking and exchange of experiences, particularly between the countries of former Yugoslavia.

In addition to what has been mentioned, Croatia neither has enough confidence nor a developed tradition of volunteering or financial support of CSOs from citizens. The association currently cannot count on significant funding from membership fees and individual donations while volunteering is becoming more and more valued in society.



## PARTNERS AND STAKEHOLDERS OF THE ORGANIZATION

Through their work Sunce has achieved very good cooperation with many institutions and individuals from all sectors of society.

### State and local governments and institutions

The association maintains good contacts and cooperation with state bodies and institutions at local and national level. At the national level we have achieved a very good and continuous cooperation we with the **State Institute for Nature Protection**. We collaborate with the **Ministry of Culture-Directorate for Nature Protection** and the **Ministry of Environmental Protection, Physical Planning and Construction**. **National Foundation for Civil Society Development** supports the ongoing work and organizational development of Sunce.

Other stakeholders:

- Ministry of Education and Sports
- Ministry of Tourism
- Ministry of Agriculture, Fisheries and Rural Development
- Fond for Environmental Protection and Energy Efficiency
- Government Office for Cooperation with CSOs
- Environmental Protection Agency
- Croatian Chamber of Economy

Through several projects and joint activities we have developed cooperation with public institutions for the management of nature parks and national parks; **the Lastovo Islands Nature Park, Kornati National Park, Brijuni National Park, Telašćica Nature Park, Mljet National Park** and the coastal county **public institutions for managing protected natural values**.

Other stakeholders:

- Department for Environment and Spatial Planning in the Split-Dalmatia County
- County Development Agency (RERA)
- Inspection Service (nature, environment, fisheries)
- Cities and municipalities in Dalmatia

At the local level, we work with various departments in the City of Split, especially through activities related to waste, the Green Phone and marking various environmental dates.

## Sveučilišta i instituti

Sa sveučilištima i institutima surađujemo kroz partnerstvo na projektima (Sveučilište u Splitu, Sveučilište u Barceloni) ili istraživanjima. Ipak, najveći dio suradnje ostvarujemo s pojedincima, hrvatskim i međunarodnim znanstvenicima i stručnjacima. Kroz niz aktivnosti surađujemo i s drugim visokoobrazovnim institucijama.

Ostali dionici:

- Prirodoslovno-matematički fakultet, Zagreb
- Fakultet prirodoslovno-matematičkih znanosti i odgojnih područja, Split
- Institut za turizam, Zagreb
- Institut za oceanografiju i ribarstvo, Split
- Ekonomski fakultet, Split
- Građevinski fakultet, Split

## Educational institutions

We work with many schools in the area of Dalmatia, we have an especially long-term good cooperation with schools in Split; **Science – technical high school** and elementary schools **Marjan**, **Skalice** and the **Female students house**.

## Civil society organizations in the Republic of Croatia

Through information exchange, various activities and joint action we develop cooperation with many organizations. Affiliation with the CSO has been maintained through membership and active participation in network bodies especially the **Green Forum** and the **Network of Green phones**, and through them with **Green Action**, Zagreb, and **Eko-Pan** from Karlovac and the **ecological organization Krka** from Knin. From 2006 to 2009 we led the Green Forum Secretariat, and for many years we have been a part of the Coordination.

Un the period from 2007 to 2010 intensive cooperation was established with organizations with whom we made partnership projects such as the **Blue World** from Lošinj, the **Association of Biology Students BIUS** from Zagreb, the **Croatian Mountain Rescue Service** and the **Association Green Istria** in Pula (we have implemented together as many as 3 of the EU projects).

At the local level, we have an especially good cooperation with the **Association MI** and the **Association Marjan** from Split, and we are active in the NGO Forum of the Split-Dalmatia County.

Other stakeholders:

- Franjo Koščec, Varaždin
- Green Osijek, Osijek
- ZEO Nobilis, Čakovec
- Ecological Association Pulentoda, Hvar
- Association Argonauta, Murter
- Association of sea researchers - 20 000 milja, Split
- Association Eko Kvarner, Njivice

- Lijepa naša, Metković
- Divina Natura, Metković
- Association Marjan, Split
- Green Dalmatia
- CEPOST
- Diving and cycling clubs
- Associations of fishermen
- Local associations in protected areas

The civil sector in the field of environmental and nature protection is characterized by great dynamism and stagnation in the activation of associations, especially at local level and it is therefore difficult to list all the stakeholders in this sector.

## International cooperation

In addition to maintaining and developing good national cooperation we are also very active at the international level, particularly with the **WWF** and the **WWF MedPO** office from Rome, with whom we have developed a long-standing partnership backed by a series of successfully implemented joint projects.

At the international level, we maintain connections through membership in networks **CEEWEB** (Central and East European Working Group for Enhancement of Biodiversity, Budapest) and the **EEB** (European Environmental Bureau, Brussels) and **MedPAN** (Network of Managers of Marine Protected Areas in the Mediterranean). We have cooperated with these networks in individual activities or joint projects.

