

STRATEGIC PLANNING

2025-2030

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MESSAGE FROM THE PRESIDENT



I am proud to present this strategic planning, our guide for the next six years. This document highlights our unwavering commitment to promoting volunteering and empowering the people and communities we serve. This plan has been designed with contributions from all our employees, volunteers, social investors, funders and partners, reflecting the diversity of voices and experiences that make up the essence of our Mission.

We live in challenging times, where the need for inclusion and solidarity is imperative. Throughout our journey, we have been pioneers in promoting volunteering in Portugal, developing innovative methodologies that support a positive and lasting impact. Our Vision of being a world reference in innovation in volunteering guides each of our actions and with this in mind, we are determined to expand our influence and performance.

The strategic axes outlined here – Capacity Building & Operationalization, Internationalization & Development Cooperation, Communication & Advocacy and Funding Base – were carefully selected to ensure that we can face current and future challenges, thereby ensuring the sustainability of our operations, without losing sight of our mission: to promote accessible and relevant volunteering for all.

This plan is not just an administrative procedure. It represents a reaffirmation of our commitment to social innovation and advocacy on platforms that aim to transform lives and communities. By articulating our goals and strategies, we seek not only to keep the organization running, but also to enhance our social impact and ensure the well-being of our employees and volunteers.

I invite all stakeholders, employees and supporters to join us in this endeavor. Together, we can build a future where volunteering becomes a powerful tool for inclusion, transformation and social development. Let's move forward with confidence, determination and a spirit of cooperation, creating a legacy that benefits future generations.

Let's make a difference!

January 2025
Sónia Fernandes

BRIEF PRESENTATION OF PISTA MÁGICA

The association was founded on July 22, 2008, to address an unmet need for training volunteer agents in Portugal. Thus, the Volunteer School of our country was created.

Our vision is that all volunteers in the world (approximately one billion, according to the UN) have the appropriate preparation and monitoring. With this achieved, the world would be a much better place, with lower levels of vulnerability for people, animals and the planet.

In 2020, with the Pandemic, we rolled up our sleeves and took to the streets to organize volunteer programs. We decided to continue this field work and created a new domain of activity, the Volunteer Factory.

Two years later – faced with the realization that volunteering was not universally accessible – we created the Oficina sphere, with the promotion of projects where volunteering becomes a tool for social inclusion. In this manner, individuals in vulnerable situations become agents of change, not only within their communities, but also in their personal lives.

In 16 years of dedicated effort, we have reached nearly 38,000 people; we have published 21 original works in the field of volunteering; we developed 2 methodologies in the field of social innovation: in 2014, the training program for CADEL volunteer managers (Capacity Building | Diagnosis | Experimentation | Impact) and, in 2022, the Supported Volunteering Methodology (SVM), which uses volunteering as a tool of fostering social inclusion.

We aspire to go even further. This strategic planning serves as the blueprint designed to guide us in that direction.

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STRATEGIC PLANNING

2025-30

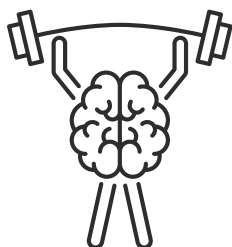


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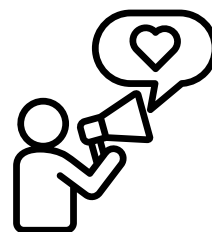
FOUNDATIONS OF OUR IDENTITY

VALUES



VOLUNTEER TRAINING

We are the only Portuguese organization dedicated to training all volunteer agents.



ADVOCACY

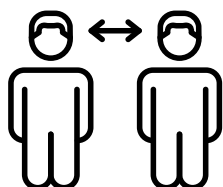
We influence public policies by illustrating the effectiveness of volunteering as a tool for social inclusion.



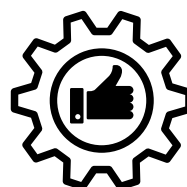
SOCIAL INNOVATION

All our efforts are oriented towards the development and implementation of tools and methodologies that lead to social innovation in volunteering.

