

SUNCE

**Association for Nature, Environment
and Sustainable Development**

Strategic plan

2021. – 2026.

Split, June 2021.



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ABBREVIATIONS

CGO – Waste Management Centre

DG- Dalmatia Green

EK- European Commission

EM- Ecological network

ESS- European Solidarity Corps

EVS- European Volunteering Service

EU- European Union

JLRS- units of local and regional self-government

JU- public institution

FZOEU- Environmental Protection and Energy Efficiency Fund

MINGO- Ministry of Economy and Sustainable Development

MKO- mixed municipal waste

MZO- Ministry of Science and Education

NVO- non-governmental organization

OCD- civil society organization

OPZEM- impact assessment for ecological network

PAF- prioritised action frameworks

PP- nature park

PUO- environmental impact assessment

SPUO- strategic environmental impact assessment

ZOGO - Waste Management Act

ZP- protected area

ZT- green telephone

1. INTRODUCTION

In October 2020, we started with preparations for the strategic planning for the period 2021-2025, aided by hired consultant Nives Miošić. Initially, Strategic Planning Workshop was to be held in the end of 2020, but due to COVID-19 pandemic, the Workshop was held from 10 to 12 May 2021 in Split. The implementation of the new Strategic Plan encompasses period 2021-2026.

In order to prepare planning process, two groups of stakeholders were consulted: employees, volunteers and Sunce Managing Board members as the first group, and former employees as the second one. The Association management identified these two groups as crucial for identification of organization's ups and downs in the previous strategic period, as well as for drawing an outline of a desired development direction, whether with regard to program or organizational issues in the future period.

The analysis of questionnaire survey results was sent to employees in November 2020, so that their suggestions can be used in the planning process itself. The Strategic Planning Workshop was held from 10-12 May 2021, with attendance of all the current employees (Zrinka Jakl, Gabrijela Medunić-Orlić, Samanta Šećer, Margita Radman, Ivana Krstulović Baković, Matea Špika, Miranda Šimac, Tea Kuzmičić Rosandić, Barbara Čukušić, Tihana Arapović, Vida Zrnčić, Ana Miletić, Lina Matijević, Tina Disopra Zalović, Maja Golem, Fedra Dokoza, Hajdi Biuk, Maja Jurić, Marin Spetič, Blanka Rakuljić, Margita Gospodnetić and Anamarija Paradinović).

With regard to the expectations from the planning process, majority of participants expressed their wish to achieve clear guidelines for operation of organization in the following period by the new Strategic Plan, that the strategic objectives would be in accordance with organizational capacities, interests of employees, but also social reality when it comes to issues of environment and nature protection, and that higher level of complementarity and timely communication between different teams of the Association will be achieved.

2. SELF-ASSESSMENT OF REALIZATION OF STRATEGIC PLAN 2016-2020

The Strategic Plan 2016-2020 had three strategic objectives:

1. To contribute to the conservation of nature values in Croatia and internationally.
2. To foster public participation and exchange of good practices in the field of protection of nature, environment and sustainable development.
3. To increase information availability and strengthen knowledges and practical skills of target groups in the field of protection of nature, environment and sustainable development.

Each strategic objectives had a few specific objectives (SO), that were implemented under two programs: Nature Conservation and Environment Protection and Sustainable Development, and since 2019, through two established departments: Education and public informing and Environmental law.

In the beginning of the planning process, the participants assessed level of realization of the specific objectives within each strategic objective, taking into account defined indicators for their realization with additional task of identification of internal and external factors that contributed to (non-) realization of some specific objectives.

Strategic objective 1 - To contribute to the conservation of nature values in Croatia and internationally was realized within Nature Conservation Program through two specific objectives:

SO 1.1: *To enhance management efficiency of protected and Natura 2000 areas*

SO 1.2: *To carry out research and prepare expert bases related to management of nature values*

Self-assessment of realization for SO 1.1: *To enhance management efficiency of protected and Natura 2000 areas*

Key performance indicators:

- Increased contribution of representatives from various sectors in processes of preparation of strategic and planning documents and implementation of commitments arising from them
- Increased application of good practice principles and consultation processes in adoption, implementation and revision, as well as implementation of governance plans, management plans, Natura 2000 impact assessments and action plans
- Inclusion of Sunce in environment protection planning and natural values management processes

The Planning participants concluded that the key performance indicators were not in accordance with the objective, and that there was no any quantification of both, the objective and the indicators. That is why, without reference to previously defined key performance indicators, they only assessed that the objective was partially achieved, primarily because the activities were focused on enhancement of bases for efficient management of protected and Natura 2000 areas, but the implementation of plans was not under direct control of the Association, and the implementation is an area in which the challenges occur. Also, they expressed a doubt in view of correct definition of the specific objective: "To what extent can we enhance efficiency if we are not decision makers?"

The factors that contributed to partial achievement of this specific objective can be partly attributed to strengths within the organization - professionalism of the team, recognition in environment protection sector, experience, education through previously implemented projects, team's diligence, good networking of the organization, experts, institutions and individuals related to environment protection issues, nationally and internationally. On the other side, external contributing factors include EU nature and environment protection policies, through which capacities and system awareness with regard to these issues were increased, as well as the financing opportunities for the projects on management of protected and Natura 2000 areas. The Association also directly contributed to strengthening of environment protection sector capacities by organization of seminars, trainings and workshops. In addition, changes in governance structures of some protected areas and institutions had a positive impact as well. The earned reputation and lack of experts for these issues in Croatia enabled the inclusion of the Association in many projects and services.

On the other side, the factors that prevented the realization of the objective fully include unwillingness and slowness of system for efficient management of the protected areas, long-term processes for official adoption of plans and regulations, lack of efficient mechanisms for control of their implementation, as well as slowness and lack of interest of related sectors that are actually competent for maritime domain management, inside and outside of protected areas, and issues relevant for efficient management (fishery, maritime affairs, spatial planning, forestry, waste management). Internally, a lack of prioritization of strategic and planning documents of interest for organization's field of operation is observed, and thus related factor of insufficient internal coordination. This partly resulted in insufficient inclusion of the organization in preparation of some local documents and natural resources management plans, which was also a result of limited capacities of the organization when it comes to providing comments to a number of documents that were prepared in a previous period.

Self-assessment of realization for SO 1.2: *To carry out research and prepare expert bases related to management of nature values*

Key performance indicators:

- Recommendations and results of researches and professional surveys are used as a foundation for enhancement of natural resources management.
- Increased portion of relevant researches conducted by domestic/international teams

The Planning participants concluded that the key performance indicators of this specific objective were fully achieved, and among factors that contributed to its achievement, the same factors as with the previous objective, repeat itself: the team's professionalism, diligence and high internal motivation, recognition in environment protection sector, experience, education through previously implemented projects, good networking of the organization, but there are some others as well: team's field work well-established routine, diving and research equipment and vehicles, openness of Sunce for connecting with various types of institutions, partnership relation in addition to institutionalised memories with public institutions and some of their researchers and a great number of Interreg projects, enabling international collaboration and acquisition of new knowledges and insight into new practices. However, a great number of Interreg projects was also identified as a factor that also made it difficult up to some extent for this objective to be achieved due to slowness of the procedures and general focus of such projects on a process, and not on a result for the purpose of management enhancement. Besides, slow integration

process of expert bases into natural resources management, as well as insufficient internal capacities for processing of spatial and statistical data made achievement of this specific objective difficult.