Other stakeholders:

- WWF ATW
- WWF MedPO Zagreb
- UNEP PAP/RAC (United Nation Environmental Program/Priority Action Programme Regional Activities Center)
- UNEP RAC/SPA (United Nation Environmental Program/Regional Activity Center for Specially Protected Areas)
- NOAA (National Oceanic and Atmospheric Administration, USA)
- ECNC - European Centre for Nature Conservation
- Greenpeace (offices in Vienna and Budapest)
- IUCN - Belgrade
- UNDP, GEF COAST Project
- UNDP, Zagreb
- Associations of the Balkan region

## Business sector

Sunce has set up collaboration with **CIAN Ltd.** on the disposal of waste batteries that are collected in containers placed in educational institutions. For many years, we have been cooperating with the utility company **Čistoća Ltd.** from Split, in particular through promoting the establishment of sustainable

waste management and organizing the Earth Day celebration. With the company **PREVAL Ltd.** we have cooperated in promoting measures for sustainable tourism.

Through projects and activities we work with apartment owners and owners of small tourist facilities, travel offices and agencies and diving centers.



# IV SWOT ANALYSIS

	STRENGTH	WEAKNESS
INNER	<ul style="list-style-type: none"> <li>— creativity and motivation of the individual</li> <li>— young, energetic collective</li> <li>— various educational profiles of employees</li> <li>— qualities of employees: creativity, motivation, commitment, faith, responsibility, different educational profiles</li> <li>— knowledge and experience (in writing and implementing projects, expertise)</li> <li>— established organizational structure</li> <li>— awareness and willingness to further develop the organization</li> <li>— location of offices and equipment</li> <li>— good cooperation with various institutions and organizations (international, national, local)</li> <li>— willingness and ability to work at all steps in the business</li> <li>— stable and relatively high budget</li> <li>— tradition (13 years)</li> <li>— proper management of finances</li> <li>— diversity of financing sources</li> <li>— network of external associates</li> <li>— network of volunteers</li> <li>— recognizable programs</li> <li>— successful and well-implemented projects</li> <li>— recognition of Sunce as a reliable and relevant partner in nature conservation and environmental protection</li> </ul>	<ul style="list-style-type: none"> <li>— small office</li> <li>— small number of employees in relation to programs</li> <li>— poor quality of communication among employees (mixing personal and business level)</li> <li>— insufficient number of members</li> <li>— lack of programs for members</li> <li>— unreflective policies to donors (business)</li> <li>— insufficient representation by the media</li> <li>— lack of protocol and “politics” (sharing data, knowledge)</li> <li>— decision - inertia related to the imbalance between “democracy” and “participation”</li> <li>— too much time is spent on making and identifying key decisions</li> <li>— unrecognition of the important and urgent</li> <li>— no defined role in decision-making (within the Management Board)</li> <li>— monitoring committee which does not function</li> <li>— too many “issues” to be covered</li> <li>— the challenge of sustainability and continuity, fluctuation of people</li> <li>— lack of agreement on how to respond to ad hoc current issues in environmental protection in the media leading to the invisibility of the public</li> <li>— lack of a recognizable visual identity</li> <li>— work with volunteers (highly specialized volunteers)</li> </ul>
	OPPORTUNITIES	THREATS
OUTER	<ul style="list-style-type: none"> <li>— entering the market and the possibility of commercialization of some services</li> <li>— cross-border cooperation (transfer of knowledge and experience in the East)</li> <li>— opening of new partnership options for EU tenders</li> <li>— lack of competition at the level of Dalmatia</li> <li>— obligation of involvement of NGOs in consultative projects</li> <li>— existence of state owned properties that are available for use</li> <li>— higher standards of environmental and nature protection within the EU</li> <li>— increase of general interest in environmental and nature protection</li> <li>— possibility of cooperation in the economic sector</li> <li>— networking at national and international level</li> <li>— opening new financing systems designed to maintain and improve the system of environmental and nature protection</li> <li>— creating conditions for self-financing</li> </ul>	<ul style="list-style-type: none"> <li>— underestimation of abilities and capabilities of NGOs</li> <li>— perception of NGOs as a sector that offers its services exclusively for free</li> <li>— competition at the national and regional level</li> <li>— perception of Sunce as competition from the private sector</li> <li>— economic crises (environmental protection and nature conservation is not a priority)</li> <li>— closing the existing system of funding for the development of nature conservation and environmental protection</li> <li>— “dirty players”</li> </ul>





## VISION, MISSION, VALUES AND PRINCIPLES OF WORK

### VISION

Preserved nature and environment are fundamental values of society, in which management is approached through the application of the principles of sustainable development.

Association Sunce is a recognized partner to citizens, public institutions and scientific circles in the protection of nature and environment and in promoting sustainable development at local, national and international level.

### MISSION

The mission of Sunce is to actively contribute to environmental protection and nature conservation, and we realize it:

- by encouraging public participation,
- by educating and informing in order to change values and behavior,
- through research in order to create the basis and guidelines for protection measures and effective action,
- through advocacy for responsible management based on the principles of sustainable development.