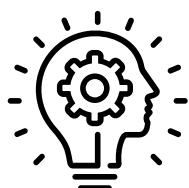
VALUE PROPOSAL



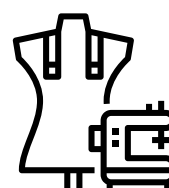
Proximity in our relationships with all people and organizations with whom we collaborate.



We fulfill our contracts with excellence and efficiency, looking to exceed expectations.



Specialized Human Resources trained in our innovative methodologies.



All our responses are customized.

VISION

**To be a world reference for
innovation in Volunteering.**



MISSION

Making Volunteering accessible and useful to everyone through innovation.



STRATEGIC PLANNING

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1 DIAGNOSTIC ANALYSIS

The Diagnostic Analysis was carried out to comprehend our internal strengths and weaknesses, along with the impact of the external environment on the achievement of our Mission. Consequently, we identified critical points where we decided to act, prioritized the most strategic ones, and established future goals, which are documented in the next chapter.

The diagnosis is based on two primary sources of information: employee responses to an online form and contributions from other stakeholders, also gathered through an online form.

We conducted a survey of key stakeholders to find out their perspectives on what our most significant strengths and weaknesses, along with the threats and opportunities we should be most aware of. We received 25 responses from beneficiaries, social investors, clients, partners (national and international, public and private), networks to which we belong (national and international), funders and consultants associated with the organization.

Based on the collected data, the following SWOT analysis matrix is presented. It analyzes Strengths, Weaknesses (internal environment), Opportunities, and Threats (external environment). The PESTEL analysis, a strategic tool used to identify and analyze Political, Economic, Social, Technological, Ecological, and Legal factors, is outlined below. This framework highlights macro-environmental factors and trends in order to understand the potential impact of the external environment on the achievement of our Mission.

The SWOT analysis shows the interplay between opportunities and organizational strengths, supported by effective action methodologies, a skilled team, a culture of innovation, and a clearly defined strategic orientation. The Weaknesses indicate the need for a more robust structuring of internal procedures to enable sustained growth and the preservation of the quality of our work.

SWOT-ANALYSIS

STRENGTHS

WEAKNESSES

INTERNAL ANALYSIS

- Expertise in Volunteering
- Proficient multidisciplinary team
- Quality of teamwork, training, and professional development
- Close and accessible leadership and management
- Creativity, innovation
- Flexibility
- Organizationally aligned with strategic planning
- Collaborative processes with stakeholders
- Established internal procedures
- Strong relationships with networks/platforms
- Positive reputation
- Commitment and trust established with clients
- Consistent social impact
- Diversified responses (Services and Initiatives)

- Absence of retention and career progression system
- Team more focused on the north of Portugal
- Minimal investment of time in client acquisition
- Still embryonic relationship with the media
- Need for greater investment in evaluating the organization's impact
- Little advocacy and public policy for volunteering
- Limited financial resources coupled with a significant reliance on funding lines
- Need to update procedures
- Need to automate tasks
- Physical facilities - lack of a dedicated building
- Part-time Communications manager
- Use of personal vehicles for field trips
- Limited engagement from the public on social media

SWOT-ANALYSIS

	OPPORTUNITIES	THREATS
EXTERNAL ANALYSIS	• Digitalization in Volunteering and Its Impact • Increasing Awareness of Volunteering (General Population & Youth) • Increasing recognition of volunteering within the corporate sector • Political agenda supportive of volunteering and increased investment in this sector • The evolution of technology and digitalization, such as artificial intelligence, facilitates the automation of educational processes and the development of collaborative learning experiences • Visibility and increase of customized educational and training processes • Valuing diversity and inclusion. • Demographic changes, such as an aging population and heightened migratory trends • Criticism of Portugal's emergency response system • Emergence of a new paradigm characterized by a diminished welfare-based focus in Volunteering • Restructuring the workforce and reskilling employees	• Limited funding to support innovative initiatives • Inconsistent and outdated diagnostic studies on volunteering that limits the quality of our content and responses • Increasing individualistic values and a weak sense of belonging to the community • Deteriorating Mental Health Problems • Crisis of democracy and the rule of law (increasing political polarization and extremism) • Increasing misinformation and deficiencies in education and digital literacy • Polarization of inequalities and the emergence of new social issues • Reduction in Civic Space/Civic Engagement (general & youth) • Worsening climate change

