

STRATEGIC PLAN OF THE ECUMENICAL HUMANITARIAN ORGANIZATION FOR THE PERIOD 2006 TO 2010.

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Introduction

You have before you the latest strategic plan (SP) of EHO, which follows the previous SP covering the period 2002 to 2005. This new SP is the result of a participative process in which the most important stakeholders of EHO took part. The process was initiated at the third meeting of the funding partners of EHO (September 2004) when the strategic paper entitled »New Approaches to Fundraising in EHO« drawn up by an EHO working group was presented and discussed.

The process was continued on 4th November 2005 through a one-day workshop on strategic planning. In addition to the SWOT analysis (see Annex 1) an Action Plan was also drawn up defining the responsibility of EHO working groups to prepare specific parts of the SP.

Apart from the above-mentioned document, the working groups were also specifically concerned with:

- the conclusions and recommendations of the external organisational evaluation of EHO, carried out in January 2005 by a team lead by John Beauclerk of INTRAC UK. (see Annex 2).
- the recommendations of the Report on the evaluation of the organizational and human resources of EHO. This Report was produced by Dina Sabry Fivaz, the Swiss expert in human resource management, who spent six months in EHO during 2005 under the auspices of the Syni programme.

1. History of the organisation and its working environment

The Ecumenical Humanitarian Organization – EHO – is continuing the work begun by the Ecumenical Humanitarian Service, which was founded on 19th February 1993 at the initiative of the World Council of Churches (WCC).

The member churches of EHO are:

- The Slovak Evangelical (A.C.) Church of Serbia
- The Christian Reformed Church of Serbia
- The Evangelical Methodist Church of Serbia
- The Greek-Catholic Church of Vojvodina
- The Evangelical Christian Church (A.C.) of Vojvodina - Serbia

From its inception, EHO has been an example of inter-church collaboration in diaconal work throughout Vojvodina with the aim of presenting a joint witness of the mission of churches called to work with the poor and marginalized. This unique network of diaconal groups made up of 700 volunteers of different religious confessions has become the embodiment of EHO in local communities throughout Vojvodina, thereby demonstrating that traditional social structures such as churches represent a driving force in the development of a civil society.

2. Mandates and Obligations of the organisation

Over the next five-year period the mandate of the organisation places particular emphasis on social development, social support and inter-church cooperation.

Depending on the social and economic development of the country and its convergence with the European Union over the period from 2006 to 2010, rapid development of the civil sector is expected in accordance with the pattern of those countries that have already passed through transition. This entails the strengthening of partnership with local government and the taking over of certain functions from the welfare sector with the support of regular finance from the budget.

The obligations of EHO are focused on fulfilling this mandate and the organisation's mission.

EHO operates in accordance with all existing legislation that impacts on its work.

When the new legislation relating to NGOs, which was brought before parliament in 2005, is passed, there will be a new requirement for the organisation's constitution to comply with the law.

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In March 2005 a new Employment Act was passed and EHO's code of employment was brought into line with it. The code defines the rights, obligations and responsibilities of employees.

EHO code of accounting and accounting policy - as legislation requires, the code covers: organisation of accounting system, internal accounting procedures, and also defines the person responsible for legal compliance and correctness of business transactions and the compilation of documents relating to business transactions, defines the flow of accounting records and the deadlines by which they should be passed on for completion and sets out EHO's accounting policy in accordance with all the requirements of international standards of financial reporting.

The EHO ethical code governs relations within EHO on five levels:

1. Relation to the organisation and its activities
2. Relations between employees
3. Relations between employees and volunteers
4. Approach to the organisation's resources
5. Attitude towards beneficiaries

In the near future the code will require amendment and addition to comply with new legislation and regulations, that are expected to be passed, relating to gender equality, anti-discriminatory measures etc. EHO's obligations in terms of the legal framework over the future planning period comprise the adoption of new articles/constitution and written procedures:

- Systematisation of jobs with job descriptions
- Procedures for the receipt and distribution of aid as well as warehouse management
- Procedures for communication within EHO
- Procedures and criteria for the selection of employees, volunteers and beneficiaries.

3. Analysis of environment

3.1. Social and economic context

According to the census of 2002, Vojvodina, the northern province of Serbia, has a population of 2,031,992, made up of 27 different peoples and nationalities, 35 different religious communities, speaking 10 different languages, according to official statistics. Vojvodina was not directly involved in the armed conflicts which erupted in former Yugoslavia during the 1990's (except for the NATO bombing). However the province has to a large degree felt the consequences of these events, primarily in terms of the large number of refugees and displaced persons who came to Serbia during those years. 183,544 such persons, that is, half of the total of 376,834 according to UNHCR statistics of March 2001, came to Vojvodina, and its effect has been seen most clearly on the economic situation.