Our work is based on the following values and principles of action:

- **Consistency** of commitment to achieve the vision, mission and goals of the organization while trying to apply the principles of sustainable development in everyday life.
- **Responsibility** of the organization is based on knowledge and facts and professional interdisciplinary approach while encouraging self-initiative and creativity of individuals. As a responsible nonprofit organization our work and our results are available to the public.
- **Cooperation** is the value that we cherish within and outside the organization. We encourage trust and dialogue among stakeholders and the work of the organization is based on teamwork, respect of different opinions and ideas, and nonviolent action.
- **Success** for us means to encourage changes and achieve goals, and team members achieve satisfaction in their work, they build themselves through work, and nurture quality relationships.





# GOALS, OBJECTIVES, KEY ACTIVITIES AND INDICATORS OF ACHIEVEMENTS FOR THE PERIOD FROM 2011-2016

## STRATEGIC GOALS

1. **Contribute to the conservation of natural resources in Croatia, particularly the sea**
2. **Promote principles and practices contributing to the protection of nature, environment and sustainable development**
3. **Increase knowledge and skills on issues of nature, environment and sustainable development**

## STRATEGIC GOAL 1. CONTRIBUTE TO THE CONSERVATION OF NATURAL RESOURCES IN CROATIA, PARTICULARLY THE SEA

### OBJECTIVE 1.1. Improve management of natural resources and protected and/or endangered areas, habitats and species

#### Activities

- 1.1.1. Participation and support in developing and implementing management plans and action plans to protect nature and natural resources
- 1.1.2. Preparation and participation in seminars (biogeographical) and consultation process for the establishment of Natura 2000 network in Croatia
- 1.1.3. Organization of workshops, trainings, study tours and seminars for the purpose of networking, experience exchange, cooperation and capacity building in the conservation of nature and natural resources
- 1.1.4. Encouraging the public concerned and the competent authorities of different sectors (agriculture, fisheries, tourism, regional planning) to participate in decision-making and standards development related to nature protection and natural resources

#### Key indicators of success

- Increased participation of representatives of various sectors in the processes of making plans and implementation of standards in relation to the previous period
- Increased application of principles of good practice and consultation processes in the adoption, implementation and monitoring of the implementation of management and action plans in relation to the previous period
- Involvement of Sunce in the planning processes in nature protection and management of natural resources in areas that the Association identifies as a priority

## OBJECTIVE 1.2. Conduct research and prepare technical documents for improving natural resource management

### Activities

- 1.2.1. Species and habitat mapping and monitoring of the state of nature
- 1.2.2. Conducting socio-economic and other relevant research
- 1.2.3. Development and making of tools for inventorying species and habitats, monitoring the state of nature, and identifying threats to biodiversity (databases, websites, manuals, etc.)
- 1.2.4. Strengthening of voluntary program of Sunce in order to develop capacity for data collection and monitoring of biodiversity
- 1.2.5. Development of cooperation with national and international institutions and experts

### Key indicators of success

- Increased holdings of mapped species and habitats and the quality of digital documents for planning and conservation
- Availability of new tools for inventorying species and habitats and monitoring the state of nature
- Increased number of trained volunteers for data collection and monitoring of biodiversity
- Recommendations and findings of the research and professional studies are used as a basis for improving management of natural resources

## STRATEGIC GOAL 2. PROMOTE PRINCIPLES AND PRACTICES CONTRIBUTING TO THE PROTECTION OF NATURE, ENVIRONMENT AND SUSTAINABLE DEVELOPMENT

## OBJECTIVE 2.1. Participate in creating and promoting the implementation of responsible public policy of protecting nature, environment and natural resource use

### Activities

- 2.1.1. Participation in the development and implementation of strategic documents and legal acts in the field of nature conservation, environmental protection, natural resource use and civil society
- 2.1.2. Monitoring the implementation of legislation relating to information and public participation and active involvement in relevant processes and public hearings
- 2.1.3. Networking, exchange of experiences and information and joint action with the institutions and organizations that are active in the area of Sunce's work (Green Forum, MedPAN, EEB, CEEWEB etc.)
- 2.1.4. Periodic compilation and publication of opinions and/or positions on public policy issues in the field of Sunce's work ("position statement/policy paper")
- 2.1.5. Continuous and planned approach to the media and key stakeholders with periodic meetings targeted for putting the focus on important issues

### Key indicators of success

- The number and quality of joint initiatives of local and international organizations
- Number of new policy papers, opinions, suggestions and comments on relevant topics and

- documents available to the general public and targeted groups and their use by decision makers
- Increased perception and influence of Sunce in public policy

## **OBJECTIVE 2.2. Increase awareness and public participation in environmental issues, nature conservation and the application of principles of sustainable development**

### **Activities**

- 2.2.1. Informing the public and educate target groups on national and international legal frameworks related to information and public participation in decision-making processes
- 2.2.3. Providing support to the citizens in the thematic issues related to the association's area of work and the right to information and participation in matters of nature conservation, environmental protection and sustainable development
- 2.2.4. Promoting the concepts of sustainable development of the city of Split through advocacy in the media and local government structures and giving support to local initiatives

### **Key indicators of success**

- Increased availability of relevant information for different target groups in relation to the previous period through the media, education and other means of informing
- Increased number of calls from citizens to the Green Phone, actions taken and the percentage of solved cases in the previous period
- The number and quality of joint local initiatives