PESTEL ANALYSIS

P

POLITICAL FACTORS

- Government support and stability, allowing the revision of the Basic Law on Volunteering for its sustainable implementation
- The rise of political polarization and extremism
- Alignment with the Sustainable Development Goals
- Public-private partnerships (government entities-organizations-companies)

E

ECONOMIC FACTORS

- Restricted public funding for Volunteer Programs
- Rising inflation impacts the accessibility of time and resources
- Economic Advantages of Volunteering
- Increasing recognition of volunteering within the corporate sector
- Lack of standardized and concrete data regarding the promotion of volunteering

S

SOCIAL FACTORS

- Cultivating a culture of awareness for volunteering in Portugal
- An older population and migratory movements create new beneficiaries and volunteer agents
- Valuing inclusivity and diversity in volunteer programs
- Deteriorating prevalence of individuals experiencing mental health problems
- Misinformation regarding volunteering
- Escalating inequalities and the emergence of new social problems

T

TECHNOLOGICAL FACTORS

- Growing use of digital platforms for volunteer management
- Evolution of Technology and Artificial Intelligence
- Use of social media to advertise and promote volunteering
- Creation and adaptation of educational processes using technology
- Digital illiteracy among many volunteer agents

E

ENVIRONMENTAL FACTORS

- Focus on promoting sustainable initiatives
- Rise in natural disasters
- Worsening climate change

L

LEGAL FACTORS

- Inadequacy of the old Basic Law on Volunteering in relation to the current reality
- Conditioning by compulsory volunteer insurance
- Limited funding opportunities for enhancing volunteering

PESTEL ANALYSIS

IMPACT OF PESTEL ANALYSIS

THE IMPACT OF POLITICAL FACTORS:

- A potential current political willingness to revise the volunteering legislation, which could lead to better conditions for volunteers and organizations that promote volunteering in Portugal.
- Ideological extremism is not suited to the principles of human rights protection that volunteering promotes. Therefore, advocacy efforts that highlight the positive effects of volunteering by people in vulnerable circumstances can facilitate a change in mindsets by countering hate speech.
- The 2026 celebration of the International Year of Volunteering for Sustainable Development, an initiative of the UN that invites governments to promote volunteering, could be a political stimulus to give volunteering the importance it deserves, including in the context of public policies.

THE IMPACT OF ECONOMIC FACTORS:

- The lack of economic resources results in disinvestment in organizations' least prioritized area: volunteering. This can be countered by:
 - making public funds available to encourage volunteering;
 - increased investment in diagnostic studies and the effects of volunteering;
 - implementing educational campaigns to change behavior within the volunteer sector.

THE IMPACT OF SOCIAL FACTORS:

- In formulating responses related to volunteering specifically designed for senior citizens;
- The promotion of volunteer programs that are accessible to everyone, particularly those in vulnerable circumstances, it is essential to recognize that volunteering serves as a mechanism for social inclusion.

THE IMPACT OF TECHNOLOGICAL FACTORS:

- It is inevitable that HR professionals within organizations will develop skills in the use of new technologies, which must also be applied to volunteering. Otherwise, the sector risks obsolescence and, consequently, may fail to achieve its mission through the vital role that volunteering plays in fostering a more equitable world.

THE IMPACT OF ENVIRONMENTAL FACTORS:

- Climate change and its effects on the environment represent an urgent priority, necessitating intervention from the voluntary sector in a collaborative and integrated approach alongside civil society, government, and business organizations.

THE IMPACT OF LEGAL FACTORS:

- As long as legislation functions as a "corset" in the development of meaningful volunteering, all volunteering stakeholders must join forces to revise and adapt the law.