Strategic objective 2: To foster public participation and exchange of good practices in protection of nature, environment and sustainable development was developed through six specific objectives in both programs - Nature Conservation Program and Environmental Protection and Sustainable Development Program.

Self-assessment of realization for SO 2.1: To participate in creation and promotion of implementation of public policy of nature protection, environment and sustainable development

Key performance indicators:

- Acceptance of proposals submitted by the Association Sunce during preparation/amendments of relevant strategic documents and legal/sublegal acts in consultation processes.
- Increased portion and success rate of joint advocacy actions and initiatives of domestic and international organizations.
- Number and subject matter of prepared policy papers, opinions, proposals and comments on relevant topic and documents, their availability to wide public and target groups and their use by decision makers.
- Increased visibility and influence of Sunce in creation of public policies.

The Planning participants concluded that this objective was partly achieved, with identification of national and international networking and recognition of Sunce on international level, and in national and NGO public as identified key performance indicators. Besides, accumulated knowledge of the organization, its bigger capacities and resources contributed to the achievement of the objective, together with increased number of advocacy activities regardless of the lack of financing opportunities through available grant schemes.

Favourable political and social moment for this subject matter was identified as an external factor.

On the other side, the factors that had impact on only partial achievement of the objective include assessment that participation of public in decision-making processes in Croatia is still a *pro forma* process, with no real willingness to really include the public on the part of the decision makers. Identified non-uniformity of approach in addressing challenges in national NGO sector, that lacks homogeneity on a national level does not contribute to any possible changes of this situation. Internally identified failure factors included lack of advocacy capacities and system in the organization, which results in *ad hoc*, most often reactive instead of proactive approach of the organization towards advocacy.

Self-assessment of realization for SO 2.2: To increase level of information and participation of public in environment protection and nature conservation issues, and application of sustainable development principles

Key performance indicators:

- Increased availability and updating of relevant information towards various target groups in comparison with the previous period, by media, education and other information means
- Increased number of citizens' calls to the Green Telephone and interactive map Sinjaj.hr, actions carried out and percentage of resolved cases in comparison with the previous period

- Acceptance of proposals submitted by the Association Sunce during relevant public consultations and media coverage

The Planning participants concluded that this objective, achieved within two program areas, was mostly achieved, thanks to targeted capacity increase of the organization by increased number of experts on programs, project leaders, communicators, lawyers and educators, which resulted in higher visibility of the organization and its subject matter. This was achieved by development of services, on one side, and projects on the other side, that enabled financing of communication, education and informative activities. In the previous period, stronger collaboration with academic community was achieved, several trainings were held, and Sunce had more expert representatives in decision-making authorities on local and national levels. Increased awareness of citizens for environmental issues also contributed to the success, as well as networking with other environmental organizations. Internally, development of information flow system between Environment Protection Program, Department of Environmental Law and Department of Education and Public Informing was identified as a factor of success.

Complete achievement of the objective was made impossible by, on one side, lack of financing continuity for the Green Telephone, as well as *pro forma* approach of authorities towards public participation, and internally, lack of interest of the organization for application *sinjaj.hr*, i.e., not thinking enough about its long-term sustainability and capacities for its enhancement and regular updating.

Self-assessment of realization for SO 2.3: *To improve implementation of sustainable waste management in the City of Split and Dalmatia*

Key performance indicators:

- Increased availability of monitoring analysis and reporting on implementation of waste management plans
- Improved possibilities for application of principle of sustainable waste management (more possibilities for separate waste collection in cities and municipalities and a share of waste collected in such a way)
- Number of sustainable waste management demonstration systems and separate waste collection systems

The participants assessed this objective, implemented within Environment Protection Program, as partially achieved, which is reflected through established green islands, recycling yards and better educated public.

Identified factors of success include good social moment, such as *zero waste* movement, and increased interest of the media for waste management. Internal factors include many years of experience of the organization in the area of waste management and interest of new employees for the subject, which resulted in development of project of service-learning about waste, by which the youth and academic community capacities were increased. Besides, in achievement of this objective Environment Protection program and Nature Conservation Program connected on the subject matter of marine litter, for which financing was secured by Interreg project.

The list with failure factors is somewhat longer and includes internal issues, such as lack of interest and capacities for this subject matter in the previous period on the level of the organization, as well as current lack of internal in-depth expert knowledges for waste management. Besides, it was identified that the organization was not dealing with the corruption in the sector of waste management, in addition to the problem of non-transparent publication of data for separately collected waste. External factors include bureaucratized and thus demotivating system, perceived as unprofitable, which in combination results in

a lack of companies in the waste management sector. Inertness of political system also has negative impact, that is reflected in the lack of any kind of systematic progress in waste management issues on the level of the city and the region, as well as lack of grant schemes enabling more systematic operation with this problem matter.

Self-assessment of realization for SO 2.4: *To Participate in increasing environmental sustainability of tourist destinations and enhancement of tourist evaluation of natural resources with focus on protected and Natura 2000 areas*

Key performance indicators:

- Feasibility study, business plan and marketing plan for sustainability of EkoPartner program
- Number of members that continually enhance environmentally responsible management in accordance with the criteria of EkoPartner Program, based on the comparison with the previous period
- Number and relevance of sustainable tourism plans prepared at the initiative of the Association Sunce, based on the comparison with the previous period
- Increased scope of activities of the Association Sunce focused on advocacy of sustainable tourist destinations, based on the comparison with the previous period
- Increased number of realized “green infrastructure” projects and promoted examples of innovative types of tourism offer, developed under the assistance of the Association Sunce

This specific objective is assessed as partially achieved. Two Sustainable Tourism Plans were made for Nature Parks Latovo and Telaščica and one Action Plan for Management of Visits to North-West Part of Dugi otok. Besides, a number of educational activities was carried out with accompanying tourism-related communication materials in Natura 2000 areas and ecological network. The organization was included in providing comments with regard to strategic documents, By-Law on Concession Approvals, and there was an advocacy campaign on anchorage points as an element of the destination sustainability. The activities were conducted within both of the Association’s program lines.

The factors that contributed to partial achievement of the objective include preparation of business and marketing plan for program, now named Dalmatia Green, but at the same time, among the failure factors, insufficient attention to detail in preparation of marketing plan, as well as lack of interest of members (business entities from tourist sector) for paying of membership after the first year of certification, were identified. The latter is generally attributed to a lack of perception of wider perspective of environment protection relevance, and to the last two years of pandemic, in which financial viability of small business entities has been considerably impaired. In such circumstances, it was concluded that the program would go on because its activities contribute to achievement of the organization's mission and vision, but without the pressure of the need to secure financial self-sustainability of the program. The latter is even more important in view of the facts that, at the moment, the organization does not have financial funding for implementation of the Dalmatia Green Program and that some expert in the field of tourism, particularly in protected and Natura 2000 areas, left the organization.

Regardless of these failure factors, better recognition of Sunce by target group and relevant stakeholders could be among the factors that could help revitalization of the Dalmatia Green Program. This is reflected in recommendation by the Ministry of Tourism that Split-Dalmatia County should include certification with the Dalmatia Green Certificate into its programs of support to tourism business entities, hence the collaboration with the County started in 2019. In addition, the program puts together different activities of the organization, which means that in the following period, the activities related to Dalmatia Green should be included into all projects, whenever possible, without focus only on Natura 2000 / protected areas. The

issues related to sustainable tourism in this area should be worked on in the context of efficiency of protected areas management.