## **OBJECTIVE 2.3. Improve the implementation of sustainable waste management at the city of Split and Dalmatia**

### **Activities**

- 2.3.1. Educating and informing local government on the determinants of sustainable waste management
- 2.3.2. Advocacy and initiation of legal proceedings towards government structures for the implementation of legislation relating to sustainable waste management
- 2.3.3. Cooperation with the city's utility companies, concessionaires and authorized companies for the establishment and implementation of a system of separate waste collection

### **Key indicators of success**

- Improving the application of the principles of sustainable waste management (more options for separate waste collection in cities and counties and the share of waste collected in this way)
- Number of collection systems for separate waste collection in the areas of local government established at the initiative of Sunce

## OBJECTIVE 2.4. Promote the principles of sustainable development in tourism

### Activities

- 2.4.1. Development, promotion and positioning of EkoPartner, a program of environmentally responsible management of small tourism facilities
- 2.4.2. Continued implementation of EkoPartner program
- 2.4.3. Encouraging the development of new offers in sustainable tourism

### Key indicators of success

- Increased perception of EkoPartner among stakeholders (partners and tourists) and recognition of EkoPartner in the eco-labeling system in Croatia
- Increased number of EkoPartner members who successfully meet the criteria in relation to the previous period
- Number of new offers of sustainable tourism established at the initiative of Sunce

## STRATEGIC GOAL 3. INCREASE KNOWLEDGE AND SKILLS ON ISSUES OF NATURE, ENVIRONMENT AND SUSTAINABLE DEVELOPMENT

### OBJECTIVE 3.1. Increase access of the general public to information, knowledge and skills related to the concepts of sustainable development, protection of nature and environment

#### Activities

- 3.1.1. Organizing public events (environmental dates celebrations, exhibitions, film screenings, panel discussions, forums, etc.)
- 3.1.2. Production and distribution of informational and educational materials (printed, audio materials, audiovisual, web site, track info, etc.)
- 3.1.3. Encouraging the media to contribute to increasing representation of the theme of sustainable development, protection of nature and environment in the media
- 3.1.4. Organize information and educational activities for target groups (fishermen, farmers, workers in tourism, tourists, etc.)
- 3.1.5. Elaboration of the concept and finding adequate space and funding for the Sunce Centre for education, research and promotion of principles of sustainable development

#### Key indicators of success

- Increased visibility of projects, activities and attitudes of Sunce in the local and national media compared to the previous period
- Increased number of users of activities and materials of Sunce relative to the previous period
- Established Centre for education, research and promotion of principles of sustainable development



## **OBJECTIVE 3.2. Increase the representation of the contents of environmental protection, nature conservation and sustainable development in educational institutions**

### **Activities**

- 3.2.1. Regular improving and finishing the content of existing educational activities of Sunce and developing new models of education for primary and secondary schools
- 3.2.2. Providing educational services for students and teachers of elementary and secondary school teachers and educators in preschools in the area of Dalmatia
- 3.2.3. Publishing and distributing of educational aids and their promotion among educational professionals and relevant institutions
- 3.2.4. Improvement of cooperation with educational institutions in terms of regular plans involving students and teachers in educational activities for each school year and defining the agreement on cooperation
- 3.2.5. Establishing the model and possibilities for implementation of professional practice of high school students and promoting Sunce among higher education institutions as a resource center for its implementation

### **Key indicators of success**

- Increased number of educational institutions and users relative to the previous period
- Number of continuous and formalized cooperation with educational institutions
- Established continuous professional practice of high school and faculty students





## RESOURCES AND CAPACITIES REQUIRED FOR ACHIEVING GOALS

### Funding for the period 2011-2016

Financing of Sunce is based on smaller one-year projects which are mainly financed through local and national sources, major international multi-year projects and multi-year institutional support of the National Foundation for Civil Society Development. The budget for the entire organization is made for one year in advance in relation to the current year. Since in 2012 the institutional support and the multi-year international project are expiring, in 2011 and 2012 Sunce needs to invest considerable effort in finding the financial resources to provide funds for the period of 2013 and 2014. This is especially important because during this period we will not be able to receive the institutional support of the National Foundation for Civil Society Development for mandatory two-year break. We will therefore continue to monitor tenders for projects of international donors, notably the European Commission and EU pre-accession funds. Before our accession to EU, it is essential for Sunce to develop good financial, managerial and technical structure and identity in order to be competitive when bidding for funds for the EU member states and the cross border cooperation. Advantages of Sunce are a lot of experience in international projects and a broad network of associates and partners.

By the year 2016, especially during 2011 and 2012, the priority will be to find and develop new long-term funding and the establishment and running of the planned self-financing. We also need to invest significant efforts to achieve financing through the business sector. Previous experience and trends in Croatia do not indicate a significant possibility of funding through membership fees. However, we will continue to invest in increasing our membership which is of paramount importance for the recognition and influence of the organization, so membership fee in the future can become a major source of funding.

More stable and higher income is necessary to ensure the Green Phone. This is a service that proved to be of great importance to Sunce in terms of providing direct support to citizens in environmental matters, the openness of the organization and relationship with citizens and the real problems in the community. It is necessary to establish stronger collaboration with the business sector, find a basis for co-financing the Green Phone and to ensure continuous funding from local authorities (City, County, etc.). Overtaking coordination of the Green Phone Network is also one of the possible ways for further strengthening of the Green Phone.