2

STRATEGIC AXIS

To accomplish the Pista Mágica Mission, aligned with its present stage of development and the national and global context, our efforts are grounded in four strategic pillars:

Axis 1 - Training & Operationalization aims to deliver a comprehensive set of activities and services that address the training and operationalization requirements of high-impact volunteer programs.

Axis 2 - Internationalization & Development Cooperation, ensuring that our innovative methodologies and training materials are implemented beyond national borders and adapted to cultural and local contexts.

Axis 3 - Communication & Advocacy aims to engage with our stakeholders, address their information and training needs, enhance the association's reputation and shape public policies regarding Volunteering.

Axis 4 - Financing Base, to facilitate the expected expansion of programs and services.

These strategic axes seek to reaffirm our commitment to volunteer training, foster social innovation and guarantee the organization's sustainability, without compromising our social mission of inclusion and positive impact. In this manner, we align our actions with the mission of making volunteering accessible and beneficial to everyone, ensuring that we continue to make a meaningful difference in the lives of the people and communities we serve.



To address the increasing demands of volunteering, it is essential to offer a comprehensive array of activities and services that fulfill the training requirements of volunteers. Our value proposition is demonstrated through personalized responses, supported by a specialized team that uses innovative methodologies developed by us. We will concentrate on enhancing capacity and implementing high-impact volunteer programs that generate significant outcomes for the beneficiaries and the community. We are convinced that by training volunteer agents, we expand their capacity for action and improve the sustainability of their projects.

MEASURES

- A1.** Implement the CADEI trainers training methodology (Capacity Building | Diagnosis | Experimentation | Implementation)
- A2.** Implement the Supported Volunteering Methodology (SVM)
- A3.** Implement Training, Consulting and Education activities for volunteering within the framework of the School, Factory and Volunteer Workshop pillars of action
- A4.** Oversee Volunteer Programs in outsourcing
- A5.** Develop and sustain partnerships within the context of initiatives and projects

INDICATORS	GOALS	
	2027	2030
Stakeholders satisfaction rate (1 to 5)	4,8	4,9
Tangible products/indicators success rate	100%	100%
Number of people affected	5.000	7.000

Internationalization represents an opportunity to extend our training methodologies and exemplary volunteering practices across borders. Tailoring our content to different cultural and local contexts is crucial for ensuring the effectiveness and relevance of our initiatives in different countries. This approach will not only facilitate the exchange of experiences and knowledge but will also position our organization as a global leader in innovation within the volunteering sector.

Through development, we will foster the establishment of solid networks that promote the global expansion of the volunteering culture, particularly in areas where it is most essential. We will prioritize Portuguese-speaking countries and members from developing countries within the international networks to which we belong, namely CEV (European Volunteer Centre), IAVE (International Association for Volunteer Effort), and FORUM (International Forum for Volunteering in Development).

MEASURES

- A1.** Exchange knowledge with international and developing country partners
- A2.** Engage in the initiatives of international volunteer networks (CEV, IAVE, Forum)
- A3.** Present the impact of SVM at international conferences
- A4.** Apply for European and international funding opportunities
- A5.** Deliver services and activities in English and Spanish

INDICATORS	GOALS	
	2027	2030
Stakeholders satisfaction rate (1 to 5)	4,8	4,9
Tangible products/indicators success rate	100%	100%
Number of people affected	1.000	1.800

Effective communication with our stakeholders is crucial to understanding and addressing their information and training requirements. Establishing transparent and efficient channels of dialogue will allow us to enhance our organization's reputation and promote the dissemination of best practices in volunteering. Through advocacy initiatives, we aim to influence public policies and cultivate an environment that supports volunteering as a tool for social inclusion. To illustrate the positive impact of volunteering, we will work to ensure that our organization's voice is recognized in decision-making spheres, promoting changes that benefit all volunteers and the communities they serve.