Self-assessment of realization for SO 2.5: *To advocate for sustainable management of fish stocks with focus on Natura 2000 and protected areas*

Key performance indicators:

- Increased scope of activities related to informing and education public and stakeholders on sustainable management of fish stocks, based on the comparison with the previous period
- Number and overall area of newly established fishing-free zones in the Adriatic, new regulations and management models for sustainable fishing, based on the comparison with the previous period

The participants assessed this objective, that was implemented within Nature Conservation Program, partially achieved, noting that the objective is more defined as an activity.

Relevant factors of success include higher level of awareness of the need to protect sea and fish stocks, among the fishermen and wide public, positive changes in relevant structures within public administration, increased number of initiatives, that put together nature protection and fish stocks management, as well as EU policies that foster such direction.

Identified failure factors are related to external elements, including complexity of topic and weak capacities in the fisheries sector, both in public and civil sector. In this field, very often there is a lot of misinformation, spreading among fishermen, among other by strong lobby that is even aggressive towards supervisors, inspectors and other fishermen, and there are many individuals who try to realize their own interests in favour of the public ones. Besides, there are not enough sub-legal acts in this area, and collaboration with Sunce and relevant Ministry Directorate has been improved, but remains difficult. Finally, adequate implementation of EU policies on a national level is not present, as well as better connectedness and information flow between nature protection and fisheries sectors in the competent Ministries.

Self-assessment of realization for SO 2.6: *To contribute to creation of practice in environmental law*

Key performance indicators:

- Participation in legal proceedings and portion of successful outcomes of legal proceedings in relation to total number of proceedings
- Number of joint initiatives/proceedings with national and international CSOs
- Increased scope of activities (related to informing and education of public and stakeholders), based on the comparison with the previous period

The participants assessed this objective as fully achieved.

Factors of success were once again identified in relation to targeted empowering of human resources in the organization - increased number of communicators, lawyers and other experts in Nature Conservation Program, capacities for identification of relevant social problems and creation of legal solutions, as well as developed methodology of internship of new lawyers. Acquired knowledges and experiences of legal team, just as well as dedication and persistence in implementation of activities in spite of risks (most significant is lack of financial support for these activities) contributed to realization of this objective, that resulted in successful precedent legal proceedings on national and international levels. Results were realized thanks to collaboration and networking with other organizations on national and international levels. Finally, collaboration with academic community in Split and Rijeka was increased through project and activities of service-learning with stronger interorganizational co-operation of various departments.

On the other side, aggravating circumstances in achievement of this objective were reflected through insufficient education of judges in environment protection matters, long duration of court proceedings and

changes of legislation leading to more expensive administrative proceedings, that is, transfer to the system “each party bears its own costs of litigation” to the system “the party that loses litigation bears the costs”. Taking into consideration the relation of power of litigation parties (civil society organizations vs. public authorities), the organization was forced to choose its legal battles very carefully. Namely, in the previous period, the organization did not have projects specifically intended for litigation and the entire work of the legal team was financed through other projects.

Strategic objective 3: To increase information availability and strengthen knowledges and practical skills of target groups in the field of protection of nature, environment and sustainable development - was developed through two specific objectives in both programs - Nature Conservation Program and Environmental Protection and Sustainable Development Program

Self-assessment of realization for SO 3.1: *To increase access of wide public to information, knowledges and skills related to sustainable development concepts, nature and environment conservation*

Key performance indicators:

- Increased scope of publicly available important information and public events, based on the comparison with the previous period
- Increased coverage in local and national media of Sunce’s position statements on relevant and urgent topics, based on the comparison with the previous period

This objective is assessed as fully achieved, and factors that enabled its achievement include continuous work on increasing capacities of organization for achievement of this objective, that reflected itself in accumulated knowledge and insights directly from the field and practice, higher number of employees in the Department for Education and Public Informing, targeted work on improvement of communication through engagement of people with expert knowledges and experiences, profiling some of employees for public appearances and, finally, increase of communicators in 2021, enhancement of procedures for inclusion of communicators and volunteers. Such efforts resulted in creation of activities attractive for public, and before and during pandemic, the interest of media for waste management issues, particularly sea waste, went up. Possible failures were attributed to interest and style of individual communicators, who defined communication channels and internal co-ordination of communication activities and (un)timely reaction.

Self-assessment of realization for SO 3.2: *To foster introduction of environment protection, nature conservation and sustainable development related content into educational institutions*

Key performance indicators:

- Increased availability of miscellaneous quality educational content for children, youth and employees of educational institutions (schools and kindergartens) and increased scope of children, youth and employees of educational institutions
- Number of educational institutions that integrated activities in teaching after trainings
- Number of programs of service-learning and volunteering, included educational institutions and outcomes
- Share of children/youth in programs and services (Green Excursions) of the Association Sunce, based on the comparison with the previous period

The participants assessed this objective as partially achieved, but the trend is growing for the better.

Internal factors of success are identified in increased human resources with various skills and competences, better communication and planning inside the department, continuous development of new educational programs, increased visibility of the organization, ESS volunteers in the role of motivators and appointment of person for the work with volunteers. In addition, in the previous period, higher level of engagement of educators from Sunce was achieved, new locations for Green Excursions were found and new games devised, with increased number of Green Excursion guides. Stronger connection with academic community was established, Agency for Education gave positive opinion and recommended educational programs of Sunce to educational institutions. Several programs of service- learning in collaboration with four faculties and University Department for Marine Studies were conceived and implemented, which strengthened and systematized work with youth in the Association. Within framework of these programs, some smaller scale student programs were implemented that contributed to environment protection, but at the same time to connection and promotion of environment protection among the academic community, students, youth and wide public. Furthermore, the Association Sunce is one of the initiators of establishment of the Centre for Service- Learning at the University of Split.

Identified factors of failure include engagement of volunteers only in project activities, which is consequence of lack of time, knowledge and experience in dealing with larger groups of volunteers. Besides, lack of time is negatively reflected on conceiving innovations, unless innovations are set project activities. Identified external factors are inertness of schools to take over and implement educational environment protection programs individually, although integration of some topics is a part of program when implemented by Sunce. With regard to guiding of the Green Excursions, a factor of tiredness was observed, and similar to the Dalmatia Green Program, the pressure to secure financial self-sustainability in not completely thought-out business model.

3.VISION, MISSION AND VALUES OF SUNCE

The Association Sunce redefined its vision, mission and basic values during this strategic planning, at which the redefinition of mission was extremely important in the context of reply to question whether Sunce is primarily advocacy, professional-scientific entity or an organization working on changes in its local/regional community. These questions were set as the relevant ones during the preparation of strategic planning.

Vision

Croatia is a country with preserved natural values, marine and coastal environment and local communities, whose development depends on the principles of sustainability and circular economy. Sunce is a place of creative ideas, mutual support and respect.

Mission

Sunce is one of the leading civil society organizations in Croatia that advocates, educates and informs about environmentally responsible solutions based on professional and research work. It raises awareness

and fosters communities and individuals to participate in environment and nature protection on local and national levels. It works in collaboration with national and international organizations and networks.

Values

- Dedication to mission and vision
- Environmentally responsible behaviour
- Reliability
- Transparency
- Openness for collaboration
- Professionalism
- Responsibility
- Community benefit
- Consistency
- Sustainability
- Proactiveness
- Autonomy
- Social inclusion
- Ethics
- Fairness
- Democracy

4. STRATEGIC AND SPECIFIC OBJECTIVES OF SUNCE FOR PERIOD 2021-2026

In accordance with the expressed need for more stronger connectedness of teams and improvement of timely exchange of information between programs and departments, newly defined strategic and specific objectives in some cases presuppose considerably closer collaboration of all teams for their achievement, regardless of the program/department they belong to. Therefore, in the text that follows we highlighted **in bold** the team responsible for coordination of achievement of individual strategic objectives, while participating and co-responsible teams are written in normal font. Furthermore, several dominant approaches/methods for realization of objective were selected for each strategic objective, keeping in mind that selection of approach and method will partly be specified by acceptable activities within scope of some grants and other available financing sources.