3.2. Political and legislative context

The development of a civil society in Serbia has been hampered by one important issue, that is, the absence of laws regulating the role and function of NGOs. Many NGOs today are functioning well and have dedicated staff and/or activists and volunteers with a long-term vision of their position in society, and have contributed greatly to democratic changes in our society.

In the absence of new legislation on NGOs, there are no clear indications that the country is ready to welcome a strong civil society. On top of this, a vital factor for the development of a genuine partnership relationship and mutual support between the public and the civil sector is the need for the political scene in Serbia to mature, that is, to get away from the so-called "daily politics" of winning political points to the detriment of the citizens of Serbia. Until this situation changes the ability of NGOs and churches from minority ethnic communities to influence government policy in social issues through public lobbying will be limited. The probability that they will receive support and significant financial help from the government is still very small and will take a long while to come.

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3.3. EHO in its context

Within its own context, EHO is recognised as an NGO which has blazed a trail for the work of humanitarian NGOs in Vojvodina. In 1993, when it became obvious that the state was no longer interested in the destitute, EHO, through a number of large projects of material aid distribution and new social service programmes, raised the awareness of many people about the responsibilities of the churches and the opportunities for them to play a part in the relief of poverty.

Today EHO has the reputation of a Christian organisation involved in wider social problems. It continues its pioneering role in finding new creative responses to social problems and encouraging other organisations in what they are doing, since many of EHO's projects have been used as models of good practice.

3.4. EHO stakeholders

In the work of EHO, the largest resources have always been the hundreds of **volunteers** who have willingly joined in new initiatives, which have encouraged ordinary members of the population to help the deprived in their community. **Local churches** and church centres have made space available for EHO's social projects.

As far as co-operation within the **non-governmental sector** is concerned, there is still unfortunately no effective exchange of experience and two-way communication. In the light of the withdrawal of foreign donors, which is particularly noticeable in recent years, EHO can see a need for networking and joint action between NGOs in order to achieve greater success in soliciting financial support for the implementation of a range of projects as well as in lobbying through shared experience, contacts and expertise for the introduction of modern legislation relating to the operation of NGOs.

International partners, churches and church organisations from Western Europe from whom EHO has received ideas, financial and material aid which have enabled the implementation of a variety of projects have been particularly important for EHO since 1993, when it was founded with the help of the WCC. As the protestant churches of Vojvodina have begun to develop a new vision for the addressing of social issues (or diaconal activity), EHO has become an important link for them with the outside world.

EHO's most important interest group are its **beneficiaries**. Via direct aid and the meeting of basic needs, education, public advocacy, participation and other means of support, EHO intends to empower its beneficiaries and, taking advantage of their large numbers, visibility and motivation, to continue to work with them, to reduce social poverty and develop a civil society, while at the same time fighting for human rights, and against all forms of social prejudice, marginalisation and discrimination.

3.5. What EHO needs to do

EHO will endeavour to be involved to a greater degree in the causes of the surprisingly high level of poverty in Vojvodina. EHO needs to focus on the areas where it can exert most influence.

These areas include the strengthening of churches in fulfilling their social function, the building of the potential of local organisations through training and grants, and the initiation of projects to offer suitable support to the poor and marginalised and raising their level of awareness. In view of the great experience of diaconal groups in relieving the effects of poverty through easily quantified material help, the transition to relatively "softer" programming activities with long-term results is a real challenge.

EHO will continue to encourage and advocate work in discovering new opportunities to address social issues. In a new, more democratic society EHO has the opportunity to be more direct in its efforts to influence the passing of legislation and government decrees which will enable the NGOs and churches to be more involved in solving social problems.

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4. EHO's Values

- Peace and reconciliation
EHO supports and advocates the resolution of all types of conflicts in a non-violent way.
- Respect for human rights
EHO recognizes the innate dignity of the individual and supports underprivileged individuals and communities in their efforts to win justice, human rights and a future worthy of a human being.
- Reduction of poverty
EHO believes that poverty involves more than a mere lack of material possessions. Poverty results from a spirit lacking a vision of possible solutions and structures that offer new opportunities and/or a wide range of choices.
- Equal opportunities
EHO extends equal opportunities to all while at the same time respecting their diversity.
- Participation and promotion of socially responsible behaviour
EHO believes that the development of a stable and cohesive society is the result of processes of involvement and participation.
- Social responsibility of religious communities
EHO believes that the churches and believers have a responsibility to care for the most vulnerable, regardless of their ethnic or religious affiliation.
- Professionalism and transparency
EHO maximizes its services by correct and rational distribution and application of the resources it has at its disposal. This is complemented by the highest quality standards and by flexibility and openness in its activity.