MEASURE 1

Communicate the Impact of Our Actions

- A1.** Develop original content (written and videos) for social media, articles and online platforms
- A2.** Compete for awards and exemplary practices in volunteering
- A3.** Highlight the contributions of our stakeholders (beneficiaries, partners, social investors, clients and employees) in supporting the fulfillment of our Mission

MEASURE 2

Shape public policies that promote volunteering

- A1.** Support and facilitate the implementation of the Social Prescription of Volunteering
- A2.** Articulate the diverse benefits and impacts of volunteering for both, the community and the volunteers
- A3.** Engage the academic community to conduct scientific studies on Volunteering
- A4.** Enhance relationships with the Media
- A5.** Collaborate on academic studies utilizing impact data derived from our initiatives

GOALS

INDICATORS

	2027	2030
Number of Facebook followers	10%	15%
Number of Instagram followers	20%	25%
Number of LinkedIn followers	50%	65%
Number of Newsletter Interactions	25%	30%
Number of Newsletter Contacts	5%	8%
Number of YouTube video views	1.500	2.000
Number of news articles published regarding the PM	60	70
Effective changes (Legislation, new public policy, ...)	2	2

Financial sustainability serves as a fundamental pillar for the growth and consolidation of our organization's programs and services. In order to facilitate anticipated growth, it is crucial to diversify our funding sources, thereby ensuring the stability of our structure. This entails establishing strategic partnerships with both public and private entities, in addition to developing fundraising campaigns that are in line with our values of empowerment and social innovation. By implementing a robust funding model, we can guarantee that we continue to offer high-quality initiatives, while maintaining our commitment to inclusion and positive social impact.

MEASURE 1

Generate revenues from services and products that reach 50% of annual income

- A1.** Time allocation of middle leaders in attracting and managing clients and social investors
- A2.** Partnership with companies to develop services (e.g., boot camps for clients and employees)
- A3.** Enhancement of service catalogs
- A4.** Presentation of catalogs during meetings
- A5.** Delivery of services to multinational companies

MEASURE 2

Continue to invest in applications for national public funding.

- A1.** Apply for Erasmus+, KA2
- A2.** Apply for EEGrants in Portugal
- A3.** Apply for EMPIS
- A4.** Apply for the BPI Awards

MEASURE 3

Access new funding sources (international, collective and donations)

- A1.** Apply for new categories of Erasmus+ projects
- A2.** Apply for EEGrants directly in Brussels.
- A3.** Organize collaborative fundraising campaigns
- A4.** Submit a proposal for donations to companies

GOALS

INDICATORS

2027

2030

Proportion of income derived from service provision and private funds (donations/social investment) vs. projects financed by public funds.

