

STRATEGIC PLAN OF ZDRAVO I ZELENO



This document was developed with the mentoring support of the EU Resource Centre for Civil Society Organizations. The association "Zdravo i Zeleno" is solely responsible for its content, which does not necessarily reflect the views of the European Union.

1. Introduction

The association "Zdravo i Zeleno" (Healthy and Green) is a non-partisan, non-profit organization founded in 2024 with the aim of improving the quality of life of citizens through integrated programmes in public health, environmental protection, and youth education. This Strategic Plan represents a framework for the systematic development and positioning of the organization for the period 2025-2028.

The Plan defines the directions of action, priorities, strategic goals, and implementation mechanisms. It is based on the principles of transparency, sustainability, and cooperation with public institutions, health institutions, schools, decision-makers, as well as civil society and the private sector.

Members of the association, associates, volunteers, as well as representatives of institutions with which the organization cooperates, took part in the drafting process. The document was created with the mentoring support of the EU Resource Centre for Civil Society Organizations. The association "Zdravo i Zeleno" is solely responsible for its content, which does not necessarily reflect the views of the European Union.

The organization "**Zdravo i Zeleno**" was founded in 2024, with the aim of improving community health and contributing to environmental protection through education, activism, and cooperation with local institutions. As a newly established organization, it recognized the need to base its development and operation on a clear strategic framework that will:

- provide clear direction and continuity of action in the coming period;
- enable the professionalization of work and networking with relevant institutions and partners;
- improve visibility, recognition, and public trust;
- support the development of youth programmes, volunteer initiatives, and public advocacy campaigns;
- lay the foundations for measurable and sustainable results in the fields of public health and ecology.

The Strategic Plan represents the **first planning document of the organization**, establishing the basic priorities, values, and directions of development of "Zdravo i Zeleno" for the coming three-year period.

1.2. Development Methodology

The process of developing the strategic plan was carried out in several phases, involving members of the organization, volunteers, experts, and partner institutions.

Process phase	Activities	Results
I. Context analysis	Research of existing programmes, the legal framework, and local partnerships	Key challenges and potentials for action identified
II. Consultations	Interviews and workshops with partners (schools, local government, health institutions, NGOs)	Community needs and priority topics mapped
III. SWOT analysis	Assessment of internal capacities and external environmental factors	Strengths, weaknesses, opportunities, and threats defined
IV. Strategy formulation	Development of the vision, mission, values, and strategic goals	Shared framework for action agreed upon
V. Action plan	Elaboration of concrete activities by year and area of action	Operational document for implementing and monitoring the strategy

The organization "Zdravo i Zeleno" operates at the intersection of four interconnected areas that together form the basis of its identity and mission:

Area	Objective	Examples of activities
Public health	Promoting healthy lifestyles and disease prevention	Educational campaigns, workshops on healthy nutrition, physical activity, and mental health
Environment	Preservation of natural resources (water, air, soil)	Clean-up actions, tree planting, pollution monitoring, green projects
Research and education	Data collection, trend analysis, raising public awareness	Research in the field of public health, analyses of the impact of environmental factors on health and the environment, publication development
Children and youth	Education and encouraging youth activism	Volunteer programmes, ecology and health schools, youth campaigns

2. Mission, Vision, and Values

The organization "Zdravo i Zeleno" promotes the formation of healthy lifestyles and the preservation of the environment through research, education, and the active participation of citizens - especially children and young people. The mission is based on the idea that every person, family, and community can contribute to a healthier society and a sustainable planet, provided they have the knowledge, support, and opportunities to act.

Our vision is a society in which **people's health and the environment are at the center of public policies, educational systems, and the awareness of every individual**. This is a society that recognizes that caring for one's own health and responsibility toward nature are inseparably linked, and that through the joint action of citizens, institutions, and organizations, we can create a more stable, resilient, and fairer environment.

