

Center for Environmental Democracy FLOROZON

Operation Plan for
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1. BACKGROUND

Centre for Environmental Democracy - FLOROZON, founded in 2005, is a non-governmental, non-profit and independent organization working on the promotion and protection of citizens' access rights, environmental democracy and poverty reduction. Furthermore, it actively works on the promotion of human health rights, safer environment and the improvement of quality of life both on domestic level and international level. The operations of CED Florozon also encompass other areas that are connected to the environment such as agriculture, rural development human wellbeing and health. The organization acts on local, national, regional and international level. CED Florozon works with the overall population, due to the fact that the clean and healthy environment is a common good.

Last year achievements:

- Creation of National Hydro Network
- Established formal cooperation with Energy Regulatory Commission by signing a Memorandum – enabling active participation of CSOs in definition of water price
- Production of Open Government Partnership Reports
- Constitution of a regional platform for sustainable agriculture for promotion of the concept of high nature value farming
- Creation of a National Coordinative Body for access to justice in environmental matters

2. VISION

The vision of CED Florozon encompasses several concepts which synchronize into one common goal, which is environmental preservation. The vision is better perceived through a breakdown of the organization's objectives, mission and expected results as a sublimite.

Objectives:

- To protect citizens' interests related to environmental rights (access to information, participation and access to justice);
- To promote environmental democracy;
- To strengthen the rule of law in environmental matters;
- To promote sustainable development in the environment, the agro-food sector and the overall economy.

Mission:

- To work on the development of environmental democracy and to advocate environmental policy reform.

This year, the mission will keep on the 'three P's of environment': protection, preservation and pollution. The organization actions will range from addressing one, to addressing all three components, as all three are equally important to be acted upon.

Expected results:

- Strengthened capacities of civil society with a goal to promote competent, accountable, transparent and effective sector
- Encouraged initiatives for broader civic engagement with a primary impact to improve the citizens' rights
- Improved monitoring and advocacy role of the civil society in relation to the Governmental structure

3. VALUES

The values of CED Florozon are the driving force behind the organization's actions. The team is led by several values, which are established as a firm pillar concerning the manner of functioning of the organization.

Integrity – the team of Florozon deals with issues that are of crucial importance to everybody, therefore we all aim to primarily reach complete integrity. The popular belief at CED Florozon is that the clean environment as a public good is of highest importance to everybody and must be approached through integrity, as crucial moral and ethical value.

Inspiration – as we strive to improve the environmental situation, there is new inspiration every day, due to the fact that there is so much to do for the love of our planet and nature. On the other hand, the nature itself provides us with fresh ideas and keeps us inspired each and every day.

Accountability – as a non-governmental organization, we strive to lead by example and we promote the values of accountability and transparency. Our work principles are founded on these values and for us, accountability is crucial to improve the level of trust within the civil society.

Empowerment – our team members need to be fully empowered to be able to give their best and take initiatives whenever and wherever possible. Empowerment is one of our leading values as we believe it is necessary for responsibility and self-determination within the organization.

Partnership – in almost all of our activities we initiate collaboration, especially in the form of partnership because the environment advocates must act together in order to achieve greater successes.

Responsibility – promoting responsibility is yet another value that within CED Florozon’s team is highly respected and mutually promoted. We all believe that we have responsibility towards our planet to keep it clean and safe, so that we can all use the benefits that subsequently follow.

Community – the team of CED Florozon has one common goal and thus the actions we overtake are in light of community values. The ‘three P’s’ that are leading in the plan are directed for, and need to be conducted throughout the community, as well.

Teamwork – our belief here at Florozon is that teamwork is crucial for all of our successes. Our team works together and our focal point is that ‘teamwork makes the dream work’.

4. OBJECTIVES AND PRIORITIES THIS YEAR

CED Florozon has divided the organization’s activities in groups of program activities:

- Environment and climate change
- Environment and governance
- Environmental Protection
- Environmental Awareness

Each of these program activities is subdivided in fields of activities, every one of them targeting certain environmental problem. The following description explains the movement direction of activity framework in the following year.

5. PROGRAM ACTIVITIES

5.1 ENVIRONMENT AND CLIMATE CHANGE

Climate change as a popular phenomenon of existential importance needs to be addressed, emphasized and approached every day by different stakeholders within the society. In this sense, CED Florozon will act in direction of raising awareness firstly, and monitoring secondly.