50%

55%

Overall budget compliance rate

100%

100%

Financial volume of approved applications

500.000€

700.000€

Financial volume of social investors

150.000€

180.000€

Ratio of approved applications vs. candidates

30%

40%

Number of intellectual products created

10

20

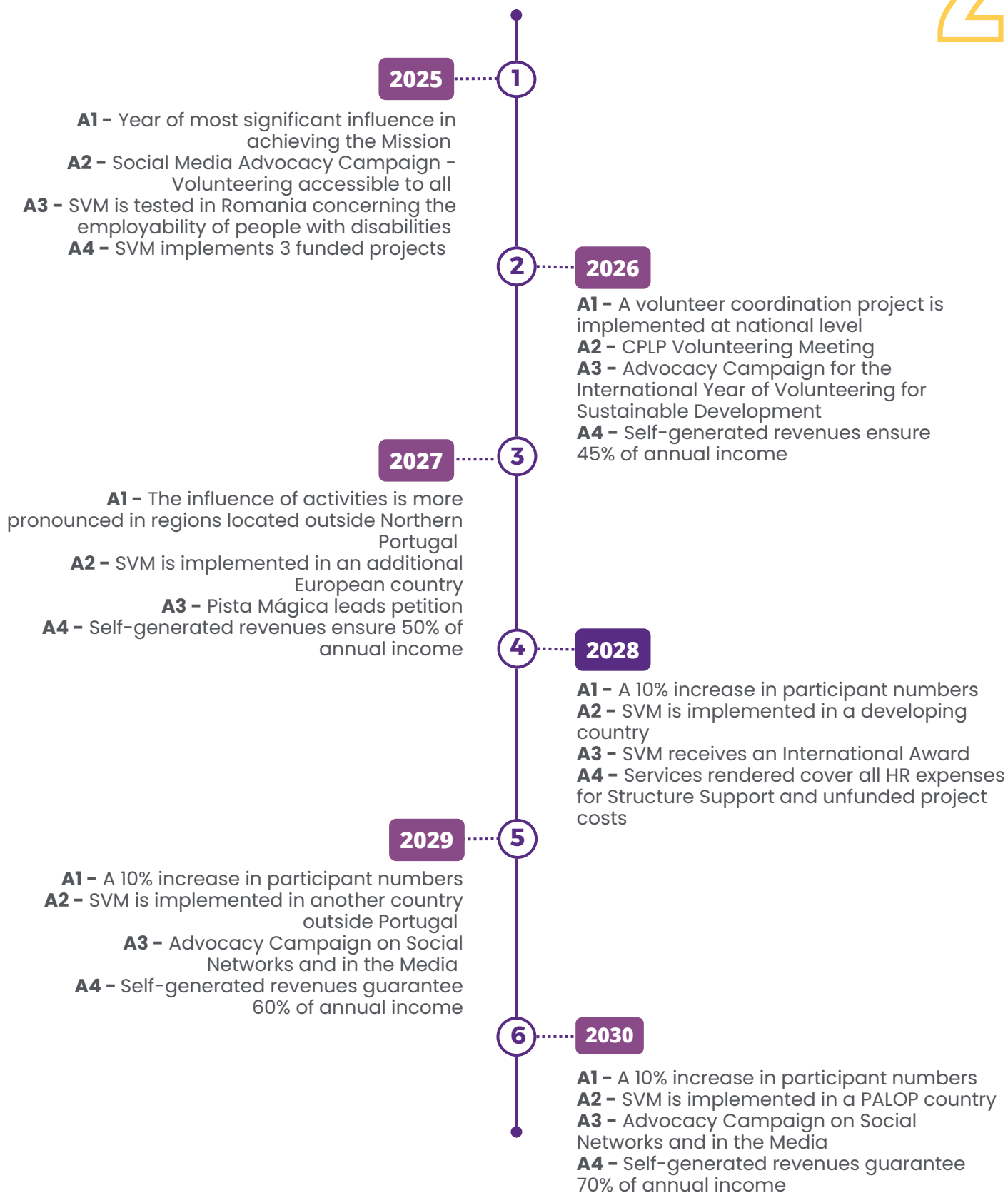
Number of project partnerships

25

35

Timeline

2



3

MONITORING THE STRATEGIC PLAN

Monitoring the strategic plan will be a continuous and collaborative endeavor, crucial for ensuring that we remain aligned with our goals and Mission. Accordingly, various activities and monitoring mechanisms will be instituted to facilitate a systematic evaluation of progress and support informed decision-making.

Monthly meetings: Monthly meetings will be conducted with the association's employees. Each area of focus will have the opportunity to present the status of implementation of the defined indicators. During these meetings, we will analyze the collected data, discuss challenges and adjust strategies as needed. This collaborative environment will foster transparency and the exchange of good practices.

Biannual retreats: Every six months, we will host a retreat for all employees and management. This will serve as a valuable opportunity for comprehensive reflection on our progress, reassessing goals and reorienting strategies, if necessary. During these gatherings, we will also encourage the co-creation of solutions and innovation, ensuring that all employees are aligned with the organization's Vision.

Quarterly reports: Brief quarterly reports will be developed to summarize the most pertinent information regarding the plan's development, offering a comprehensive overview of performance. These reports may serve to communicate progress to all stakeholders.

Reporting: Details regarding the monitoring of the Strategic Plan will be included into the Annual Activity and Accounts Report.

