



Strategic Plan 2022-2027



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Nevo Parudimos STRATEGIC FRAMEWORK 2022-2027

Values:

Integrity Empowerment Balance Inclusiveness Creativity Trust Team Work

Motto: Alternative to poverty: Education

Vision:

Roma individuals and communities enjoy all areas of life at local, national and European levels without facing discrimination.

Mission:

Enable civil society to contribute to strategic and inclusive local development policies in order to empower Roma and non-Roma vulnerable people to access and enjoy all their rights.

Strategic Priorities 2022-2027:

1. Strategic & Inclusive Local Development
2. Strong Roma & non-Roma Youth Civil Society
3. Empowered & Engaged Roma & non-Roma Vulnerable People
4. Internal Capacity Building, Sustainability & Development

Intervention Pillars:

Roma Remembrance
Community Led Local Development
Roma & non-Roma Youth Participation
Learning Support & Non-Formal Education Activities



Nevo Parudimos Association – HISTORY & CONTEXT

Nevo Parudimos Association was established in 2008 aiming to advocate for the rights of Roma in Caraş Severin County. After 14 years of activity aimed at reducing the economic, social and educational disparities from the society which affect the Roma and other vulnerable people, including youth, the association has undergone a participatory strategic planning process to redefine its vision for the next years and reshape its intervention to better serve its target groups. The association remains true to the motto which has been guiding its actions from its very existence: to see, promote and support **education as an alternative to poverty**. Education is understood in its wider sense of learning (including knowledge accumulation, skills development and attitudes formation) that may take place in both formal and non-formal contexts, and is not limited to a certain age, but open to all and useful at any age.

The **vision** of Nevo Parudimos Association is that Roma individuals and communities enjoy all areas of life at local, national and European levels without facing discrimination. This vision will be pursued based on a combination of **interventions** based on four main pillars: ♦ Roma remembrance, ♦ Community Led Local Development (CLLD), ♦ Roma & youth participation, and ♦ Learning Support & Non-Formal Education Activities. These interventions are guided by the **mission** of Nevo Parudimos which is to enable civil society to contribute to strategic and inclusive local development policies in order to empower Roma and non-Roma vulnerable people to access and enjoy all their rights.

The main **target groups** Nevo Parudimos Association is serving are Roma and non-Roma vulnerable people and young people. They are targeted by various activities aimed at providing opportunities for engagement & employment, developing skills and awareness raising, which together can lift these people up within the society to enable them to access their rights and enjoy all areas of their lives. In pursuing these objectives Nevo Parudimos Association works in close collaboration with a wide variety of stakeholders, from local, national and European authorities and institutions, local and European networks of Roma and non-Roma youth civil society, and relevant stakeholders from public and private sectors.

For the **2022-2027** time frame the **strategic directions** of Nevo Parudimos Association are:

1. **Strategic & Inclusive Local Development** – aiming to

- ◆ facilitate inclusive local development in and around Reșița,
- ◆ aggregate the voice of civil society & communities to reach decision makers at all levels,
- ◆ promote & practice research-based advocacy and policy work



2. **Strong Roma & non-Roma Youth Civil Society** – aiming to

- ◆ build capacities of Roma & youth civil society,
- ◆ facilitate access of local Roma & youth to European opportunities for development,
- ◆ stimulate networking among Roma & youth civil society organizations and relevant counterparts at European level



3. **Empowered & Engaged Roma & non-Roma Vulnerable People** – aiming to

- ◆ raise awareness on historical lessons for humanity related to Roma and discrimination,
- ◆ enable Roma & vulnerable people to access services & employment,
- ◆ create suitable opportunities for engaging Roma & vulnerable people at local, national & European level.



4. **Internal Capacity Building, Sustainability & Development** – aiming to

- ◆ optimize the internal rules & procedures for operational and financial planning and programming, human resources and performance evaluation,
- ◆ increase effectiveness of identifying and seizing strategic, innovative and adequate project, program and funding opportunities,



- ◆ optimize communication and visibility of Nevo Parudimos based on refreshed identity and aligned public presence.