SWOT analysis was prepared on the level of four newly defined strategic objectives, taking into account factors that had impact on achievement of strategic objectives in the previous period. Besides, key

performance indicators were defined for each strategic objective¹, as well as primary target groups and main sources of financing.

Program strategic objectives on which Sunce will work in the period 2021-2026 are, as follows:

- **Strategic objective 1 - Contribution to establishment of sustainable waste management system on land and sea**
- **Strategic objective 2 - Increased level of environmentally responsible behaviour of wider public and target groups**
- **Strategic objective 3 - Increased impact of Sunce on public policies and court practices in the area of nature and environment protection, and sustainable development**
- **Strategic objective 4 - Contribution to increased efficiency of nature protection sector with focus on coastal and marine ecosystems conservation**

Out of defined program objectives, Sunce decided to preserve continuity of work in national processes, that relate to development and context of civil society activities, taking into consideration narrowing of civil society work space in Croatia and weakening of institutional structures established for creation of favourable environment for civil society development (the Council for Civil Society Development, National Foundation for Civil Society Development and Office for Cooperation with NGOs). This relates to participation in public consultations processes and working groups for enabling fostering environment for civil society development (for example National Plan for Creation of Fostering Environment for Civil Society Development 2021-2027, relevant legal and sub-legal acts, such as the Associations Act, Accounting for Non-Profit Organizations Act, fund and grant schemes programming, etc.) and advocacy activities with other civil society organizations from all sectors (for example advocating for creation of fostering environment for social entrepreneurship).

¹ With regard to key performance indicators, average values realized during 2019 (as regular year) and 2020 (as year of the so-called new normal due to COVID-19 pandemic) were taken as initial values of the quantitative indicators.

4.1. Strategic objective 1: Contribution to establishment waste management system on land and sea

Specific objectives, responsible team that participates in their realization, priority approaches and sources of financing

Specific objectives	Responsible team Participating team	Priority approaches for realization of objective	Financing resources
1.1. Contribution to establishment of efficient waste management system in Split and local communities in Dalmatia	ENVIRONMENT (waste) Environment law Communication	<ul style="list-style-type: none"> - Public advocacy - Institutional advocacy and impact on public policies - Legal tools 	<ul style="list-style-type: none"> - International foundations - EU resources - FZOEU - Market services
1.2. Application of waste reduce principle in local communities, institutions and organizations	ENVIRONMENT (waste) Education	<ul style="list-style-type: none"> - Institutional advocacy and impact on public policies - Education - Networking 	<ul style="list-style-type: none"> - International foundations - EU resources - FZOEU - Market services
1.3. Sunce positioned as reference point for marine litter monitoring	ENVIRONMENT (waste) NATURE	<ul style="list-style-type: none"> - Research and monitoring - Direct actions in the Community - Networking 	<ul style="list-style-type: none"> - FZOEU - Market services - National and EU projects - Private sector donations

Target groups according to strategic objectives:

SO 1.1 – local authorities, public companies, institutions, CSOs, citizens

SO 1.2 – citizens, local authorities, public companies, institutions, CSOs, business sector, educational institutions, high-education institutions

SO 1.3 – citizens, local authorities, public companies, institutions, CSOs, business sector, educational institutions, high-education institutions, expert stakeholders, public institutions, port authorities, national agencies, competent ministries

Key performance indicators:

Strategic objective:	PERFORMANCE INDICATORS
<p>1.1. Contribution to establishment of efficient waste management system in Split and local communities in Dalmatia</p>	<ul style="list-style-type: none"> - Maintained collaboration with the City of Split (at least two meetings per year with the City of Split / Čistoća) - Participation in or initiation of at least two working groups / consultative bodies / initiatives with relevant stakeholders in Split / local communities during implementation of strategic plan (members of local self-government units, communal companies, associations, etc.) - Participation in or initiation of at least one national joint advocacy activity per year together with key actors on national level (<i>Anti-plastic coalition, Zero Waste Croatia, Green Forum, or similar</i>) - Participation in at least one international joint advocacy activity per year within relevant international network (e. g. <i>Seas at Risk, EEB</i>) - Participation in crucial public consultations for strategies, plans, legislation acts on national, county and local levels (as a minimum Waste Management Act, Waste Management Plans and implementation reports) - At least two communication/advocacy campaigns per year conceived - At least one project/service during each year of Strategic Plan term - Three (on the average) educational activities of Sunce carried out per year with target groups within the scope of objective
<p>1.2. Application of waste reduce principle in local communities, institutions and organizations</p>	<ul style="list-style-type: none"> - At least 10 local communities and their public institutions adopted decisions about application of waste reduce principles - As a minimum, five organizations/institutions apply waste reduce principles - Communication of results among expert/scientific community, preparation of one expert/scientific paper - As a minimum, one relevant campaign/event per year
<p>1.3. Sunce positioned as reference point for marine litter monitoring</p>	<ul style="list-style-type: none"> - Sunce participates in meetings / workshops / working groups for marine litter implementation monitoring on national and international levels (as a minimum, three meetings per year)

	<ul style="list-style-type: none"> - Establishment of data base for marine litter monitoring, collected through cleaning actions with simple and detailed monitoring (twice a year) - Continuous detailed monitoring on six locations (Lastovo- beaches Sito, Kremena i Sapljun, Neretva River mouth, Omiš - City beach, Vis - Zaglav beach) by Sunce - Established collaboration with 25 organizations / institutions / units of local self-government in collection of information about marine litter, collected through cleaning actions with simple monitoring - Two trainings held per year (on the average) about application of simple marine litter monitoring protocol and implementation of cleaning actions based on the National Protocol for Cleaning Actions - Communication of results among expert/scientific community, preparation of two expert/scientific papers - As a minimum, five cleaning actions with simple monitoring carried out per year and organized by the Association Sunce
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Overview of internal weaknesses and strengths and external opportunities and threats for Strategic objective 1

<p>S</p> <ul style="list-style-type: none"> - Educated employees - Existing projects - Inclusion in working group of the City of Split for implementation of Waste Management Plan - Motivation and internal thematic meetings - <i>Anti-plastic</i> coalition and access to relevant stakeholders (Government, Parliament) - Developed methodology for marine litter monitoring, with practical application of knowledges and experiences - Established team of employees with expert knowledges (young employees and volunteers) - Experience - Recognition of Sunce as the expert association for the issues of marine litter - Conscientiousness, sound judgement, self-criticism - External expert associates - Collaboration 	<p>W</p> <ul style="list-style-type: none"> - Lack of specific technical knowledges (composting, MBO) - Unsystematic processing of literature, lack of time - Team of employees with expert knowledges is recently established - Financial dependency on projects - Lack of experience of newly established team in advocacy on the topic of waste management - Lack of coordination in planning and implementation of activities related to marine litter issues
<p>O</p>	<p>T</p>