Through these monitoring initiatives, we ensure that all employees within the organization feel like integral participants in the process and that our Vision remains a priority. Together, we will be better equipped to adapt strategies and maximize the impact of our actions.

4

SUSTAINABLE DEVELOPMENT PILLARS



In 2016, the United Nations launched the 2030 Agenda for Sustainable Development, which presents a comprehensive vision for a more inclusive and sustainable future.

We also align ourselves with the 2030 Agenda and aspire to contribute to some of the 17 established goals.

The Strategic Plan presented covers 10 objectives, which are aligned with Pista Mágica's Values, Vision and Mission.

5

FINAL THOUGHTS

With our strategic planning finalized, it is essential to reflect on the challenges and opportunities that await us. We recognize that the plan we have developed will undoubtedly be among the most demanding we have ever designed. The global crises facing the world, from economic to social and environmental, also impact our country's reality, requiring constant adaptation and resilience.

However, it is precisely during these moments of uncertainty that our Mission becomes most meaningful. The expectation of growth, both in the impact we create and in the expansion of our organization, serves as a constant source of motivation for all. This aspiration is rooted in the belief that, through collaboration, innovation and collective dedication, we will be able to continue to make a difference.

This strategic plan serves not merely as a guide, but as a commitment from all Pista Mágica employees to collaborate effectively in addressing both current and future challenges.

Join us on this journey and share your ideas, enthusiasm and commitment. Together, we can accomplish or even surpass the established goals.

With unwavering determination and focus, we move towards the future, confident that by joining our efforts, we can face any challenge and turn our aspirations into reality.

6

ABBREVIATIONS

CADEI	CApacity Building Diagnosis Experimentation Impact
CEV	European Volunteer Centre
AI	Artificial Intelligence
SVM	Supported Volunteering Methodology
UN	United Nations
PESTEL	Political, Economic, Social, Technological, Environmental, Legal
HR	Human resources
SWOT	Strengths, Weaknesses, Opportunities, Threats

ATTACHMENT

STRATEGIC PLANNING 2025–2030

KEY STAKEHOLDERS'
OPINION REGARDING THE
PISTA MÁGICA

THE PERCEPTION OF **TEAM**
MEMBERS

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WHAT THE MUNICIPALITIES THINK ABOUT US

The association is seen as a benchmark entity in the area of volunteering, recognized for its excellence, quality and credibility. Municipalities value the ongoing and dedicated support, emphasizing the prompt, assertive responses and the timely implementation of proposed initiatives. The organization is viewed as a strategic partner, providing relevant working methods, flexibility and the ability to adjust to the unique requirements of each municipality.

Municipalities appreciate the association's knowledge, experience and innovation, along with the team's skills and dynamism. Practical training is seen as pertinent and a significant asset for improving the management of local volunteering. There is a general sense of trust and gratitude, as they recognize they can rely on the association for tailored solutions regarding volunteering matters.

However, municipalities outside the Porto area expressed the need for increased proximity, as human resources are mainly concentrated in the northern region.

Perception:

- Recognized locally as a benchmark in quality volunteering.
- Favorable perception among partners and funding organizations.
- Reduced visibility in larger government entities.

Future Needs:

- Improvement and accessibility of current services.
- Support for volunteer strategies, implementation and management.
- Ongoing training of volunteer agents.
- Assistance in digital transformation and impact evaluation.
- Geographical expansion, especially towards the southern region of the country.

Expectations:

- Personalized services adapted to local requirements.
- Quality assurance at competitive prices.
- Practical and relevant training with ongoing assessment.
- Agile and efficient digital solutions.
- Ongoing collaboration with municipalities and volunteer representatives.

In summary, Pista Mágica is seen as an essential partner in the development of volunteering in Portugal, necessitating the adaptation and expansion of its services to address the increasing and diverse demands of the sector.

WHAT OTHER GOVERNMENT ENTITIES THINK ABOUT US (1/2)

The perception of the Association among government entities seems to differ significantly based on the level and nature of previous interactions.