5. EHO's Vision

A strong civil society fostering Christian values.

6. EHO Mission

EHO is a Christian organisation that supports the building of a cohesive civil society in Serbia through the alleviation of poverty, the development of ecumenical collaboration and the promotion of human rights.

7. Strategic objectives

The objectives of EHO are defined in accordance with its mission and strategy for the alleviation of poverty in Serbia.

Objective 1: To contribute to social development through advocacy and the promotion of human rights.

Objective 2: To improve ecumenical cooperation between churches and faith communities via improved communications, networking and the establishment of inter-faith dialogue and joint initiatives for the building of peace and reconciliation.

Objective 3: To alleviate poverty through a comprehensive range of aid, support and empowerment of vulnerable groups in the population of Serbia.

Objective 4: To maintain the capacity of EHO to react more effectively to crisis situations (both natural and political) in the region - the ability to act in emergencies

Objective 5: To develop and strengthen the human resources and capacity of EHO, especially by supporting all forms of formal and informal education and learning.

Objective 6: To develop internal systems and procedures that will facilitate better management of the organisation and its resources.

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8. Programme area and activities of EHO

In the coming period, EHO must be PROGRAMME-ORIENTED. These programmes will be based on human rights and focused on social development.

8.1. Programme areas of EHO are:

1. Social Development and Diaconal or Social Support
2. Inter-church Co-operation

EHO's PROGRAMMES are implemented through the following activities:

TYPE OF ACTIVITY / SERVICE WITHIN THE PROGRAM AREAS OF EHO	
1. Social development and social support	
1.1	Empowering and advocating of vulnerable social groups, lobbying and campaigning
1.2	Capacity building - all forms of formal and informal education and learning, exchange of information, experience and expertise
1.3	Professional support and consulting services, publicity and counselling
1.4	The building of peace and reconciliation
1.5	Mediation and negotiation, facilitation
1.6	Project management, monitoring and evaluation
1.7	Mediation in deployment and exchange of volunteers at home and abroad
1.8	Organisation and distribution of humanitarian aid, assistance in natural disasters and emergencies
1.9	Training in active job seeking and employment support
1.10	Training for telephone advice lines and supervision of volunteers
1.11	Day care for the elderly and handicapped
1.12	Psycho-social support and spiritual support, support for self-help initiatives
1.13	Home visits and home help
1.14	Transfer of know-how and experience ("Know How" EHO project)
1.15	To develop a support network and to build partnership at both local and regional levels
1.16	The encouraging of self-employment by the provision of non-repayable finance and credit
1.17	Mobilisation of local resources
2. Inter-church Co-operation	
2.1	Studies/research on ecumenism
2.2	Conferences and ecumenical meetings
2.3	Publishing
2.4	Joint prayers

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8.2. EHO's Target Groups

The target groups of the Ecumenical Humanitarian Organization are all those vulnerable/marginalised groups, whose human rights are violated and/or vulnerable/marginalised groups against whom there is any form of discrimination.

According to the strategy for the alleviation of poverty, poverty is most prevalent in the following socially-deprived groups: children, the elderly, the handicapped, refugees and internally displaced persons, Roma and the uneducated, the rural poor population and the unemployed.

8.3. EHO geographical area of activity

In the past (1993 – 2005) the Ecumenical Humanitarian Organization has focused its operations almost exclusively on the geographical area of the northern province of the Republic of Serbia - Vojvodina. In the future (2006 – 2010) EHO will expand its activities to other parts of the Republic of Serbia, more precisely on central and southern Serbia. In addition, EHO will continue its activities in cooperation with its partner organisations in the countries of the former Yugoslavia.

9. Human resources management strategy

EHO will work on the implementation of the following recommendations of the EHO Human Resources Evaluation:

- Present the conclusions and recommendations of the Evaluation to all employees of EHO in order to encourage feedback and discussion;
- Recruit or internally select a person responsible for human resource management who will develop detailed plans for this function;
- This person will (1) initiate the formation of working groups which will devise concrete action plans to implement the recommendations of the Report on the evaluation of human resources and the Report on the external evaluation of EHO - as for example the preparation of a new organisational structure and internal procedures, job descriptions, system of employee job evaluation and remuneration etc.. (2) ensure the implementation of the action plans and (3) take responsibility for ensuring that all procedures initiated are consistent and transparent and (4) contribute to the development of EHO's human resources.