Value	Description
Integrity and transparency	We carry out all activities responsibly, ethically, and in accordance with the public interest. Our work is open, accessible, and based on trust.
Education and knowledge	We believe that lasting change can only be achieved through quality information, continuous education, and scientifically grounded research.
Sustainability	All programmes and projects are aimed at long-term impact and minimal negative impact on the environment, while promoting environmental responsibility.
Youth involvement	Young people are our partners, not just beneficiaries. We involve them in the planning, design, and implementation of activities, developing their leadership and activism.
Cooperation and partnership	We build bridges of cooperation with schools, universities, local governments, health institutions, and other organizations that share similar goals.
Innovation and research	We apply modern methods in data collection and processing, digital communication, and learning, encouraging creative solutions and new approaches to social challenges.

3. SWOT Analysis

The SWOT analysis represents one of the key tools in the strategic planning process of the organization "Zdravo i Zeleno". The analysis was carried out through focus groups with the founding team, discussions with representatives of partner organizations and institutions (the health sector, schools, local government, environmental initiatives), as well as a review of relevant documents and trends in the fields of public health, education, and ecology in Serbia.

Although newly established, the organization has already positioned itself as a **young, innovative, and interdisciplinary initiative** that connects the themes of health and environmental protection, with strong potential for expanding cooperation, creating local projects, and involving citizens, particularly young people.

3.1. Strengths

Key strength	Description and significance
Interdisciplinary approach	The organization connects public health, ecology, and education, enabling a comprehensive approach to social challenges and the creation of projects with multiple effects.
Expert and motivated founding team	The team consists of experts from various fields - medicine, ecology, education, and communications - with experience in international projects and local initiatives.
Clear and contemporary mission	The idea of connecting health and the environment is topical, socially relevant, and aligned with European green policies and sustainable development goals.
Networking with local stakeholders	Already in its first year of operation, the organization established contacts and secured the support of key partners - schools, the Health Center and the University Clinical Center Kragujevac, the City of Kragujevac, the MIND group, and other organizations.
Flexibility and rapid response to community needs	A small and agile structure enables rapid response to new issues, simple decision-making, and the piloting of innovative activities.
Young people as a driving force	Involving young people through volunteer programmes and educational initiatives increases the organization's social impact, visibility, and long-term sustainability.

3.2. Weaknesses

Key weakness	Description and recommendation
Lack of institutional experience	As a newly established organization, "Zdravo i Zeleno" is still developing internal procedures, working rules, and decision-making systems. It is recommended that internal regulations and acts be drafted within the next 12 months.
Limited financial resources	The organization currently relies on volunteer work and small-scale projects. It is necessary to develop a funding strategy and prepare project proposals for national and international funds (Erasmus+, SDC, Green Agenda, local calls).
Insufficient public recognition	The organization's brand is at an early stage of development. It is necessary to develop a communication strategy, launch active social media profiles, and create a visual identity.
Lack of space and equipment	Activities are currently carried out in shared premises. The establishment of a "Green Center" as a working and educational space is planned.
Need for additional volunteers and training	It is necessary to develop a system of volunteer support, training programmes, and the involvement of young people in activities in the fields of public health and ecology.
Insufficiently formalized partnerships	Contacts exist with numerous institutions, but cooperation is not formally defined. Signing Memorandums of Cooperation with key partners is recommended.

3.3. Opportunities

Opportunity	Potential effect
Growing public interest in health and ecology	Increasing media and public attention to issues of public health, air quality, and climate provides strong support for the organization's programmes and campaigns.
Support from local institutions and educational establishments	The City of Kragujevac, schools, and faculties show a willingness to cooperate on educational programmes and youth initiatives.
Available domestic and international funds	Programmes such as Erasmus+, Green Agenda, eco-funds, and national calls offer opportunities to finance the organization's projects.
Partnerships with health institutions and NGOs	Provides a basis for joint research and educational activities in the fields of prevention, public health, and environmental protection.
Involving young people through volunteer programmes	Young people are increasingly seeking opportunities for engagement, opening space for the development of long-term youth activism programmes.
Development of digital and educational technologies	Enables online education, campaigns, and data collection, thereby increasing the efficiency and accessibility of activities.