Possible sources of funding:

#### State Institutions

- Ministry of Environment, Physical Planning and Construction
- Ministry of Education and Sports
- Ministry of Culture
- Ministry of Tourism

- Ministry of Agriculture, Fisheries and Rural Development
- National Foundation for Civil Society Development
- Environmental Protection and Energy Efficiency Fund
- Government Office for Cooperation with CSOs
- State Institute for Nature Protection
- Public institutions for management of protected areas

### **Institutions at local and county level**

- City of Split
- Split-Dalmatia County
- Dubrovnik-Neretva County

### **Economic sector**

- Zagrebačka Bank d.d.
- Croatian post
- Splitska Bank d.d.
- Parkovi i nasadi Ltd.
- CIAN Ltd.
- Other

### **International institutions and foundations**

- European Union
- WWF (WWF ATW, through partnerships and foundations such as the MAVA)
- MATRA
- UNDP COAST project
- UNDP through other projects (GEF, GEF Small Grants Programme)
- UNEP RAC/SPA
- UNEP PAP/RAC
- Critical Ecosystem Partnership Fund
- European Fund for the Balkans
- Embassies

## **Self-financing and development of social entrepreneurship**

In order to reduce its dependence on projects and donors, to ensure the necessary share of funding for individual competitions and finance unforeseen costs of different activities we aim at finding possible sources of self-financing. Through 2010 and in the beginning of 2011 Sunce implemented a series of workshops and meetings to assess organizational readiness and capabilities of individual ideas for self-financing. There are some clues to possible ways of self-financing that have proved during the previous period in the form of services (education, training, studies, etc.). Also, the strategic workshop again proved the great interest of all employees to establish a Center for education, research and promotion

of the principles of sustainable development as an important step in achieving the objectives of Sunce, but also self-financing sources (providing services within the Centre).

The intention is that some of the Center's activities are focused on educational institutions in form of organization of workshops, lectures, school in nature. In the upcoming period we will carry out an elaborate concept, find an adequate location for the center, negotiate with key stakeholders, gather documents and prepare the financial plan in order to provide the necessary funds.

Previously, in 2011 the self-financing plan will have been completed and it will define in detail the above mentioned steps which are necessary to establish the Center.

Meanwhile, in the one-year program of providing training and mentoring for social entrepreneurship by NESsT, whose implementation began in March 2011, we will develop a feasibility study and a business plan for one of the selected ideas of social entrepreneurship (design and conduct of consultation processes in nature protection, especially development of management plans, conducting training services in the field of education for sustainable development and environmental and nature protection in the educational institutions and the establishment of the Centre for education, research and promotion of the principles of sustainable development).

## Objectives of organizational development

Continuous investment in organizational development is essential for maintaining efficiency and quality of work. Planned activities are within the following priority areas of work. At the same time Sunce will strive to find resources to continue implementing SOKNO, in order to ensure high standards of organization in all areas of quality.

## Development of management and executive structure of the Association Sunce

As a non-governmental organization, Sunce receives the support from the public sector and it is expected to show a high degree of responsibility which includes the organization of good and transparent governance, which separates the administrative and executive structure. In the next strategic period, it is planned to establish an external Steering Committee of prominent experts and mechanisms for its effective operation.

Based on the already identified need for the formation of executive structures and division of programs decided at the strategic workshop a new systematization of jobs was established, including job descriptions and positions of current employees as well as predicting the need for jobs in the upcoming period in order to implement the Strategic Plan. Decisions on the adoption of a new systematization of jobs (in Annex II Organigram of Sunce), the establishment of an effective executive structure and compliance with existing regulatory documents in Sunce are expected in 2011 and it is a necessary step for the establishment of the external Management Board and its quality functioning. The introduction of the above mentioned developmental changes will be reflected on possible changes to the Statute and other legal documents of Sunce and it is possible that the adoption of new ones (e.g. defining the policy of conflict of interest) will be needed.

## Alignment of program activities and establishment of an evaluation system

It is necessary to coordinate the program activities of Sunce with the conclusions adopted in the drafting of this Plan. The realization of specific goals and activities planned in this strategic plan in the upcoming period will be implemented under two programs; Nature Conservation and Environment Protection and Sustainable Development. The changes in the organization of programs occurred due to overlapping of activities among the programs, low-budget of the programs Waste, Knowledge Center and Green Phone in relation to the nature protection program, uneven levels of activities and actions resulting in uneven level of responsibilities of program leaders. Therefore a new thematic program distribution was decided, where the methods of education and informing, research, lobbying and advocacy, providing support to citizens will continue to be used by both programs. Featured link between the two programs are education and work on policies. In order to better plan new activities and achieve greater efficiency, it is necessary to establish and integrate a system of quantitative and qualitative evaluation of all projects, programs and strategies of the organization.