10. Public Relations Strategy

EHO's public relations vision for the future (EHO PR) is threefold:

- To project a true and accurate image of EHO, so that public attitudes towards the organisation will be based in a proper understanding of its work and ethos
- To reach new members of the public through the dissemination of accurate information about the organisation
- Consolidation of the good reputation of EHO among existing local stakeholders through quality PR activities

EHO PR will endeavour to mobilise the resources of a variety of stakeholders, as well as domestic and foreign public opinion in order to assist in meeting its Mission and Objectives. The PR initiatives organised and devised by EHO PR will contribute to the cohesion and clear path of the organisation, as well as to its sustainability (by influencing the additional mobilisation of resources at home and abroad and the provision of new partners/donors).

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EHO's PR strategy covers and defines the following key areas:

Competent EHO PR staff: the PR programme will be implemented by a team comprised of full-time EHO employees with the occasional assistance of competent volunteers. EHO's PR Coordinator should be someone who is very familiar with EHO and who is professionally competent in the field of PR.

EHO's PR Code/ procedures: EHO's PR code governs the media appearances of EHO's PR personnel and of the management and other staff of EHO.

External and internal PR activities: Appearances in the mass media should be as exploited as much as possible, within the constraints of the budget. To request appearances in media where EHO has not previously been presented.

Monitoring and evaluation of PR activities: Periodic internal and external reviews will be carried out to assess the results of the work of EHO PR both at home and abroad, and the appropriate action will be taken.

11. Evaluation of the Strategic Plan

The aim of the strategic plan evaluation is to assess the progress of the organisation both in terms of programme and organization as well as its institutional development in relation to the plans identified.

The evaluation will monitor and review the following main issues and points:

- Programmes and projects – project planning and implementation along with the results achieved
- Use of available resources
- Relationships and collaboration with target groups, stakeholders, partners and donors, confidence of donors and international organisations, relations with similar organisations and government, visibility and image of the organisation.
- Systems and procedures, monitoring and project appraisal methodology
- Human resource management.
- Structure and culture of the organisation, staff participation in the decision-making process.
- Financial management etc.

The main criterion of the evaluation will be the strategic consistency between the context in which EHO functions and three areas which are key to an assessment of the organisation itself:

1. Internal organisation including vision, mission, strategy, structure and systems.
2. EHO's relationships with stakeholders.
3. Results and impact of EHO, with an assessment of the relevance, effectiveness, efficiency and sustainability of the work of EHO.

EHO, its management, board of management and assembly, are the primary users of the results of the evaluation. The report on the evaluation will be used as a resource for continuing strategic orientation, for the improvement of planning and the management process, as a decision-making tool, to indicate where the development of human resources and technical assistance and training are required, and as a source of information for facilitating improved communications, advocacy and more successful fundraising.

The review should make use of the following **instruments**:

- Analysis of the environment.
- Analysis of internal documentation and various sources of information
- Questionnaires and individual and group interviews with all interest groups.

During the first quarter of each calendar year, a review of the preceding year will be completed, and will form part of the organisation's annual report. The annual evaluation will be carried out by a **team of internal evaluators**, appointed by the Management board, and their report will form an integral part of the annual report. In the fifth and final year of the strategic plan a **team of external evaluators** will assess the work and achievements of the organisation over the period from 2006 to 2010.

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12. Fundraising strategy

12.1. Donor Policy

The sharp fall in funds earmarked for this region is having a severe impact on EHO. Trends in the **donor community** are reflected in the quality and adequacy of the response to real needs at the local level. When EHO, for example, is funded as a service provider for foreign priorities, this reduces and limits the ability of EHO to respond independently to local needs and interests.

Work is ongoing in providing material and financial aid at the local level. However, at this point in time, EHO is not able to rely on finance from local sources. The economy of the Republic of Serbia is still not strong enough. **Public institutions** still exhibit a lack of confidence in the NGO sector, which hampers international co-operation and appreciation of the work which EHO is doing. But it is noticeable that public institutions (particularly regional ones) are undergoing reform and are slowly waking up to the needs of their citizens and their role as a public service to citizens. The fiscal and legislative framework does not encourage personal philanthropy, nor does it motivate private businessmen to support initiatives in the area of social services. The private sector is today undergoing restructuring and rationalisation of its resources and is focused above all on profit and income, whereas examples of corporate social responsibility are in their infancy. This is an area where EHO still has to develop its work and cooperation.