3.4. Threats

Potential threat	Description and possible measures
Economic instability	Limited donor support and reduced public budgets may jeopardize financial sustainability. Diversification of funding sources (funds, donations, membership fees) is recommended.
Insufficient institutional support	Local and national institutions often have limited resources. It is necessary to build partner relationships based on shared goals and results.
Reduced public interest in long-term issues	Fast media cycles make it difficult to maintain continuous visibility for projects. The solution is creative communication, campaigns with recognizable faces, and local stories.
Youth migration and a shrinking volunteer base	It is necessary to strengthen local engagement programmes and provide opportunities for young people's personal and professional development within the community.

4. Stakeholder Analysis

The development and sustainability of the organization "Zdravo i Zeleno" is based on active networking with public institutions, local authorities, educational institutions, businesses, media, and other civil society organizations. Stakeholder analysis makes it possible to clearly identify actors who can influence the organization's work or benefit from its activities, as well as to develop mechanisms for communication, cooperation, and partnership in line with their interests and influence.

Stakeholder map

Stakeholder group	Examples	Degree of influence	Level of interest	Potential cooperation model
Public institutions	City of Kragujevac, Ministry of Health, Ministry of Environmental Protection	High	High	Partnership in public programmes and actions
Health institutions	Institute of Public Health, Health Center, University Clinical Center Kragujevac	Medium	High	Joint campaigns and research
Educational institutions	Elementary and secondary schools, faculties, universities	High	High	Youth programmes, ecology and health schools
Civil sector	MIND group, local NGOs (environmental and youth)	Medium	High	Joint projects, knowledge exchange
Private sector	Companies supporting CSR initiatives	Medium	Medium	Partnerships in campaigns, sponsorships
Media and the public	Local and national media, influencers	Medium	High	Visibility and promotion of activities
Young people and volunteers	Students (school and university), activists	High	High	Volunteer programmes and educational initiatives

➤ Influence and Interest Diagram

The influence and interest diagram provides a visual overview of the relationships between the various actors who influence the organization's work or have an interest in its activities. Based on the matrix shown, it is possible to identify key partners, allies, promoters, and peripheral actors, which facilitates communication as well as the planning and shaping of cooperation models. This approach contributes to a better understanding of the dynamics among stakeholders, strengthens cross-sectoral links, and helps establish an effective cooperation network. It is particularly significant that the diagram points to the importance of proactively involving local institutions and young people, as the two groups with the greatest potential for long-term influence and partnership.

Quadrant (Influence / Interest)	Actors
KEY PARTNERS - high influence	City of Kragujevac, University Clinical Center, schools, faculties
PROMOTERS OF CHANGE - high influence	Ministries, the academic community, advisory bodies
ALLIES - high interest	NGOs, media, local initiatives
PERIPHERAL ACTORS - lower influence/interest	Citizens, individuals, occasional donors

Key recommendations for partnership development:

- Formalize cooperation with the City of Kragujevac through a Memorandum of Understanding (MoU) in the fields of public health and environmental protection.
- Develop a school programme "Healthy and Green Youth" in cooperation with educational institutions.
- Launch the "Zdravo i Zeleno Forum" - an annual gathering of partners for exchanging experiences and planning activities.
- Establish cooperation with local media for regular reporting on and promotion of volunteerism.
- Position the organization as a research partner for projects in the fields of public health, ecology, and public policy.

5. Strategic Goals

The formulation of the strategic goals of the organization "Zdravo i Zeleno" is based on an analysis of community needs, partnership potential, and the results of initial research on the perception of public health and the environment in the local context (Kragujevac and the surrounding area/district).

The strategic goals encompass four key programme areas of action: **public health, environmental protection, education, and youth work**, along with a fifth goal relating to strengthening the organization's internal capacities.