Main **expected outcomes** include increased capacity of Roma and youth civil society in the region to contribute to strategic policies as well as improved awareness of decision makers on real needs and concerns of Roma and vulnerable people, while Roma & young people will have improved access to EU funded opportunities for volunteering, solidarity, employment and youth exchange.

Nevo Parudimos Association will be a recognized actor at local, national and European level implementing meaningful projects focused on real needs of the target groups, implemented in a participatory manner and providing high quality opportunities and contributions, functioning based on sound and internalized internal rules and procedures, having a dedicated and knowledgeable team motivated to innovate and grow constantly.



Strategic Priority 1 Strategic & Inclusive Local Development

Strategic Objectives	Strategic Outcomes	Key Actions
1.1. Facilitate inclusive local community development in & around Reșița	Increased capacities of local civil society to contribute to CLLD processes in collaboration with relevant local authorities	<ul style="list-style-type: none"> ◆ Promote and facilitate implementation of Community Led Local Development (CLLD) initiatives and projects ◆ Stimulate partnerships between civil society and local authorities (volunteering, local events, joint projects etc.) ◆ Build capacities for CLLD among the local action groups in Romania (Reșița GAL, FNGAL Network)
1.2. Aggregate the voice of local civil society & communities to reach decision makers at all levels	Improved awareness of decision makers at various levels with regard to concerns and real needs of Roma communities and civil society	<ul style="list-style-type: none"> ◆ Engage in Roma related lobby & advocacy activities within ERGO Network ◆ Engage in consultative structures of relevant national and international bodies (World Bank Roma Sounding Board, National Roma Agency etc.) ◆ Influence the CLLD financial programming by adequate awareness and advocacy activities
1.3. Promote and practice research-based policy and advocacy work	Improved contribution of local civil society to policy and advocacy work based on local & relevant research	<ul style="list-style-type: none"> ◆ Engage in relevant research activities and projects focused on Roma, youth, CLLD etc. (PECAO) ◆ Conduct research-based policy and advocacy work on relevant topics for the organization

Success Indicators

Strategic Priority 1: Strategic & Inclusive Local Development

- ◆ No. of CLLD initiatives and projects promoted or facilitate by Nevo
- ◆ No. of beneficiaries of CLLD initiatives and projects promoted or facilitated by Nevo
- ◆ No. of partnerships including civil society and local authorities stimulated by Nevo
- ◆ No. of beneficiaries of multi-sector partnerships stimulated by Nevo
- ◆ No. of entities (private or public) trained / capacitated by Nevo in CLLD locally and nationally
- ◆ Percent of entities trained / capacitated in CLLD by Nevo reporting increased knowledge & capacity for CLLD
- ◆ Annual increase in percent and satisfaction of entities trained / capacitated in CLLD by Nevo
- ◆ No. of Roma related lobby & advocacy activities Nevo takes part in
- ◆ No. of proposals for local and/or national public policy promoted by Nevo and the networks it belongs to
- ◆ No. of consultation activities and structures Nevo is actively participating in
- ◆ Percentage of proposals promoted / initiated / supported by Nevo taken into consideration by relevant national and international bodies Nevo engages with
- ◆ No. of changes in CLLD financial programming guidelines responding to Nevo priorities / demands / proposals
- ◆ No. of research activities and projects related to Roma, youth, CLLD Nevo engages in
- ◆ No. of research-based policy and advocacy proposals promoted by Nevo
- ◆ Percent of research-based policy and advocacy proposals advanced by Nevo taken into consideration by relevant local, national or international bodies