<ul style="list-style-type: none"> - The Waste Management Act (ZOGO) and the Directive on the reduction of the impact of certain plastic products on the environment (SUP Directive) - Green Telephone - New EU budget - Recovery and Resilience Plan - Topic of the moment - increased level of awareness of public - Teaching base of the University of Split - CEMEX – storage of construction waste - Appearance of alternative (recyclable) materials - Local elections - Use of publicly available data for advocacy policies and efforts - Interest of private sector for financing and implementation of monitoring and cleaning actions - Increase of price of waste collection / Waste Management Centre to motivate citizens to separate waste at home 	<ul style="list-style-type: none"> - Lack of ambition of ZOGO - Responsibility for waste management was transferred from local to county level - Non-transparency of system - there are no data about quantity of waste, level of separation and clear indicators for success of implementation of Waste Management Plans - Inertness, ignorance and weak organization of system - Lack of motivation of stakeholders responsible for establishment of waste management system - Lack of secondary raw materials market (no Government supports) - Marine litter is a global problem (Mediterranean, rivers, other countries) - Sisyphus job - Lack of infrastructure for sustainable waste management - Local elections - Unwillingness of organizers of eco-actions for collection and delivery of data about quantity and type of collected waste
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Taking into consideration the SWOT analysis, it is required to:

- Provide time for increasing of internal capacities with regard to specific technical knowledges or provide resources for engagement of external associates with specific knowledges
- Work on consolidation of newly established team for waste management issues
- Create space and time for joint educational activities, including division of responsibility for processing of relevant literature and transfer of thus acquired knowledges to other team members (and wide in the organization)
- In relation to unwillingness of organizers of cleaning actions for collection and delivery of data about quantity and type of collected waste, the organizers need to be accessed proactively, fast and simple channel for information delivery on time and place of action has to be provided, fast and simple channel and template for delivery of requested data has to be provided or it has to be ensured that employees/volunteers of Sunce collect data on the spot, following the action

4.2. Strategic objective 2: Increased level of environmentally responsible behaviour of wider public and target groups

Specific objectives, responsible team that participates in their realization, priority approaches and sources of financing

Specific objectives	Responsible team Participating team	Priority approaches for realization of objective	Financing resources
2.1. Enhancement and implementation of educational programs and activities of Sunce, in accordance with monitoring of environmentally responsible behaviour of target groups	Education Environment and nature (depending on the topic)	<ul style="list-style-type: none"> - Institutional advocacy and impact on public policies - Research and monitoring - Education 	<ul style="list-style-type: none"> - International foundations - EU projects - MZO - FZOEU - Market services
2.2. Increasing availability of information that contribute to environmentally responsible behaviour and businesses by using communication tools, platforms and media	Communication All teams	<ul style="list-style-type: none"> - Public advocacy - Education - Direct actions in the Community 	<ul style="list-style-type: none"> - International foundations - EU projects - MZO - FZOEU - Market services - Donations of citizens

Target groups according to strategic objectives:

SO 2.1 - children and youth, public law bodies, business sector, educational institutions, high-education institutions, CSOs, citizens, media

SO 2.2 - children and youth, public law bodies, business sector, educational institutions, high-education institutions, CSOs, citizens, media

Key performance indicators:

SPECIFIC OBJECTIVE	PERFORMANCE INDICATORS
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2.1 Enhancement and implementation of educational programs and activities, in accordance with monitoring of environmentally responsible behaviour of target groups

- Set-up and the first implementation of longitudinal survey on ecological awareness of primary and secondary school leavers
- Preparation of systematic evaluation of educational activities and use of results for the purpose of annual assessment of success of educational programs and their continuous enhancement
- Two to four educational activities per year, adapted to target groups, based on basic research of level of environmentally responsible behaviour of target groups and collaboration of teams
- One to two new topics / educational activities per year, that imply collaboration of Sunce teams / partner organizations on design of concept, definition of outcome and way of approach to target groups
- Increased number of ESS volunteers from two to three in 2024
- Increase of number of volunteering hours from 10% on annual basis
- Annually 15 education programs carried out on the average for total of 300 children in kindergarten / primary and secondary schools pupils
- Positive professional opinion obtained from the competent institution for at least 2 educational programs per year in educational institutions / their employees
- As a minimum, 300 children and youth included in other educational activities of Sunce (competitions, exhibitions, etc.)
- Two educational activities per year on the average for employees of educational institutions (workshops / seminars / lectures / conferences / educational programs)
- Maintenance of existing teaching bases and 50% increase of faculties for which Sunce is a teaching base (from four to six)
- 12-16 students and youth included in programs of socially useful learning, professional practices and activities of Sunce as the teaching base
- Increase of number of interested stakeholders (educational institutions, high education institutions, their employees and other relevant stakeholders, such as cities, municipalities, public institutions for protected areas, etc.) for collaboration on design and implementation of educational programs for 50%
- Participation in working groups and in key public consultations related to education for

	<p>environment protection and sustainable development on local and national levels (civil education, the Volunteering Act, National Framework Curriculum, National Youth Strategy, City Youth program)</p>
<p>2.2 Increasing availability of information that contribute to environmentally responsible behaviour and businesses by using communication tools, platforms and media</p>	<p>3 Increased variety of communication tools (video materials, info-graphics, public persons engaged in campaigns, channels depending on trends and needs of social network projects (twitter, etc.), new web pages, etc.))</p> <p>4 As a minimum, four informative/communications campaigns per year realized</p> <p>5 200-250 public media appearances per year</p> <p>6 110-120 notices on official web page of Sunce</p> <p>7 12 notices on web page of Dalmatia Green per year; as a minimum, 12 notices annually on web page www.zastitamora.org and, as a minimum, six articles on web page Service-learning for environment and sustainable development</p> <p>8 Two posts per day on official Facebook page on working days and for marking special occasions during weekend, one post per week on Dalmatia Green page</p> <p>9 Increase of number of followers of Facebook page for 100% during five-year period</p>

Overview of internal weaknesses and strengths and external opportunities and threats for Strategic objective 2

<p>S</p> <ul style="list-style-type: none"> - Flexibility - Motivation - Creativity - Networking - Experience - Recognition - Knowledge required to create educational content - Established and well-attuned procedures for introduction of youth into educational programs - Capacities for implementation of education programs and activities - Capacities for monitoring of environmentally responsible behaviour 	<p>W</p> <ul style="list-style-type: none"> - Too many target groups in relation to the Association's capacities - Lack of time for other than project activities - Delays in internal information flow and of data important for communication activities - Information channels are not adapted to target groups - Lack of opportunities and content for volunteers and members - Lack of <i>baseline</i> research on environmentally responsible behaviour - Lack of more varied communication forms: blog, podcasts, newsletter, and the existing web page needs to be upgraded
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<ul style="list-style-type: none"> - Local educational institutions are interested in the Association's activities - Willingness to accept ideas - Popularization of content - This content is mandatory and defined by educational plans - Inclusion of our educational activities in various projects of other actors 	<ul style="list-style-type: none"> - Unreadiness or lack of motivation for implementation and adoption of programs - Resisting changes - Insufficient interest of public for content

Taking into consideration the SWOT analysis, it is required to:

- Precise more clearly and provide time for development of educational activities, strengthening of capacities of educators, strengthening of skills and knowledges of other employees in education department, mentoring of new educators, collaboration with other teams and establishment of partnership and collaboration with institutions
- Prioritize target groups and adapt information channels and messages
- Develop methodology and conduct *baseline* research of the level of environmentally responsible behaviour; results of analysis are to be used for contribution to achievement of specific objective SC 2.2, besides the development for new education programs *Increasing availability of information that contribute to environmentally responsible behaviour and businesses by using communication tools, platforms and media* and SO 3.2: *Increase level of public and media support for advocacy efforts of Sunce*