5.1.1 Agriculture and Rural Development

Throughout the recent years, in Republic of North Macedonia which is predominantly agricultural country, so to speak, the farmers have been facing some serious risks. The climate change has taken its toll on agricultural production and the national farmers which are not highly modernized and familiar with technological developments have been in the front row to feel

this. It may be said agriculture is one of the most affected areas when we speak about climate change consequences. Therefore, this most vulnerable area of the national economy is in serious need of adaptation to the climate change. CED Florozon has been working on climate adaptation measures for farmers and agro-ecological measures, and will continue to do so in future as agriculture is a primary economic branch that we all highly depend on.

Activities:

- ❖ Contribute towards adaptation to climate change with a bottom-up approach;
- ❖ Advocate inclusive and participatory approach in policy making and policy implementation when it comes to those that are most affected – the farmers;
- ❖ Continue to commit to enabling sustainable economic development within the agrofood-sector;

5.1.2 Sustainable Development

In 2015, the United Nations have adopted the 2030 Agenda for Sustainable Development, with 17 goals to accomplish, commonly referred to as global goals. These goals include important areas, such as climate change and sustainable consumption which are of exceptional importance to the vision and mission of Florozon. In 2020, CED Florozon will closely follow the implementation of these 17 SDGs in the Republic of North Macedonia. The SDGs will also be utilized in the form of a powerful advocacy campaign in order to advance and improve the concerned national policies. In addition, CED Florozon will continue to influence the relevant institutions to adopt strategies, plans and documents of this sort in harmony with the SDGs. After all, everybody should be aware that only sustainable development will help us to preserve the planet for future generations.

Activities:

- ❖ Monitor the SDG implementation action and ensure policy coherence in this regard;
- ❖ Awareness raising and policy campaign on SDGs implementation;
- ❖ Contribute towards multi-sectorial approach in order to follow 2030 Agenda;

5.1.3 Green economy

As the global consumption rates continuously grow, new options for production are required. With green economy concept promoting reduction of environmental risks deriving

from economic development, CED Florozon will act in this direction as well. Highly intertwined with the concept of sustainable development, the activities will be in similar regards – with one goal: environmental improvement. The transition to low carbon economies which efficiently utilize their resources and are socially inclusive simultaneously, seems inevitable in this era. Therefore the actions of CED Florozon will focus on promotion of the basic concepts in green economy as such, and will additionally monitor the measures already, or about to be, taken.

Activities:

- ❖ Coordinate with key activists and promote working groups on climate and energy;
- ❖ Monitor the Paris Climate Change Agreement implementation and reporting;
- ❖ Engage in education of the youth through the prism of green economy;

5.2 ENVIRONMENT AND GOVERNANCE

When it comes to clean and healthy environment, governance plays the most important role, by the action of creating and implementing policies. In this sense, CED Florozon aims to advocate progressive environmental policies that will improve the situation on field and will contribute towards the wellbeing of the people.

5.2.1 Legislation and EU Acquis

As in previous years, CED Florozon will continue lobbying for improvement of legislative framework, with an emphasis on environmental matters. The three pillars of the Aarhus Convention (access to information, participation in decision-making processes and access to justice) will continue to be in the main focus of Florozon’s work, due to the fact that RNM has yet to work on implementation of this Convention which was ratified 20 years ago. Moreover, as the country walks the Euro-Atlantic path, transposition of EU legal regulation still remains one of the top priorities, thus CED Florozon will aim to participate in this process and provide aid to the relevant stakeholders with the goal to adapt the proper environmental policies and therefore – the proper environmental legal framework.

Activities:

- ❖ Continue exercising and monitoring the rights provided by the Aarhus Convention and its implementing legislation in everyday activities;
- ❖ Seek to improve the corresponding legislation to the Aarhus Convention by lobbying where appropriate;

- ❖ Participate in EU Acquis transposition processes in regards to environmental matters, whenever and wherever possible;

5.2.2 Rule of Law

The crucial activities that need to be worked upon and improved, are inspections and enforcement in a broader sense, with a special emphasis on the law enforcement. As stated in several recent reports by the EU Commission, and as seen from the actual situation, in many areas there are good laws adopted or being adopted as we speak. However, implementation and enforcement remain to be the weak spot. CED Florozon has been aiming to improve the situation throughout its project work and will continue to do so in future. The fundamental mission of the organization is to promote environmental democracy and unfortunately, environmental democracy is impossible without rule of law, which is why CED Florozon specifically aims for progress and improvement in this regard.