## Stabilization of the team and improving human resources

Further investment in knowledge related to the management and financial management is needed especially if the planned forms of self-financing come to life. It is also necessary to increase the number of employees with experience and knowledge of managing EU projects. At the same time there is a need to strengthen the knowledge and expertise of employees in Sunce's area of work. During the next period it is necessary to maintain stability and continuity of staff which will contribute to the expected increase in the number of employees with indefinite period contract from the current 2 to 4 employees. It is essential to achieve a stable team of 5-6 people during a period of many years. In order to improve the quality of employees, communication within the team and lay the groundwork for decisions on the system of motivating employees, which is also necessary to develop in the upcoming period, in 2011 an annual evaluation of employees will begin to be implemented. With respect to the defined optimum of organization, it is necessary to develop options and determine the required time period for employing 2-3 new people for the potential jobs of project manager, educator, program assistant and analysts of public policy which would increase the total number of employees to 8-9. We will also develop co-operation with the existing associates and expand co-operation with several more according to the needs.

## Building resource capacity

During the last strategic period, it was determined that the existing office of Sunce because of its physical capacity precludes certain activities such as holding meetings with more participants, further employment, work with members and volunteers in the office, educational workshops, opening of the library for a wider range of citizens, its further promotion and expansion. Therefore, in the future we need to find a larger office space at an appropriate location or additional space in the vicinity of the existing offices, which will allow the implementation of these activities, increase in the number of employees and the general quality of the work of Sunce.

In the meantime, the existing office space, although insufficient, is situated at a convenient location in the city center which makes communication easier and more accessible to citizens. The rapid development of communications technology brings new opportunities and improves the existing way of

work, but there are certain challenges in its organization, for example, organization and evaluation of work outside the office. Establishing a Center for education, research and promotion of the principles of sustainable development will contribute to the resource capacities of Sunce because a large part of various project activities may take place at the Centre.

## **Improving communication and public relations**

The preparation of a communications strategy of Sunce is under way and it is expected to contribute to more efficient communication with the public and the greater visibility of work. Within the communication strategy we will define information activities and involvement of members, development of supportive and active membership and membership management. At the same time we are working on a new visual identity and Sunce website re-design.







## List of implemented projects, sources of funding and approved amounts from 1998 till 2011

PROJECT	MAIN BENEFICIARY	DONOR	YEAR	APPROVED AMOUNT
Zeleni telefon	Sunce	Grad Split	2000	17.200,00 kn
Pregled stanja vodenih staništa na otocima Splitsko-dalmatinske županije	Sunce	Vladin ured za uduge	2000	62.900,00 kn
Out of the Blue: Planting the seeds of Conservation. Dalmatian islands Ecoregional Action Programme/Preparatory Phase	Sunce	WWF	2001	45.000,00 CHF
Program edukacije mladih iz područja ekologije i zaštite okoliša	Sunce	Grad Split	2001	22.900,00 kn
Program edukacije mladih iz područja ekologije i zaštite okoliša	Sunce	Zagrebačka banka	2001	10.000,00 kn
Biocenoška istraživanja vodenih staništa na otocima Splitsko-dalmatinske županije	Sunce	Vladin ured za udruge	2001	40.000,00 kn
Zajedno za okoliš regije	Zelena Istra	Regionalni centar zaštite okoliša	2001	1.518,00 €
Mreža Zelenih telefona	Zelena Istra	Vladin ured za udruge	2001	15.400,00 kn
Responsible Tourism and conservation of biodiversity in the Med	Sunce	WWF	2001	40.000,00 CHF
Out of the Blue- Eco-regional Conservation and Responsible Tourism in Croatia	Sunce	WWF	2002	\$107.781,00
Responsible tourism in Croatia	Sunce	WWF	2002	33.168,00 CHF
Vikend mora i Sunca	Sunce	Foundation open society institute	2002	\$2.150,00
Responsible Tourism:Development of communications on tourism and nature conservation in Dalmatia	Sunce	WWF	2003	1.400,00 CHF
Edukacija i ekologija	Sunce	Grad Split	2003	24.000,00 kn
Strengthening the Green Phone Network	Zelena Istra	Europska unija	2003	5.801,00 €
Building capacity for sustainable natural resource use on Dalmatian Islands	Sunce	WWF	2004	\$10.690,00
Responsible Tourism:Development of communications on tourism and nature conservation in Dalmatia	Sunce	WWF	2004	3.064,00 CHF