They represent the desired state that the organization aims to achieve during the period **2025-2028** and form the basis for developing the action plan.

Table 1: Overview of strategic goals

No.	Strategic goal	Key outcome	Success indicators (2028)
1	Improve the public health culture and healthy lifestyles of citizens	Increased number of citizens involved in preventive and educational programmes.	>5,000 people reached through campaigns; up to 10 local events per year.
2	Raise citizens' awareness of environmental protection and climate challenges	Local initiatives established for a cleaner and greener community.	15 environmental actions implemented; 3 research reports.
3	Develop a system of education and research in the field of health and ecology	Educational modules created and analyses published.	4 manuals and 2 thematic reports published.
4	Establish and improve volunteer management	Empowered teams of young volunteers involved in all programmes.	100+ active volunteers; a motivation and support system established.
5	Strengthen the organization's capacities and partnerships	Administrative and financial mechanisms developed; stable partnerships.	10 signed MoUs; at least 5 successfully implemented projects.

STRATEGIC GOAL 1: PUBLIC HEALTH AND HEALTHY LIFESTYLES

Description:

The focus is on preventive activities, campaigns on nutrition, physical activity, and mental health, as well as cooperation with schools and health institutions.

Key activities:

- Organizing educational workshops "Healthy Living at School"
- Community campaigns ("Moving Toward Health", "Breathe Clean")
- Research on citizens' nutrition and physical activity habits
- Cooperation with the Health Center and the University Clinical Center Kragujevac on chronic disease prevention

Expected results:

- Increased awareness among children and young people
- A greater number of citizens adopting healthy habits

- Stronger cooperation between the civil and public health sectors

STRATEGIC GOAL 2: ENVIRONMENTAL AND CLIMATE PROTECTION

Description:

The organization will focus on preserving natural resources and reducing pollution through actions, research, and youth education.

Key activities:

- Annual clean-up and afforestation actions ("Here's How", "One Tree - One Student")
- Research on air pollution and local waterways
- "Drink Water, Not Plastic!" campaign
- Cooperation with public utility companies in the fields of air and water protection and waste management

Expected results:

- Greater public awareness of climate change
- Reduced use of plastic in schools
- Improved condition of green spaces in two municipalities

STRATEGIC GOAL 3: RESEARCH AND EDUCATION AS DRIVERS OF CHANGE

Description:

The goal is to strengthen the organization's research and educational capacities through partnerships with institutes, faculties, schools, and experts.

Key activities:

- Research on the impact of health and environmental habits
- Development of thematic analyses ("Youth Health in Kragujevac", "Water Consumption Habits")
- Development of teaching and educational materials
- Organization of conferences and public forums

Expected results:

- Annual reports and publications published
- Stronger links between research and public policy
- "Zdravo i Zeleno" becomes a reference source of data

STRATEGIC GOAL 4: DEVELOPMENT OF YOUTH VOLUNTEERISM AND ACTIVISM

Description:

The organization will establish a structured system for training, monitoring, and motivating young volunteers.

Key activities:

- Establishing the "Youth for a Healthy Society" platform

- Training programmes for peer educators
- Introduction of a competency portfolio for volunteers
- Organization of the annual "Green Heroes" event

Expected results:

- An active volunteer network formed
- Greater motivation and engagement among young people
- Networking of "school partners" in the field of activism

STRATEGIC GOAL 5: STRENGTHENING THE ORGANIZATION'S CAPACITIES AND PARTNERSHIPS

Description:

For the sake of sustainability, the organization will work on the professionalization of management, internal procedures, and the diversification of funding.

Key activities:

- Development and adoption of internal regulations and procedures
- Training in project management and communications
- Development of a communication and visibility strategy
- Partnerships with the MIND group, the Institute of Public Health, the Health Center, the University Clinical Center, schools, and companies

Expected results:

- Financial stability through diverse sources of income
- An increased number of partners and associates
- Greater visibility and credibility of the organization

6. Development Goals

The development goals translate the strategic priorities into concrete terms and are focused on measurable, annual results that track the organization's progress.