Strategic Priority 2

Strong Roma & Youth Civil Society

Strategic Objectives	Strategic Outcomes	Key Actions
2.1. Build capacities of local Roma & non-Roma youth civil society	Increased capacity of local civil society in and around Reșița to contribute to local strategy development and implementation	<ul style="list-style-type: none"> ◆ Capacity building activities & support for local civil society (project writing, experience exchange, fundraising, project implementation support etc.) ◆ Engage in local strategy development and facilitate the engagement of Roma & non-Roma youth civil society and community in these processes
2.2. Facilitate access of local Roma & non-Roma youth to European opportunities for development	Increased participation of local Roma & non-Roma youth in EU funded volunteering, solidarity and youth exchange projects	<ul style="list-style-type: none"> ◆ Hosting ESC trainees to develop youth skills for working in civil society ◆ Provide local and international volunteering opportunities for Roma & non-Roma youth in EU funded programs ◆ Enable young people to take part in youth exchanges in various European countries
2.3. Stimulate networking among Roma & non-Roma youth civil society organizations and relevant counterparts at European level	Improved contribution and activity in civil society networks at local, national and European level	<ul style="list-style-type: none"> ◆ Active engagement in NGO Networks (YES Forum, YEN - Youth Express Network) ◆ Active membership in Roma Youth Networks at EU level (ternYpe, Phiren Amenca)

Success Indicators

Strategic Priority 2: Strong Roma & Youth Civil Society

- ◆ No. of organizations participating in the capacity building & support activities provided by Nevo
- ◆ No. of projects / youth exchanges / volunteers / funds raised etc. by the organizations taking part in capacity building & support activities provided by Nevo
- ◆ No. of Roma & non-Roma youth civil society and communities contributing to local strategy development with the support of ◆ Nevo
- ◆ No. of participants in youth exchanges & solidarity programs funded by EU and implemented by Nevo locally and internationally
- ◆ No. of Roma and non-Roma youth engaged in local and international volunteering activities funded by EU projects implemented by Nevo
- ◆ Degree of satisfaction of participants in local and international volunteering activities funded by EU projects implemented by Nevo
- ◆ Self-assessed learning & skills development reported by in local and international volunteering activities funded by EU projects implemented by Nevo
- ◆ No. of events / initiatives / projects etc. emerged within the NGO networks in which Nevo is part
- Satisfaction of participants to events / initiatives / projects etc. emerged within the NGO networks in which Nevo is part
- ◆ No. of measurable results generated by the engagement of Nevo in various Roma and non-Roma youth networks nationally and internationally (exchanges, projects, partnerships, advocacy actions etc.)

Strategic Priority 3**Empowered & Engaged Roma & non-Roma Vulnerable People**

Strategic Objectives	Strategic Outcomes	Key Actions
3.1. Raise awareness on historical lessons for humanity related to Roma and discrimination	Increased awareness of Roma history and Holocaust among young people & the general population	<ul style="list-style-type: none">◆ Organize yearly Roma remembrance activities engaging young people◆ Organize yearly Holocaust education activities engaging young people
3.2. Enable Roma & non-Roma vulnerable people to access services & employment	Improved access of Roma and non-Roma vulnerable people to social & employment services, including girls & women	<ul style="list-style-type: none">◆ Set up and manage the digital service center for Roma and non-Roma vulnerable people◆ Facilitate access to employment for Roma & non-Roma vulnerable people within the social enterprise◆ Capacity building for Roma girls & women
3.3. Create suitable opportunities for engaging Roma & vulnerable people at local, national & European level	Increased availability of opportunities to engage in volunteering, solidarity and youth exchange projects for Roma and non-Roma youth from Reșița and surroundings	<ul style="list-style-type: none">◆ Create local opportunities for access, human rights & inclusion of Roma & non-Roma vulnerable people◆ Facilitate Roma & non-Roma Youth Participation (youth center, volunteering, kids' club)◆ Develop Local Neighbourhood Committees for development of Roma communities (Romactive)