PROJECT	MAIN BENEFICIARY	DONOR	YEAR	APPROVED AMOUNT
Responsible tourism in Croatia: Stakeholders Participation & Partnerships development	Sunce	WWF	2004	21.160,00 CHF
Zelena energija za otoke	Sunce	Nacionalna zaklada za razvoj civilnoga društva	2004	57.486,00 kn
Partnership in Nature Protection within EU Integration	Daphne Institute	Europska unija	2004	9.000,00 €
Regionalni info-centar Udruge za zaštitu okoliša Sunce	Sunce	Ministarstvo zaštite okoliša - MZOPUG	2004	45.000,00 kn
Mreža Zelenih telefona u istraživanju i usporedbi EU i hrvatskih standarda u gospodarenju otpadom	Ekološko društvo PAN	Nacionalna zaklada za razvoj civilnoga društva	2004	28.200,00 kn
Strength Green Forum for Green Croatia	Sunce	AED	2005	86.382,00 kn
Raising public awareness for implementing sustainable management of bathing areas in Croatia	Sunce	Europska unija	2005	39.804,24 €
Zelena patrola Marjana	Sunce	Nacionalna zaklada za razvoj civilnoga društva	2005	14.850,00 kn
Nacionalna platforma udruga za praćenje europskih integracija na području očuvanja prirode i zaštite okoliša	Sunce	Nacionalna zaklada za razvoj civilnoga društva	2005	145.250,00 kn
Responsible tourism: Development of communications on tourism and nature conservation in Dalmatia	Sunce	WWF	2005	18.000,00 €
Responsible tourism: Croatia – Communication&Scientific support to the establishment of an MPA in Lastovo	Sunce	WWF	2005	23.000,00 €
Across the Waters: Phase 3; Implementing organic farming on the island Vis	Sunce	WWF	2005	10.000,00 €
Zeleni telefon	Sunce	SD županija	2005	15.000,00 kn
Mreža Zelenih telefona u istraživanju i usporedbi EU i hrvatskih standarda u gospodarenju otpadom	Ekološko društvo PAN	Nacionalna zaklada za razvoj civilnoga društva	2005	28.200,00 kn
Otpad- Od nužnog zla do korisnog dobra	Sunce	Ministarstvo zaštite okoliša - MZOPUG	2005	92.900,00 kn
Institucionalna potpora za stabilizaciju Udruge 2006.-2008.	Sunce	Nacionalna zaklada za razvoj civilnoga društva	2005	446.700,00 kn
Sunce za djecu – projekt odgoja i obrazovanja za prirodu i okoliš	Sunce	Zagrebačka banka	2006	30.000,00 kn
Sunce za djecu – projekt odgoja i obrazovanja za prirodu i okoliš	Sunce	Ministarstvo znanosti, obrazovanja i športa	2006	40.000,00 kn
Upoznajmo herpetofaunu PP Biokovo	Sunce	Park prirode Biokovo	2006	7.608,00 kn
Istraživanje vidre u Dalmaciji	Sunce	Državni zavod za zaštitu prirode	2006	37.150,00 kn
Bioraznolikost Dalmacije-upoznajmo danas da imamo sutra	Sunce	Ministarstvo kulture	2006	30.000,00 kn

PROJECT	MAIN BENEFICIARY	DONOR	YEAR	APPROVED AMOUNT
Zeleni telefon	Sunce	SD županija	2006	25.000,00 kn
Zeleni telefon-nazovi za Split	Sunce	Grad Split	2006	40.000,00 kn
Mreža Zelenih telefona u istraživanju i usporedbi EU i hrvatskih standarda u gospodarenju otpadom	Ekološko društvo PAN	Nacionalna zaklada za razvoj civilnoga društva	2006	28.200,00 kn
Good Governance and the Rule of Law in Croatian Environmental Policy	Zelena akcija	Europska unija	2006	5.143,00 €
Responsible tourism: Croatia – Communication&Scientific support to the establishment of an MPA in Lastovo	Sunce	WWF	2006	29.000,00 €
Otpad- Od nužnog zla do korisnog dobra	Sunce	Ministarstvo zaštite okoliša - MZOPUG	2006	50.000,00 kn
Methodological Manual for Sustainable Coastal Tourism Development: the ICZM Approach, monitoring plaža	Sunce	UNDP; PAP/RAC	2007	\$2.000,00
Spreading the Green phone network	Ekološko društvo PAN	Regionalni centar zaštite okoliša	2007	6.000,00 kn
Croatia-Rural Development through the Rejuvenation of Traditional Natural Resource Use in Croatia	Sunce	WWF	2007	28.140,00 €
Accross the Waters Phase V-Sustainable Development of the Nature Park Lastovo Archipelago"	Sunce	WWF	2007	10.000,00 €
Jačanje sektora civilnog društva za zaštitu mora u Hrvatskoj	Sunce	Europska unija	2007	107.645,28 €
Ministarstvo mora, turizma, prometa i razvitka	Sunce	Ministarstvo mora, turizma, prometa i razvitka	2007	30.000,00 kn
IPA Pantan	Sunce	PMF Zagreb	2007	33.800,00 kn
Centar znanja	Sunce	SD županija	2007	25.000,00 kn
Zeleni telefon	Sunce	SD županija	2007	20.000,00 kn
Kampanja o odvajanju otpada za otok Brač	Sunce	Fond za zaštitu okoliša i energetske učinkovitost, FZOEU	2007	20.000,00 kn
Razvoj mreže volontera za inventarizaciju podmorja Jadrana	Sunce	Ministarstvo kulture	2007	40.000,00 kn
Environmental Areas of Value and Archaeological Sites - SEA-EAS	Prirodoslovno matematički fakultet Sveučilišta u Splitu	Europska unija	2007	147.783,06 kn
Otpad-Od nužnog zla do korisnog dobra	Sunce	Ministarstvo zaštite okoliša - MZOPUG	2007	50.000,00 kn
Sunce za djecu – projekt odgoja i obrazovanja za prirodu i okoliš	Sunce	Ministarstvo znanosti, obrazovanja i športa	2007	30.000,00 kn
Mobilizacija javnosti za sudjelovanje u postupcima procjene utjecaja na okoliš	Zelena Istra	Europska unija	2007	20.358,08 €