Table 2: Development goals by area

Area	Development goal	Key activities	Indicators
Public health	Establish a system of local health workshops	20 workshops in schools and the community; manual development	Number of workshops, number of participants, knowledge evaluation
Environment	Reduce local waste and promote recycling	10 clean-up actions, 3 "green days", promotion of walking	Amount of waste collected, media coverage
Education and research	Build a database of environmental and health indicators	Partnerships with the Institute of Public Health, schools and the Health Center, University Clinical Center; results published	Number of published reports and publications
Youth and volunteerism	Develop a volunteer network and reward system	Platform, training, annual awards	Number of active volunteers; number of schools involved
Organizational capacities	Strengthen management and financial capacities	Procedures, training, communication plan	Number of trained members; regulations adopted

7. Timeframe and Activity Plan (2025-2028)

The implementation of the strategic plan of the organization "Zdravo i Zeleno" is planned over a period of four years (2025-2028), through the gradual strengthening of programmes, the development of partnerships, and the consolidation of capacities. The activity plan provides a clear timeline for the implementation of key initiatives and enables progress to be tracked year by year. During the first two years, the focus will be on establishing systems, pilot projects, and visibility within the community, while the third and fourth years will be focused on regional cooperation, evaluation, and preparation for a new strategic cycle.

The purpose of this planning is to ensure continuity of action, efficient management of resources, and a gradual increase in the organization's impact in the fields of public health, ecology, education, and youth activism.

Table 3: Timeframe for implementing strategic activities

Year	Key priorities	Example activities	Progress indicators	Partner/lead
2025	Establishing the system and first programmes	Establishment of the volunteer platform; public health workshops; "Stop Wipa" action	≥10 activities; ≥50 volunteers	Zdravo i Zeleno, schools, Institute of Public Health, Health Center, University Clinical Center
2026	Strengthening programmes and visibility	First research studies; TV and social media campaigns; 3 partner schools	15 media appearances; 3 schools involved	City of Kragujevac, Institute of Public Health Kragujevac, MIND group
2027	Regional cooperation and evaluation	"Zdravo i Zeleno" Forum; exchange of experiences; publication of results	Impact report; 30% increase in participants	University, Institute of Public Health, local NGOs
2028	Consolidation and a new strategic cycle	Development of a new strategy; sustainability analysis; permanent partnerships	4 years of implemented programmes; new strategy	All partners

8. Conclusion

The development of the first Strategic Plan of the organization "Zdravo i Zeleno" represents an important step in the institutional development and definition of the organization's long-term direction of action. This document is not only a framework for programme activities but also a foundation for building a recognizable identity, professionalizing operations, and establishing stable partnerships at the local and national levels.

Over the course of the next four-year period, the organization will strive, through its planned programmes and projects, to:

- increase citizens' awareness of the importance of healthy lifestyles and environmental preservation;
- enable the active participation of young people and volunteers in socially beneficial initiatives;
- connect science, education, and practice in the service of public health and ecology;
- ensure sustainable funding models and professional working standards.

Through the implementation of the strategic plan, "Zdravo i Zeleno" aims to become an example of a responsible, innovative, and open organization that contributes to the development of healthier communities and a cleaner environment. Particular importance is placed on commitment to the principles of cooperation, transparency, and public participation in decision-making, through which the organization strengthens citizens' trust and its credibility with partners.

The Plan also establishes a framework for continuous evaluation and learning. Each year of implementation will be tracked through internal reporting, analysis of results, and the adaptation of activities to the community's actual needs. This ensures that the strategy does not remain a static document, but rather a living process of development, learning, and the improvement of practice.

The Strategic Plan of "Zdravo i Zeleno" represents the beginning of a new cycle/process in which the knowledge, enthusiasm, and responsibility of the organization's members and partners will be transformed into concrete changes and visible results for citizens, nature, and future generations.