Activities:

- ❖ Continue to pressure inter-sectorial cooperation and horizontal initiatives to ensure efficient and effective compliance;
- ❖ Follow the work of Environmental Implementation Review and aim to identify and promote crucial points highly concerning EU candidate countries;
- ❖ Constantly work in locating the issues within the inspection and enforcement cycle;

5.2.3 Policy Analysis

One of the most important activities of the civil society organizations is to analyze the policies and provide opinions and stands upon them. CED Florozon will keep analyzing policies in the environmental sphere, especially when it comes to the relationship among economy development and environmental protection and preservation. The future action will keep up with global environmental trends and policies in order to have a clear and powerful voice in commenting the overall policy adoption and implementation process. Keeping this in mind, CED Florozon will keep to publicly express opinions on environmental matters and serve in the interest of the most vulnerable groups. Finally, the organization will keep analyzing the national policies through the prism of sustainable development, which will have multiplying effects in the long-run.

Activities:

- ❖ Continue following the national policy processes in light of the concept of sustainable development;
- ❖ Keep publicly sharing the views and opinions on policy decisions concerning the environment;
- ❖ Follow up on the consistency of new legislative cycles, important for the policy success;

5.3 ENVIRONMENT PROTECTION

Many people living in urban areas don't always see the degradation of most preserved areas of nature and biodiversity upfront. However, they do see other aspects of environmental degradation within the urban area itself. Landscapes of high natural value must be preserved as global consumption trends increase.

5.3.1 *Water Management*

As essential for human life and survival and the Earth overall survival, water management needs to be on the upfront of national and even international decision makers. Fresh water ecosystems are experiencing various pressures, perhaps the most of all ecosystems. Water everywhere, or better yet, clean, potable water is slowly becoming a scarce resource, and yet there is a chance of improving the situation especially on the Balkans, as it is already advised by EU experts. There is extensive room for improvement of the situation, especially when it comes to raising awareness and education. As a fact, freshwater consists only about 2% of the water on this planet and it is estimated that demands that continuously grow, will reach 40% global water shortage by 2030. The country needs to act in accordance to EU directives in this matter and pay attention to the three crucial components: water consumption, water preservation and pollution control. The citizens need to have a more pro-active role in this sense and along with the NGOs must act as a watch-dog for the water management policies.

Activities:

- ❖ Continue strengthening the role of the National Hydro Network and advocate the right to participation in decision-making processes;
- ❖ Promote smart use of water resources through promotion of global trends and the necessity of water protection;

- ❖ Monitor the local and national governments actions in the area of water management: sewage construction and maintenance, preservation of clean water springs and protection of areas of crucial importance for water ecosystems;

5.3.2 Food Safety

Noting the fact that Genetically Modified Organisms have become very present in the public, which were previously not legally allowed in the country's food production, CED Florozon will closely follow this process and monitor and undertaken decisions and/or measures. In regards to pesticides, the organization will continue advocating for pesticide register already present in the neighboring countries and control mechanisms for pesticide residues. In addition, CED Florozon will organize workshops with farmers in order to educate them how to use pesticides in a correct manner and whenever possible the organization will promote the use of natural pesticides made of natural ingredients without any chemical intervention. It is crucial to impose strict risk assessment criteria in both GMOs and pesticides and the organization will continue to act in this direction.

Activities:

- ❖ Push for creation of a national pesticide register, following the example of neighboring countries;
- ❖ Advocate greater transparency regarding pesticides use and residues in food and water and highlight the consequences of the aforementioned;
- ❖ Monitor relevant developments concerning GMOs legalization in the country and emphasize prevention of environmental damage as crucial to the process;

5.3.3 Waste Management

In the era of increased consumption and resource scarcity, we have to collectively turn towards new ways and means of managing our economies, in light of sustainable development. The situation with waste management in the Republic of North Macedonia has to be improved and stakeholders need to ensure prevention of future disasters. In this sense, CED Florozon will work on advocating prevention, reuse and repair priorities, in addition to recycling of materials. The national policies have to follow global trends and adapt to newly developed situations such as the model of circular economy. Frequent and maximum use of recycled materials will remain in the focus of work in the next year, as well as collaboration with like-minded organizations and or people.

Activities:

- ❖ Participate in meetings and events in order to collaborate with stakeholders with common beliefs;
- ❖ Advocate recycling and educate on prevention of waste;
- ❖ Publicly address the question of waste pollution more frequently;

5.3.4 Air quality

Creation, introduction and implementation of new measures as a matter of prevention and limit to air pollution are required on a national and local level, keeping in mind the exceptionally high number of dangerously polluted cities in the country. Inter-sectorial networking and multi-stakeholder approach are required in order to reduce the air pollution percentage. In this regard, CED Florozon will continue to monitor the levels of different particles present within the environmental air and will advocate public pressure intended for the decision-makers, in order to act upon this issue. The organization will also persist promoting the third pillar of the Aarhus Convention – the access to justice, and inform the citizens of disposable legal mechanisms in cases of violation of the right to a healthy environment, which is constitutionally guaranteed in RNM.