PROJECT	MAIN BENEFICIARY	DONOR	YEAR	APPROVED AMOUNT
Waste management in Split Dalmatia County-legal requirements and practice	Sunce	European Fund for Balkan	2008	14.997,00 €
Zeleni telefon	Sunce	SD županija	2008	50.000,00 kn
Centar znanja	Sunce	SD županija	2008	40.000,00 kn
Desktop Study of Middle Adriatic	Sunce	Energetski institut "Hrvoje Požar"	2008	20.000,00 kn
CEECEC - "CSO Engagement with Ecological Economics"	Universitat Autònoma de Barcelona	Europska unija	2008	18.378,32 €
Zeleni telefon	Sunce	Grad Split	2008	30.000,00 kn
Znanstvena analiza euroazijske vidre	Sunce	Državni zavod za zaštitu prirode	2008	70.520,00 kn
Across the Waters: Life in Blue- Education for Marine Conservation	Sunce	WWF	2008	9.440,00 €
Democracy in practise	Zelena Istra	Europska unija	2008	30.981,96 €
Development of Eco sustainable program for tourism facilities in Croatia	Sunce	Europska unija; Ministarstvo turizma (40.000,00 Kn) ; Fond za zaštitu okoliša i energetska učinkovitost (10.000,00 Kn)	2008	90.501,30 €
Otpad-Od nužog zla do korisnog dobra	Sunce	Ministarstvo zaštite okoliša - MZOPUG	2008	80.000,00 kn
Info-centar- Prava i mogućnosti građana u zaštiti prirode i okoliša	Sunce	Nacionalna zaklada za razvoj civilnoga društva	2008	127.210,00 kn
MedPAN South - Strengthening of the Marine Protected Areas Network in Croatia	Sunce	WWF	2008	525.560,00 €
Zeleni telefon	Sunce	Grad Split	2009	30.000,00 kn
Upoznajmo i očuvajmo naše morsko blago	Sunce	Ministarstvo kulture	2009	35.000,00 kn
Izrada stručne studije o morskoj bioraznolikosti akvatorija uz značajni krajobraz na sjeverozapadnom djelu Dugog otoka u okviru projekta SIPA (Strengthening of Institutions for Protected Areas - SIPA)	Sunce	Razvojna agencija Zadarske županije	2009	73.238,00 kn
Centar znanja	Sunce	Ministarstvo znanosti, obrazovanja i športa	2009	20.000,00 kn
Otpad-Od nužog zla do korisnog dobra	Sunce	Ministarstvo zaštite okoliša - MZOPUG	2009	40.000,00 kn
Marine Natura 2000 Sites in Split-dalmatia County/Morska Natura 2000 područja u Splitsko-dalmatinskoj županiji	Sunce	MATRA	2009	116.836,00 kn
Akcijski plan zaštite vidre Lutra lutra; radna skupina	Sunce	Državni zavod za zaštitu prirode	2009	2.570,00 kn
Institucionalna potpora za stabilizaciju Udruge 2010.-2012.	Sunce	Nacionalna zaklada za razvoj civilnoga društva	2009	325.620,00 kn

PROJECT	MAIN BENEFICIARY	DONOR	YEAR	APPROVED AMOUNT
Zeleni telefon	Sunce	SD županija	2010	15.000,00 kn
Zeleni telefon	Sunce	Grad Split	2010	20.000,00 kn
Obilježavanje Međunarodne godine biološke raznolikosti 2010	Sunce	UNDP; COAST projekt	2010	69.996,00 kn
Marine Natura 2000 Sites in Split-dalmatia County/Morska Natura 2000 područja u Splitsko-dalmatinskoj županiji; sufinanciranje	Sunce	Javna ustanova za upravljanje zaštićenim prirodnim vrijednostima na području Splitsko-dalmatinske županije	2010	13.000,00 kn
Program okolišno odgovornog upravljanja malim turističkim objektima- EkoPartner u Splitsko-dalmatinskoj županiji	Sunce	SD županija	2010	8.000,00 kn
Centar znanja	Sunce	Ministarstvo znanosti, obrazovanja i športa	2010	35.000,00 kn
Znanje za pravovremeno sudjelovanje	Sunce	Nacionalna zaklada za razvoj civilnoga društva	2010	43.700,00 kn
Institucionalna potpora za stabilizaciju Udruge 2010.-2012.	Sunce	Nacionalna zaklada za razvoj civilnoga društva	2010	293.058,00 kn
Promocija programa Centar znanja, Otpad i Zeleni telefon	Sunce	Hrvatska pošta	2010	9.300,00 kn
Business Cooperation and Skills Improvement for the Development of Outdoor Tourism	Hrvatska gorska služba spašavanja	Europska unija	2011	24.362,41 €
Partnership actions for biodiversity protection in Western Balkans	Mladi istraživači Srbije	Europska unija	2010	6.000,00 €
Znamo kamo s našim otpadom	Sunce	Fond za zaštitu okoliša i energetske učinkovitost	2011	36.000,00 Kn



# VIII APPENDIX II

## The organization chart

The organization chart shows the current positions in Sunce (indicated in brown) as well as the needed ones in the future (indicated in blue). In some cases, the job description of a person comprises actually two jobs. For example, the executive director is a half-time manager of the entire organization and a half-time manager of the environmental protection and sustainable development program.

