

## Strategy and organisational management

**APAV - Associação Portuguesa de Apoio à Vítima Portugal. 2010**

### The challenge

Over the last 20 years (as of 2010) APAV grew significantly expanding geographically by opening several Organic Units, hiring new human resources and embracing new areas of work.

APAV now faces new challenges trying to let go of the focus on domestic violence and presenting itself to the public eye as an organisation that gives support to victims of all types of crime, thus requiring additional human and financial resources to undertake its mission.

### The process

The process started with an organisational assessment carried out in person and/or via Skype, with 60 APAV staff members, complemented by interviews with five stakeholders and regular meetings with the executive director and those in charge of the department units pertaining to Stone Soup's intervention.



The consultancy focused on reorganising and/or creating new tools for APAV's communication, supporters' management and fundraising, in line with their strategic objectives.

Internal communication was privileged in terms of the consultancy in order to promote internal cohesion of a growing and decentralised team, as a stepping stone to consolidating the new external recognition as a victim support organisation for all types of crimes. New categories of supporters were created, new management tools were set in place and a wide range of fundraising techniques were identified, to be tested by APAV in a near future.

The process ended with a training session of supporter/donor management and fundraising.

### The results

Support documents were produced for the three areas of consultancy, with the statement of the strategic objectives for each and concrete proposals of implementation.

After the consultancy APAV approved a new vision and mission and is considering either hiring or reorganising its human resources to comply with the demands of the implementation of the proposals.

### The future

With the strategy defined and with new action tools proposed it is now time to implement them in the field and undertake, in the best way possible, the process of change.

Stone Soup will continue to support APAV in the implementation of the supporters' management and fundraising proposals.

More information available at: [www.stone-soup.net](http://www.stone-soup.net)

# CASE STUDY