12.2. Fundraising goals, objectives and activities

The goal of the fundraising strategy is to ensure stability of income in order to implement the strategic plan up to 2010.

Objectives:

- To make the organisation less vulnerable to changes in the funding environment
- To reduce its dependency on one category of funding sources (church-based partners)
- To develop suitable approaches to each potential donor.
- To nurture existing relationships with funding partners as well as with potential new donors

To meet these objectives EHO will:

- Establish a fundraising committee, appointed by the Management board.
- Employ a fundraiser and development coordinator
- Require programme staff to allocate some of their time for fundraising.
- Invest in material and human resources that will meet the above objectives, i.e. training courses and visits to funding partners in other countries.
- Regularly produce short annual reports and audited accounts as a means of accountability to donors and the wider stakeholders.

In the coming period, EHO will develop a new approach to financing and fundraising, including a new programme orientation instead of the current project-oriented approach. This will become evident in the careful implementation of innovative projects and in the gradual trimming of administrative / core costs.

Funds that EHO uses for covering indirect costs are derived completely from projects. Bearing in mind the above-mentioned context, EHO still needs the support of foreign donors in order to ensure the capacity to initiate and develop an appropriate, stable programme (see Annex 3).

While EHO is moving from project-based financing towards ensuring stable core funding, the support of key stakeholders (churches, donors, beneficiaries, the general public, representatives of local government and non-governmental organisations, volunteers, media etc.) will become increasingly important in defining the organisation's development under new business regulations.

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An important step towards sustainability is seen in the construction of the EHO Centre in Novi Sad that will facilitate more effective and efficient work. It will also save a considerable amount of money that was spent on the rent of seven premises in the town.

12.3. Funding Needs Assessment

		2006	2007	2008	2009	2010	Contribution from the projects to core costs in 2006
Core Costs*							
C1	Management (Costs associated with governance, board meetings etc. User engagement and consultation. Monitoring and evaluation. CEO and associated staff)	42.500	42.500	42.500	40.000	40.000	
C2	Research and development (Innovation- costs associated with developing new activities and ways of operating .Quality assurance. Staff training and development, Human Resource Development)	15.000	15.000	15.000	13.000	13.000	
C3	Support services (Telephone, postage and fax. IT. Finance and audit. Income generation (including fundraising). Marketing for organization. Premises. Travel and subsistence. Personnel)	105.000	105.000	105.000	105.000	105.000	
C4	Investment in EHO center	35.000	35.000	25.000	25.000	-	
TOTAL CORE COST		197.500	197.500	187.500	183.000	158.000	
CONTRIBUTION FROM THE PROJECTS TO CORE COST		46.000	46.000	46.000	46.000	46.000	
REQUESTED for CORE COST		151.500	151.500	141.500	137.000	112.000	
Project costs**							
P1	Rainbow	119.010	100.000	90.000	80.000	70.000	7.200
P2	Roma Resource Center	93.141	120.000	150.000	180.000	180.000	10.267
P3	Red Line Center	87.300	87.300	87.300	87.300	45.000	9.600
P4	Resource Center for People with Disabilities (Irish)	67.665	62.145	-	-	-	3.648
P5	Resource Center for People with Disabilities (Diaconia Austria)	43.336	34.460	34.000	34.000	34.000	-
P6	Resource Center for People with Disabilities (HIA)	40.880	-	-	-	-	1.800
P7	Small Project Fund	48.000	48.000	48.000	-	-	1.000
P8	Diaconal Center	37.708	30.000	30.000	30.000	30.000	7.800
P9	Capacity Building Program for Romany Women Activists	35.230	-	-	-	-	2.720
P10	Youth and Reconciliation Meeting - Cross Border Cycle	28.980	28.000	28.000	-	-	1.900
P11	Development of Volunteer Service in the Safe house of the Novi Sad Social Welfare Center	21.000	-	-	-	-	-
P12	Partnership in Action – Strengthening BCSDN	18.264	18.264	-	-	-	-
P13	Emergency preparedness	30.000	30.000	30.000	30.000	30.000	
P14	New EHO projects which should be developed***	40.000	150.000	200.000	300.000	400.000	
TOTAL PROJECT COSTS		710.514	708.169	697.300	741.300	789.000	45.935
TOTAL (CORE COST+PROJECT COSTS)		862.014	859.669	838.800	878.300	901.000	

Commentary:

*Core costs

EHO core costs for 2006 amount to 197,500 Euros. Approximately 23% of these core costs (46,000 Euros) are covered by the projects from international sources. Part of the core costs amounting to 151,500 Euros are not covered. The proportion of core costs relating to projects amounts to 7% of total project costs for 2006.