4.3. Strategic objective 3: Increased impact of Sunce on public policies and court practices in the area of nature and environment protection and sustainable development

Specific objectives, responsible team that participates in their realization, priority approaches and sources of financing

Specific objectives	Responsible team Participating team	Priority approaches for realization of objective	Financing resources
3.1. Increased level of use of available legal tools and mechanisms for environment	Environment law Environment	<ul style="list-style-type: none"> - Legal tools - Institutional advocacy and impact on public policies 	<ul style="list-style-type: none"> - International foundations - Project of units of local and

protection in Sunce and collaborating organizations	Nature, communications	Networking	regional self-government - EU projects - Donations of citizens Targeted crowdfunding campaigns
3.2. Increased level of public and media support for advocacy efforts of Sunce	Thematic advocacy teams Environment Nature, communications Education	- Public advocacy - Direct actions in the Community - Networking * Advocacy is to be introduced as project activity in all projects	- International foundations Targeted crowdfunding campaigns

Key performance indicators:

SPECIFIC OBJECTIVE	PERFORMANCE INDICATORS
3.1. Increased level of use of available legal tools and mechanisms for environment protection in Sunce and collaborating organizations	<ul style="list-style-type: none"> - As a minimum, participation in 70% of key public consultations per year related to work of the organization - Participation in key public consultations for legislation and implementation acts on national, county and local levels (as a minimum Waste Management Act, the General Administrative Proceedings Act, the Administrative Disputes Act, the Physical Planning Act, reports on implementation of Aarhus Convention) - Participation in key public consultations for legislation and implementation acts on EU level (as a minimum the EIA Directive, Habitat Directive, Aarhus Convention Directive, Mediterranean Regulation, Biodiversity Strategy, Waste Directive) - Number of initiated court disputes (two strategic disputes per year as a minimum) - Enhancement of three legal tools, as a minimum, and introduction of a new one (e. G. timely implementation of Environment Impact Assessment Study / Strategic Environment Impact Study, reducing powers of Inspectorate related to Environment

	<p>Impact Assessment / Strategic Environment Impact Study, study control system, collective law suit)</p> <ul style="list-style-type: none"> - Systematic monitoring and assessment on impact of participation implemented at adoption and changes and amendments of implementation and legislation acts; monitoring for each individual participation carried out, as well as joint evaluation on annual level; communication with the public and relevant institutions - Assistance in use of legal tools in environment protection provided to ten environmental cases per year to smaller CSOs and citizens' initiatives - Eight joint advocacy actions per year carried out with smaller CSOs and citizens' initiatives - Number of Environment Impact Assessment/ Strategic Environment Impact Assessment Studies in which Sunce took part (for per year on the average) - Systematic monitoring and assessment on impact of participation in Environment Impact Assessment Studies, Strategic Environment Impact Assessment Studies and Assessment of Acceptability for Ecological Network; monitoring for each individual participation carried out, as well as joint evaluation on annual level; communication with the public and relevant institutions - Increased share of accepted arguments and comments within framework of environment administrative proceedings (Environment Impact Assessment Studies, Strategic Environment Impact Assessment Studies and Assessment of Acceptability for Ecological Network) in five years of Strategic Plan implementation <p>Increased share of prevented harmful environment interventions as a consequence of use of legal tools in five years of Strategic Plan implementation</p>
<p>3.2. Increased level of public and media support for advocacy efforts of Sunce</p>	<ul style="list-style-type: none"> - Two press releases of Sunce per litigation, as a minimum - Five success stories per year published on web page and communicated to media, as a minimum - Share of citizens' donation in Sunce's budget of 1.5% achieved during implementation of Strategic Plan - At least two advocacy campaigns per year realized with clearly defined objectives and activities (position statements communicated in media, communication activities, work in

	<p>working groups, public events, etc.) focused on change of policies/behaviours, by itself or in collaboration</p> <ul style="list-style-type: none"> - Creation and communication in media of three annual position statements of Sunce on the average related to crucial and current topics of environment and nature protection, aside from advocacy campaigns - Eight public events per year on the average, organized by itself or in collaboration - Planned number of participants achieved in all public events and all public events covered by media - Two successful crowdfunding campaigns during implementation of Strategic Plan
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Target groups according to strategic objectives:

SO 3.1 - citizens, citizens' initiatives, CSOs (national and international, decision makers on EU level, public law bodies of the Republic of Croatia, experts (academic community, scientific institutions)

SO 3.2 – media, citizens, CSOs and formal and informal networks of CSOs, experts

Overview of internal weaknesses and strengths and external opportunities and threats for Strategic objective 3

<p>S</p> <ul style="list-style-type: none"> - Recognition of Sunce - Existing human resources - Experience in use of legal tools in environment protection - Networking and collaboration - Institutional knowledge (thematic and procedural) - Good identification of social problems - Access to field information (Green Telephone) and field work experience - Combination of theory and practice - Adaptability to crisis - Creativity in finding legal solutions and impacts on public policies 	<p>W</p> <ul style="list-style-type: none"> - Advocacy activities are not planned in regular working hours of employees - Advocacy activities are not perceived as regular working tasks - Lack of time for evaluation of participation in public policies creation - We do not celebrate our successes - Insufficient use of litigation experience of others - Lack of time and finances for legal research and preparation of litigation - Insufficient communication of advocacy activities through media and key stakeholders - Small number of employees with interest and capacities for advocacy
<p>O</p> <ul style="list-style-type: none"> - Legal framework that establishes better environment protection standards - Raised awareness of citizens and institutions on topics and needs of environment protection 	<p>T</p> <ul style="list-style-type: none"> - Legal framework that does not transpose environment protection standards from EU level well (transposition of EU legislation) - Inertness of judiciary system

<ul style="list-style-type: none"> - More information and education sources - New sources of financing (foundations, smaller donors) - Resources of collaborating organizations and networking for communication and advocacy activities 	<ul style="list-style-type: none"> - Employees of public law and judiciary bodies are not educated and lack awareness - Citizens do not have trust in the system - Corruption - CSOs are not recognized as stakeholders in environment procedures by public law bodies and judiciary - Pro-forma public consultations processes - Lack of grant schemes for project proposals in areas of environment protection, democratization, etc. - Steps back in administrative court proceedings and environmental legislation
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Taking into consideration the SWOT analysis, it is required to:

- Advocacy is to be introduced as project activity in all projects
- Communicate importance of advocacy tasks clearer within current framework of relevant job positions and carry out advocacy training for employees
- Build in legal aid activities and strategic litigation into projects, wherever possible
- Enhance exchange of information on successes of advocacy activities inside and outside of the organization - timely inclusion of advocacy team in order to conceive messages about importance of initiated participation and litigation, as well as their outcomes Negative outcomes can also be used for the purposes of advocacy and raising awareness
- In collaboration with other environmental organizations, design and initiate advocacy campaign on setback of environmental legislation; use the opportunity to include this topic on the political agenda through Parliamentary Environment and Nature Protection Committee, chaired by Green-Left Coalition representative
- Establish and develop contacts with Public Administration State School and Judiciary Academy
- Focus on establishment of partnership and use of resources of collaborating organizations and networking for communication and advocacy activities on local, national and international levels

4.4. Strategic objective 4: Contribution to increased efficiency of nature protection sector with focus on coastal and marine ecosystems conservation

Strategic objectives, responsible team and priority approaches within program area:

Specific objectives, responsible team that participates in their realization, priority approaches and sources of financing