Activities:

- ❖ Monitor the situation from available data and advocate public pressure among the civil society sector;
- ❖ Continue promoting the legal mechanisms at disposal to the citizens in case of violation of their constitutionally guaranteed right to a healthy environment;
- ❖ Require inter-sectorial approach for problem resolution;
- ❖ Monitoring and subsequent evaluation of the government plans and actions for providing clean air;

5.3.5 Land management and spatial planning

One of the most popular issues in the media within the country is the management of the land, the spatial planning and the construction industry. The process of managing utilization and development of both rural and urban land resources need to be more transparent and inclusive. CED Florozon will continue pressuring for reforestation and organize small local actions to inspire and motivate other civil society organizations and citizens to do the same and contribute towards cleaner and safer environment. In addition, the organization will keep forcing the right of access to information when it comes to decisions concerning urban green areas, and accountability of the institutions. The organization will also monitor and analyze any policy

changes in this regard and will continue to advocate for a greater amount of green areas in particular within the big cities.

Activities:

- ❖ Organize several small local reforestation actions;
- ❖ Continue monitoring the spatial planning policies within the urban areas and require better institutional transparency;
- ❖ Advocate for increase of green areas in urban regions;

5.4 ENVIRONMENTAL AWARENESS

Aware that not just the policy-makers constitute the society, CED Florozon will also continue to inform the citizens to raise the level of awareness of a clean and healthy environment. Moreover, the organization will continue contributing towards strengthening the capacities of NGOs, in order to advocate and lobby together in front of the national political stakeholders.

5.4.1 Education

Keeping in mind that almost everything starts and depends on education, CED Florozon will continue to keep this one of the program activities' priority. Education plays a significant role in prevention and when it comes to environmental protection, preservation and pollution, this is most important component of the behavioral cycle. We will work on education as frequently as possible in all program activity spheres, targeting all social groups regardless of age, profession, gender or other characteristics. The long-term goal in this regard is to have environmental education in formal institutions for children of youngest age and all activities will move in this direction.

Activities:

- ❖ Launch education and awareness campaigns, especially on sustainable development and sustainable consumption;
- ❖ Continue persuasion in direction of environmental education formal confirmation and inclusion in educational institutions' curriculum;
- ❖ Engage in multi-stakeholder actions with similar goals;

5.4.2 Information

Promotion of the three pillars of the Aarhus convention remains a top priority of the organization, thus CED Florozon will continue to act in regards to the right of access to

information concerning environmental matters. In relation to this, the organization will exercise maximum efforts concerning timely information publication, as well as entirety of the information, not excluding the principle of clarity. The citizens have the right to know about decisions that affect them and their wellbeing and when it comes to environment, the two are almost always inevitably interconnected. Keeping in mind that mutual action is needed for a better effect, CED Florozon will continue working on inspiration and support for local initiatives that will provide the grass-root impact effect and will serve as control mechanisms on local level.

Activities:

- ❖ Continue monitoring the implementation of the first principle of the Aarhus Convention – the right to access to information;
- ❖ Inspire and support local initiatives and grass-root organizations, in order to have a deeper effect when calling upon the right of access to information;
- ❖ Build alliances with organizations working for a similar cause in order to have a greater impact over the local and national political authorities;

5.4.3 Policy and Advocacy

In complementarity to the policy analysis, CED Florozon will continue acting on policy advocacy, as well, since this is one of the fundamental pillars of the organization. Environmental issues affect us all, without any exceptions, which is why the civil society sector must ensure rightful and just policy processes. The CSOs need to strengthen their capacities to improve the level and success of environmental lobby, and CED Florozon aims to contribute towards this by initiating policy dialogue, partnership, cooperation and collaboration. The joint action must be in direction of change leverage, social mobilization and persuasion. The question of clean, healthy and safe environment must move upwards the priority list of the national institutions and this must be a subject of advocacy in the near future. The civil sector shall also ensure that the environmental policies will be effective and efficient for both the short-run and the long-run.