Because of uncompleted work on the construction of the EHO Centre along with outstanding costs for taxes on urban building land, EHO plans to take up the most favourable investment credit. Since the amount in

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question relates to investments which are of a permanent nature, and in view of the fact that the monthly repayments would be less than the current rental cost of the EHO offices (monthly rental – 2,000 euros, monthly costs of rented offices – 2,500 euros), we are of the opinion that the above- mentioned investment is viable and would be reflected in the reduction of core costs.

Non-earmarked funds for 2005 amount to 5.33% i.e. 47,377 Euros and no significant increase is expected in this area, as well as in the contribution to core costs from local sources such as

- Local and federal government
- Public fund raising activities and campaigns for mobilisation of local resources.

Self-financing as one means of covering EHO's core costs and achieving an ideal mix of core funding, needs to be developed in the coming period. Some of the possibilities are:

1. EHO as a service provider:

Services for sale: training activities, computer courses (for invalids and others), consultancy and facilitation (strategic planning, external evaluation...). Potential customers: home and foreign NGOs, government organisations and the business sector.

2. User participation

3. Sales of the products of specific projects (handiwork etc.)

4. Membership revenue

5. Legacies

6. Other self-financing activities: sales of publications, renting accommodation, motor cars and vans.

Also by increased efficiency within EHO, such as by

- Reduction of employee headcount and improvement of the structure of employees
- Reduction of indirect expenses (shared office)
- Working with volunteers, developing the role of volunteers etc., and a contribution could be made to the reduction of core costs to an acceptable minimum.

****Project costs**

During the period from 2007 to 2010, EHO must develop new projects which arise from its objectives, for example:

- Ecumenical projects,
- Projects in the field of the development of a civil society such as partnership projects for building the local community, regional projects, advocacy of rights and inclusion of vulnerable groups
- As well as projects which encourage the return of displaced persons, the return of asylum seekers from Western Europe, EU integration etc.

*** These new projects are described in chapter 8.

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Annex 2.

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GENERAL CONCLUSIONS AND RECOMMENDATIONS OF THE EVALUATION

Organisational Change

The evaluation team finds in EHO a healthy organisation which is well placed to undertake the changes associated with its stage of growth and development. The changes can be seen as a series of strategic shifts in organisational orientation. Each shift is defined by distinct characteristics. On each of these shifts, EHO's position lies between the two extremes. On some strategic shifts it is well advanced along the continuum between the two extremes. On others it has not yet started to shift. In our opinion EHO has made greatest progress in the shifts at the top of the list.

We recommend that EHO sets itself plans to continue or embark on these shifts at its own pace.

Strategic shifts in EHO's organisational development

From	To
Emergency response to	development approach
Short term horizon to	medium term horizon
From operational (doing) to	enabling and empowering
From beneficiary needs to	beneficiary rights
From welfare to	advocacy & lobbying
From giving services to	charging for them
From physical dispersal to	single office space
From expansion to	consolidation
From broad spread to.	strategic focus
From informality and autonomy to	systems and procedures
From project approach to	organisational & programme approach
Dependence to	independence

Mobilising new resources

Regarding EHO's single most important expressed need – that of establishing a new resource base to replace its traditional donors – we feel that there are good but unused opportunities available to EHO. Non-traditional donors see EHO as self-sufficient and are not aware that it is interested in their resources. EHO also shrinks from the leadership role in Vojvodinan civil society that would draw additional donor resources to itself and to the province. Without profile, fundraising amongst new donors will not bring the expected results. On their own good proposals are not enough. They need to be supported by new sets of relationships.

Reformulate Strategy

This evaluation has recommended that EHO should consider restructuring the management of its operations in line with the strategic shifts outlined above. In order to ensure that structure follows strategy we also recommend that the organisation revisit and reformulate its strategy document. This process should be externally facilitated to ensure that staff are sufficiently challenged to make the necessary changes to strategy. The process should address the inconsistencies and duplications already identified by the team in the existing strategy. It should also develop indicators of achievement. The content of EHO strategy needs to be created by the staff and stakeholders.

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Annex 3.

**Structure of funds received in 2005 according
donor type**