Specific objectives	Responsible team Participating team	Priority approaches for realization of objective	Financing resources
SO 4.1: Contribution , preparation and implementation of quality documents for management of protected and Natura 2000 sites (ecological network)	NATURE Environment Environment law	- Institutional advocacy and impact on public policies - Education - Networking	- Services - EU projects - International foundations
SO 4.2: Contribution to increase of coverage of protected marine and coastal areas and strictly protected zones	NATURE Environment law Communication	- Institutional advocacy and impact on public policies - Research and monitoring - Networking	- EU projects - International foundations
SO4.3: Contribution to mitigation of negative impact of human activities on marine and coastal ecosystems	NATURE Environment Environment law Communication	- Public advocacy - Research and monitoring - Legal tools	- EU projects - International foundations - FZOEU - Services - Donations of citizens
SO 4.4: Increase of capacities for efficient nature protection management	NATURE Education Environment law	- Institutional advocacy and impact on public policies - Education - Networking	- EU projects - International foundations - Services

Target groups according to strategic objectives:

SO 4.1 - public institutions that manage protected areas, Ministry of Economy and Sustainable Development, Ministry of Agriculture, Ministry of Sea, Transport and Infrastructure, administrative departments competent for environment protection (units of local and regional self-government, Counties)

SO 4.2 - public institutions that manage protected areas, Ministry of Economy and Sustainable Development, Ministry of Agriculture, Ministry of Sea, Transport and Infrastructure, fishermen, scientists and representatives of diving tourism, administrative departments competent for environment protection (units of local and regional self-government, Counties)

SO 4.3 – Ministry of Economy and Sustainable Development, Ministry of Agriculture, Ministry of Sea, Transport and Infrastructure Court, EC, wider public, judiciary authorities, citizens, business sector (particularly in tourism), local bodies, CSOs and citizens' initiatives, Nature Parks, administrative departments competent for environment protection (units of local and regional self-government)

SO 4.4 - public institutions that manage protected areas, Ministry of Economy and Sustainable Development, Ministry of Agriculture, Ministry of Sea, Transport and Infrastructure, port authorities, fishermen, business sector (particularly in tourism, administrative departments competent for environment protection (units of local and regional self-government

Key performance indicators:

SPECIFIC OBJECTIVE	PERFORMANCE INDICATORS
<p>SO 4.1: Contribution to preparation of quality documents for management of protected and Natura 2000 sites (ecological network)</p>	<ul style="list-style-type: none"> - Final drafts for eight management plans and/or action plans, as a minimum, prepared through consultation with stakeholders, with priority given to coastal areas - Participation through e-consultations, committees, working groups, workshops, etc. in preparation and adoption of relevant national and local strategic and regulatory documents related to thematic and geographic area of work of Sunce (Nature Protection Act, Marine Fisheries Act, Nature protection Strategy and Action Plan EU Biodiversity Strategy, By-Law on Conservation Objectives and Measures for Conservation of Target Species and Habitat types in ecological Network Areas, By-Law on Fishing in Protected Areas and Special Habitats, by-laws on protection and conservation, decisions about measures for protection, conservation, enhancement and use of protected areas, management plans that are not prepared by the Association, Operative Program for Fisheries and Sea, etc.) - Mapping of 2 500 ha of area of sea and coastal habitats by Sunce, as a minimum
<p>SO 4.2: Contribution to increase in area of protected marine and coastal areas and strictly protected zones</p>	<ul style="list-style-type: none"> - Designed and implemented one campaign, as a minimum, related to implementation of EU Biodiversity Strategy and achievement of set objectives on increase of protected sea areas - Participation in processes of establishment and declaration of new protected areas and strictly protected zones that are of interest for Sunce (work in committees, working groups, participation in relevant workshops) Identification of 10 potential new sea protected areas and strictly protected zones, as a minimum, and preparation of three studies, as a minimum, as foundation for declaration and management of these areas

<p>SO 4.3 Contribution to mitigation of negative impact of human activities on marine and coastal ecosystems</p>	<ul style="list-style-type: none"> - At least two communication/advocacy campaigns designed per year related to mitigation of negative impact of human activity - Two activities related to use of right to public participation as a minimum per year (such as Environment Impact Assessment, Strategic Environment Impact Assessment, public consultation) during which the collaboration between nature protection team and environment law team is established in defining strategy of use of right to public participation - Participation in establishment and efficient functioning of working bodies focused on mitigation of negative impact on sea and coastal ecosystems (network of protected areas, network for conservation of Pen Shell) - Participation in work of national and international networks focused on mitigation of negative impact on sea and coastal ecosystems (MedPAN, Seas at Risk, Mediterranean Posidonia Network, UNEP MAP, BioNET and etc.) - Examples of good practices for mitigation of negative impact of human activities on marine and coastal ecosystems and recovery of marine and coastal ecosystems, established through projects of Sunce and/or other organizations/institutions, promoted among key stakeholders once a year, as a minimum (ecological anchorage buoys, Posidonia transplantation, accidental catch, invasive species, marine litter, beach management, etc.) - Continuous monitoring of the condition of posidonia meadows in at least four protected areas and three ecological network areas and communication of conclusions to public and key stakeholders Participation in establishment and implementation of new monitoring of condition of priority sea habitats and species and monitoring of pressure caused by human activity (five new thematic and/or spatial monitoring cases of conditions/locations, as a minimum) and communication of conclusions to public and key stakeholders
<p>SO 4.4 Increase of capacities for efficient nature protection management</p>	<ul style="list-style-type: none"> - As a minimum, 12 educational activities organized (trainings / workshops / seminars / round tables / study visits) that include various sectors and are focused on problem solution and transfer of good practices

	<ul style="list-style-type: none"> - As a minimum, four active participations in events, organized by other institutions related to nature protection, on which exchange of knowledges and experiences will occur (lecturers, co-organizers, presenters, etc.) Participation of representatives from sectors important for management of coastal and sea areas (Fisheries Directorate, fishermen, port authorities, spatial planning, etc.) on events organized by Sunce
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Overview of internal weaknesses and strengths and external opportunities and threats for Strategic objective 4

<p>S</p> <ul style="list-style-type: none"> - Professional staff - Experience - Good relations and contacts within nature protection sector - Existing services and projects through which it is possible to finance part of set objectives - Opportunity for additional professional improvement - Networking with experts, organizations, institutions in the Republic of Croatia and abroad - Motivation - Collaboration - Equipment 	<p>W</p> <ul style="list-style-type: none"> - Engagement of main experts on other projects and organizational work - Limited possibility for travel due to private circumstances - Limited advocacy capacities - Lack of specific expert knowledges for data collection and processing, use of new technologies, communication and facilitation skills
<p>O</p> <ul style="list-style-type: none"> - Set obligation of the Republic of Croatia with deadlines - Big ongoing national projects and services - Better linking with stakeholders from private sector and fisheries - Better knowledge of problems and possible solutions - Legally adopted and obliging Management Plans - EU Biodiversity Strategy - EU campaigns - Growing number of good practice examples from other countries 	<p>T</p> <ul style="list-style-type: none"> - Deadlines (almost impossible) - Stakeholders are not motivated to get included in management processes and information release - Weak implementation of nature protection legal framework - Lack of available finances for implementation of direct actions for nature protection (implementation of management plans) - Poor level of education and understanding of stakeholders - Weak administration - Interests of individuals and lobbying - Work of inspection and court system

Taking into consideration the SWOT analysis, it is required to:

- Free up time and find/make opportunities for acquisition of specific knowledges that are missing at this moment Alternatively, find external experts, that can be engaged to contribute to achievement of specific objectives
- Use resources of organization's communication team to enhance communication skills and/or, if necessary, engage external expert for education and *coaching* in the field of communication

5.DEVELOPMENT OF ORGANIZATION

Besides program's strategic objectives, based on the analysis conducted for the needs of strategic planning preparation, as well as during the strategic planning workshop itself, Sunce defined several objectives for development of organization.

