

Romano Jasnica as a Learning Organization

The association was founded in 1998 in Trmice and gradually grew into a professional organization providing social services, education, and community support in the Ústí Region.

The **Učící se organizace** (Learning Organization) project is focused on developing and strengthening the organization's capacities in strategic planning, fundraising, marketing, PR, human resources, and employee education. The project contributes to **improving service quality, stabilizing and increasing the organization's competitiveness**, and strengthening its position at both the local and national levels. The project implementation period runs from September 2023 to August 2025.

Key activities of the project:

- **Development of the NGO:** An activity focused on setting up a change process aimed at the development of the organization in areas such as strategic planning, fundraising, marketing, PR, and human resources.
- **Employee development and education for the NGO:** An activity focused on supporting the personal development of the organization's employees.

MAIN FINDINGS

PROJECT BENEFITS:

The project has **professionalized the organization's management**, established regular strategic meetings, created a long-term plan, and **improved team communication**, leading to better coordination and clearer direction.

HR development introduced **new roles, including one for strategic employee growth**, making a significant impact. The organization has successfully balanced professionalization with a friendly, trust-based atmosphere.

Financial management and fundraising have been strengthened through the creation of a fundraising strategy and expanded efforts to secure support from individual and corporate donors, **increasing the organization's financial stability**.

In PR and marketing, **rebranding, website modernization, and improved social media communication have boosted** the organization's visibility and helped build its brand.

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Overall, I'd describe it as an increase in professionalism. As we mentioned earlier, the fact that many people work here long-term shows they feel comfortable. However, the environment was initially quite informal. Now, we need to formalize it slightly without damaging the atmosphere we've created, while still supporting our growth.

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(Project Manager)



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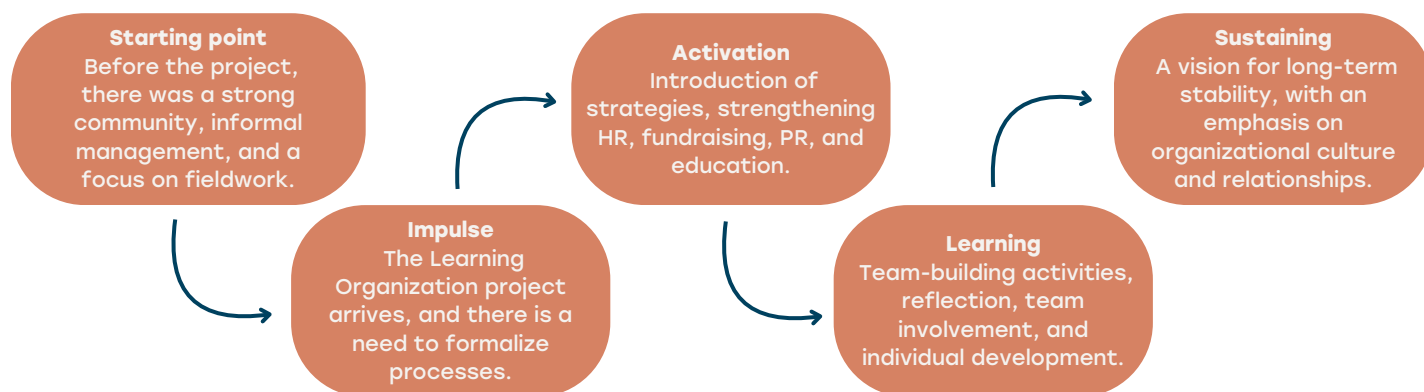
ORGANIZATIONAL DEVELOPMENT

The organization shifted from **ad hoc management to strategic planning**, leading to improved coordination across teams and more effective information sharing. This strengthened its negotiating position with public institutions and municipalities. At the same time, **its visibility significantly increased**, both among donors and towards municipalities and clients.

EMPLOYEE EDUCATION AND DEVELOPMENT

The organization introduced **regular development and team-building meetings** for the entire team, held twice a year. **A new model for individual education plans was created**, which is simpler, more flexible, and based on employees' needs. Additionally, a position for **strategic employee development** was established, held by an HR specialist with a broader scope.

THE PATH OF TRANSFORMATION: FROM INTUITION TO SYSTEM



IMPLEMENTATION EXPERIENCE

The reason for applying for the project was staff growth in direct work with clients, but also **a lack of capacity for strategic and administrative activities**.

While strong in fieldwork, the organization needed back-office support. **The project helped start key strategic processes** and highlighted the need for long-term back-office strengthening.

It was **well-timed** and aligned with the organization's shift toward professionalization.

However, there is **uncertainty about the sustainability of new positions**, particularly in strategic employee development and fundraising, **without continued funding**.



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