Success Indicators

Strategic Priority 3: Empowered & Engaged Roma & non-Roma Vulnerable People

- ◆ No. of activities on Roma remembrance and holocaust education engaging young people & no. of participants
- ◆ Media coverage of Roma remembrance and holocaust education engaging young people
- ◆ No. of beneficiaries using the digital service center for Roma and non-Roma vulnerable people
- ◆ Satisfaction of beneficiaries using the digital service center for Roma and non-Roma vulnerable people
- ◆ No. of Roma and non-Roma vulnerable people receiving counselling and employment in the digital service center
- ◆ No. of Roma girls & women taking part in capacity building activities
- ◆ Percent of Roma and non-Roma vulnerable people reporting increased understanding of their human rights and increased access to these right in connection with projects / programs / services offered by or with the involvement of Nevo
- ◆ No. of young people and volunteers involved in the activities of the Nevo youth center
- ◆ No. of children attending the after school & learning support programs offered by Nevo
- ◆ Satisfaction of parents of children attending the after school & learning support programs offered by Nevo
- ◆ Increase in school performance of children attending the after school & learning support programs offered by Nevo
- ◆ No. of local neighborhood committees for development of Roma created and supported by Nevo
- ◆ No. of concrete results achieved by the local neighborhood committees for development of Roma
- ◆ Satisfaction of community embers with the activity of the the local neighborhood committees for development of Roma

Strategic Priority 4

Internal Capacity Building, Sustainability & Development

Strategic Objectives	Strategic Outcomes	Key Actions
<p>4.1. Optimize the internal rules & procedures for operational and financial planning and programming, human resources and performance evaluation</p>	<p>Improved quality of project and program results & staff performance based on clear, internalized and consistently applied rules & procedures</p>	<ul style="list-style-type: none"> ◆ Regularly revise internal rules & procedures for operational and financial planning and programming, human resources and performance evaluation ◆ Develop and implement tailored staff development plans, including professional training & personal development ◆ Define & operate based on quality standards for activities, results & processes in all areas of the organization’s activity
<p>4.2. Increase effectiveness of identifying and seizing strategic, innovative and adequate project, program and funding opportunities</p>	<p>Increased alignment of projects and strategy, adequately backed by diverse and sustainable funding, resulting in organizational achievement</p>	<ul style="list-style-type: none"> ◆ Set-up and operationalize procedures and processes for the Ukraine humanitarian aid hub ◆ Draft project proposals based on the directions, objectives and indicators included in the 2022-2027 strategic framework, maximizing partnerships and stakeholder engagement ◆ Diversify funding sources which ensure support for the implementation of the core activities
<p>4.3. Optimize communication and visibility of Nevo Parudimos based on refreshed identity and aligned public presence</p>	<p>Increased recognition and visibility of Nevo Parudimos at local, national and European levels by relevant partners, stakeholders and the general public</p>	<ul style="list-style-type: none"> ◆ Refresh the visual identity and main visibility tools based on clear visibility and representation protocols (website, social media, printed materials, public presence in media and events etc.) ◆ Optimize the planning and implementation of communication activities (coordination, timeliness, consistency of messages etc.)

Success Indicators

Strategic Priority 4: Internal Capacity Building, Sustainability & Development

- ◆ Satisfaction of staff with regard to the revised internal procedures for operational and financial planning and programming, human resources and performance evaluation
- ◆ Annual improvement in quality of project and program results based on predefined quality standards
- ◆ Satisfaction of beneficiaries of projects and programs
- ◆ No. of annual staff development plans & percentage of implementation of the staff development plans
- ◆ Satisfaction of staff with regard to the overall task distribution, team collaboration & individual and organizational perspective
- ◆ No. of activities implemented under the Ukraine humanitarian aid hub
- ◆ No. of project proposals responding to at least 3 strategic success indicators
- ◆ No. of partnerships and stakeholders engaged in projects and programs
- ◆ Increase number of funding sources to ensure no single source accounts for more than 25% of the annual budget of Nevo
- ◆ Updated website, social media and presentation materials based on the 2022-2027 strategy
- ◆ Satisfaction of staff with regard to communication timeliness, consistency and coordination at team level
- ◆ No. of invitations to consultations, events, partnerships etc. received by Nevo
- ◆ No. of media coverage mentioning Nevo's activities and results at local, national and international level
- ◆ Degree of internalization and consistent use of updated Nevo's visual identity and strategic priorities and approaches by staff, board and volunteers

ORGANIZATIONAL CHART Nevo Parudimos 2022



STAFF Allocation Nevo Parudimos – May 2022



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