It was concluded that current organization's structure is adequate for fulfilment of newly defined objectives, but if, during implementation of the Strategic Plan, it turns out that changes in structure could contribute to easier fulfilment of the Strategic Plan, the organization's leaders will start the structure redesign process. This decision was adopted due to the fact that the organization has adopted new structure only recently and that it has employed five people in the last six months. Therefore, we should give to the new structure of the organization an opportunity to stabilize itself and new employees to fit in in the easiest way possible.

Two programs are carried out in the organization: Nature Conservation Program; and Environmental Protection and Sustainable Development Program. Program leaders have managerial and executive functions at the same time - hence Head of Environmental Protection and Sustainable Development Program is also Executive Director, and Head of Nature Conservation Program is Chairwoman of the Management Board. Taking into consideration the number of employees and the number of projects, during strategic planning, the need to build capacities of any of the existing employees in order that he/she can take on role of Head of Environmental Protection and Sustainable Development Program, was recognized. In that way, Executive Director could manage the organization with no risk of work burnout, and the risk of not achieving strategic objectives in Environmental Protection and Sustainable Development Program would be mitigated.

Currently, Sunce has 23 employees, and two ESS volunteers. The highest Association body is the Assembly with 27 members. The Management Board runs the organization from Assembly to Assembly and has five members, two employees and three external members. Horizontal departments in the organization are Department of Education and Public Informing and Department of Environmental Law. Both departments have horizontal function of providing support to programs, and they are partly developed program-wise in the field of education or environmental law by developing new tools, methods and practices in their respective field of work.

In addition to Head of the Program, the Nature Conservation program has two project leaders and three expert associates. In addition to Head of the Program (who is also Executive Director), the Environmental Protection and Sustainable Development Program has two expert associates. Taking into consideration new Strategic objective 1, fully dedicated to waste management, and strategic objectives 2 and 3, that will

require contribution of both programs, before new Strategic Plan enters into force, possible need to increase human resources in this Program has to be considered. The Department of Education and Public Informing consists of six persons, one of which is engaged in projects and activities of other programs/departments. The Department of Environmental Law. Currently employs two persons, one is at maternity leave. Recently, the number of persons only working on communications has increased to two persons, there are three persons working on finances and administration with the support of bookkeeping service.

In view of finances, in spite of challenges of 2020 and 2021, the organization is financially stable with diversified sources of finances, including considerable share of self-financing in the total budget of the organization (23% in 2020). In the following strategic period, the Dalmatia Green Program (former EkoPartner) and Green Excursions, which turned out to financially non-viable, will be included into other projects and contribute to realization of strategic objectives, with no pressure of financial self-sustainability. On the other side, the Nature Conservation Program will contribute to self-financing through provision of various kinds of services on the market (management plans, mapping and monitoring of species and habitats, expert studies), and educational program of the Association will be used for additional strengthening and development of the financial self-sustainability of the organization. It needs to be taken care of that the profit realized by the organization enables its stabilization, but at the same time does not lead to exhaustion of capacities of individual programs, departments and employees, and because considerable resources have to be directed to parts of the organization that could not have realized required financing.

Acquisition of funding is perceived as collective responsibility and taken seriously on the level of program teams. Ahead of the organization, there is also preparation of the Communication Strategy, that was recognized as necessary even before the strategic planning process, and is now additionally empowered by establishment of objectives related to higher level of environmentally responsible behaviour and to increase level of public and media support for advocacy efforts of Sunce.

Human resources management is based on annual evaluation of employees' work and it is planned to introduce 360 work evaluation. In questionnaires given to employees during strategic planning process, high level of motivation to continue work in Sunce is observed at majority of them. Sunce enables them to professionally deal with and build their capacities in the field they consider particularly important, at the same time concretely giving to wider social contribution to nature and environment protection and sustainable development, in a collective, characterized by flexibility on one, and stability, on the other side. It is no wonder than that majority of employees see themselves in Sunce in a period from 3-5 years, working on the same or similar positions, but with empowered knowledges and skills and slightly different division of tasks or concrete management duties. Also, Management Board members are willing to continue their collaboration with Sunce.

The area of improvement of human resources management was identified as the primary one in considerably stronger inclusion of the organization members and volunteers into work of the organization and achievement of strategic objectives. At the same time, this represents area of the development of the organization, that, although identified even in the previous Strategic Plan, did not manage to come to life in a more systematic way in part related to development of membership, while volunteering developed, more significant thanks to international volunteering financed by EVS Program, or later ESS Program. Therefore, activities have to be designed for members and local volunteers, in which they can be included regularly or per need, in accordance with their interests, expert knowledges and skills and amount of time

they can dedicate to the organization. In that sense, the first step would be dissemination of new Strategic Plan and accompanying short questionnaire among members and volunteers, by which their specific interests, knowledges, skills and time they can dedicate to achievement of each particular objectives, would be found out. Shortly after, their active engagement should follow.

Furthermore, although it is pointed out in Program part, it is important to repeat that it was agreed during strategic planning that for each topic Sunce deals with, *ad hoc* advocacy team would be formed, that would take care about advocacy activities reaching to target groups and wider public. At the same time, it will be necessary to leave time and resources for education in the field of advocacy and media appearances for all those persons with no such previous experience.

In the text to follow, the objectives of development of the organization for the next strategic period are shown, with notes on coordinators and persons who participate in achievement of the objectives of the organization. Realization of these objectives should be monitored at regular meetings of the organization's leaders, held once a year, as a minimum, and obligatory during preparation of operative plans of the organization and annual reports.

Objectives of Organization	Coordinated by	Participating
OO 1 Members, international and local volunteers included in fulfilment of strategic objectives of the organization	Executive Director	Expert associate in Environment Protection Program / coordinator of volunteers, financial-administrative associate, representatives of department/program and communications team
OO 2 Increased recognition and visibility of organization	Head of Communications and Public Relations and Head of Department of Education and Public Informing	Everybody
OO 3 Empowered capacities of employees in areas of operation (e. g. creation of environmental court practice, heading Environment Protection Program)	Executive Director	Heads of Programs and Departments, Head of Finances and Head of Communications and Public Relations
OO 4 Maintained financial stability	Executive Director	Heads of Programs and Departments, Head of Finances and Head of Communications and Public Relations

OO 5 Ensured self-sustainability of educational programs	Head of Department of Education and Public Informing	Executive Director, Department of Education and Public Informing, Head of Finances
OO 6 Enhanced work organization, in particular timely transfer of information among programs, departments and teams (Better internal and external communication of successful solutions and results in environment protection, all employees can identify and retell success stories related to their area of work)	Joint coordination of all Heads of Programs and Departments, Head of Finances and Head of Communications and Public Relations	Everybody
OO 7 Maintained continuity of Sunce's operation in processes that relate to development and work of civil society	Joint coordination of Executive Director, Management Board Chairwoman and Head of Department of Environmental Law	Head of Finances, Head of Department of Education and Public Informing, Head of Nature Conservation Programs

In order to achieve some objectives, *ad hoc* advocacy, research, communication and fund-raising teams will be formed, with changing members, depending on the topic and area.