Activities:

- ❖ Promote NGO mutual action wherever required and possible for the wellbeing of the overall population and the nature;
- ❖ Enable a platform that articulate the views and concerns of NGO sector working in the environmental policies and advocate their cooperation;
- ❖ Continue engaging in advocacy towards the national institutions on full enforcement and good implementation of the Aarhus Convention;

6. PEOPLE DEVELOPMENT PLAN

The central belief in CED Florozon is that continuous education of the staff and constant internal capacity building lead us to achievement of our goals as an organization. Since we consider our work as crucial because of the area that we act within, we aim to continuous improvement not only of other organizations' capacities, but also of internal capacities. As we have spotted what we could do better throughout the year, we consider it necessary to focus on the aforementioned areas, such as digital marketing, grant writing and project management skills. The improvement and strengthening of these skills of the team members will contribute towards continuous funding which will in turn motivate our team to stay in CED Florozon and to build upon themselves and their continuous work.

Area of Development Needed	What will be done	When
<i>Project management skills</i>	<i>Enrich the office library</i>	<i>Consistently</i>
<i>Website design and maintenance</i>	<i>Attending a course</i>	<i>By the end of 1st quarter</i>
<i>Grant writing</i>	<i>Online course</i>	<i>By the end of June</i>
<i>Digital Marketing</i>	<i>Course</i>	<i>By the end of December</i>

7. OPERATING BUDGET

The planned activities for this year are achievable through the potential financial resources, such as: institutional grants, sub-grant schemes, potential donations and donors and fundraising activities.

8. RISKS AND OPPORTUNITIES

8.1 SWOT Analysis

<p>Strengths</p> <ul style="list-style-type: none">→ Established networks and cooperation with relevant CSO on national and regional level→ Stable relations and support from relevant institutions, academia and CSOs→ 10+ years of experience in environment protection and prevention	<p>Weaknesses</p> <ul style="list-style-type: none">→ Timeframe vs. planned activities→ Funding options
<p>Opportunities</p> <ul style="list-style-type: none">→ To improve the general environmental state→ To promote environmental awareness→ To strengthen the inter-sectorial cooperation→ To build-up other grass-root CSOs capacities	<p>Threats</p> <ul style="list-style-type: none">→ Lack of political will by decision-makers→ Inconsistence of governmental policies due to political power electoral changes→ Potential obstruction for cooperation with governmental representatives

8.2 Risk Register

The plan is understandably a subject to potential risks, which is why the team of CED Florozon has come up with several potential risks and worked on thinking of measures to be able to mitigate the aforementioned risks.

Risks Identified	Controls in place	Who is responsible
Grant funding is reduced and resources are not available to cover the operating costs of the organization.	<p>Expertise in grant writing in house.</p> <p>Diversity of income sources developed (donors, members, fundraising)</p>	<p>Management board</p> <p>Executive office</p>
Lack of willingness of state institutions to cooperate and share information needed for plan's implementation	<p>Intensive communication and advocacy</p> <p>Promotion of the operational plan</p> <p>Use the right of access to information</p>	<p>Executive office</p> <p>President</p>
Joint strategy adoption and the monitoring activities are time consuming and may be postponed since it depends on many variables	<p>Experience in facilitating cross-sector partnerships in environmental matters</p> <p>Previous communication with the key stakeholders</p>	<p>President</p> <p>Management board</p>
Force major	Sufficient time reserve in case of a short disruption of the indicative timeframe.	<p>Management board</p> <p>Executive office</p>

9. SUCCESS MEASURES

We measure our success through several indicators in certain timeframe for the foreseen period. The mix of measures of success we have, provides our team with a feedback on a few different levels and comparison in few different segments. This variety of success measures is designed to provide constructive feedback in order to help us improve the next year and see the realistic demand on field. The first part of measures are specifically related to objectives within the plan, while the second part of measures are broader and concern the overall organization's operation.

<i>Measures of Success:</i>	<i>When this will be measured:</i>
At least two formal meetings organized for creation of National Pesticide Register	<i>By the end of the year</i>
At least three reforestation actions organized	<i>Every trimester - one action</i>
At least one awareness campaign on sustainable development and consumption launched	<i>By August</i>
At least two joint actions with other NGOs	<i>By the end of the year</i>
At least three promotional events for Aarhus Convention pillars awareness	<i>By the end of the year</i>
Continuous work of the National Hydro Network	<i>By the end of the year</i>
At least one short report on implementation of the Paris Climate Change Agreement	<i>By the end of the year</i>
Youth education engagement on green economy principles	<i>By the end of October</i>
Online awareness campaign on SDGs implementation	<i>By the end of May</i>
Donor and donation growth	<i>Measured twice per year: June and December</i>
Webpage views and reach	<i>Every month</i>
Beneficiaries served and satisfaction rate	<i>By the end of the year</i>
Pre-activity and post-activity scores - impact assessment	<i>Before and after an important activity</i>
Strategic goals met – overall	<i>By the end of the year</i>
Employee satisfaction rate – self-evaluation	<i>By the end of the year</i>