The Parish Councils collaborating with the Association appear to hold a more favorable and informed perspective. These local entities probably see Pista Mágica in a similar way to social organizations, acknowledging its efforts and contributions to the community.

However, at higher governmental levels, such as ministries, there seems to be a considerable lack of awareness regarding the Association and its initiatives. It was mentioned that substantial progress is still needed in terms of advocacy for Pista Mágica to “get on the map” of these larger entities.

A more optimistic perspective suggests that some government entities see the Association as a significant partner in fostering volunteering and developing community initiatives. In this context, Pista Mágica is acknowledged for its contributions to training and efficiently managing volunteer programs, in line with local and social development goals.

However, it was also mentioned that, with the exception of the Parish Councils with which there has already been collaboration, there exists a general lack of awareness regarding the Association's work among government entities. A comparison was drawn, indicating that, unlike well-established organizations such as the Red Cross, Pista Mágica has yet to achieve immediate recognition or a distinct image among many government entities.

In summary, while there is positive acknowledgment at the local level, particularly among partner Parish Councils, there seems to be a need to enhance the Association's visibility and recognition at wider government levels.

WHAT OTHER GOVERNMENT ENTITIES THINK ABOUT US (2/2)

Perception:

- Government entities acknowledge the potential of volunteering in public and social policies.

Future Needs:

- Continuous assistance in implementing public policies that promote volunteering and community development.
- Use of volunteering as a tool to address and mitigate social issues.

Expectations:

- Practical and effective solutions, through the School, Factory or Workshop, to address the needs mentioned above.
- Ensuring the quality and flexibility of the services offered.
- Pragmatic and effective solutions for volunteer management, in line with public policy objectives.

It is essential to recognize that, based on the information provided, the relevance of this context may be more relevant for parish councils than for ministries.

Government entities expect that Pista Mágica will persist in delivering innovative and adaptable solutions to incorporate volunteering into public policies and contribute to solving social issues. They seek partners who can offer continuous support in implementing initiatives that foster volunteering and community development.

WHAT NGOS THINK ABOUT US

(1/2)

NGOs regard the Association as a vital partner, acknowledging it as a benchmark organization in the field of volunteering. They appreciate the support provided, emphasizing the innovative practices and the relevance of the operational methods. Pista Mágica is perceived as crucial in the training and capacity building of volunteers, with its innovative methodologies receiving considerable appreciation.

NGOs acknowledge the brand's credibility and the Association's adaptability to meet specific needs and challenges. There exists a willingness to collaborate and cultivate synergies, reflecting trust in the challenges presented by the Association.

Support in the management and engagement of volunteers is highly valued. Nevertheless, some NGOs indicate a need for enhanced assistance in terms of free consultancy. A notable concern is the accessibility of the Association's services, which may be restricted in the absence of funding sources due to the associated costs.

The NGOs serving as funders regard Pista Mágica as proficient, emphasizing the complete and prompt delivery of the information requested for the projects. This has favorably influenced the approval of new funding, as evidenced by the cases of Gulbenkian and BPI.

In general, NGOs regard the Association as a reliable, capable and innovative partner in the field of volunteering, although certain limitations exist regarding financial accessibility for some organizations.

WHAT NGOS THINK ABOUT US

(2/2)

Perception:

- Pista Mágica is regarded as a significant source of knowledge and technical assistance in the realm of volunteering.
- Acknowledged for the excellence of services rendered.

Future Needs:

- Increased technical and operational interventions (factory model).
- Ongoing education in volunteer management.
- Assistance in the development and execution of volunteer programs that align with the NGO's mission.
- Assistance with volunteer recruitment and retention strategies.
- Support in the digital transformation of volunteer management.
- Support in evaluating the effects and communication of volunteering.
- Assistance in cultivating opportunities for corporate volunteering.
- Guidance on the relationship with local BLV/EMV.
- Specialized training for the distinct challenges faced by each NGO.

Expectations:

- More accessible services, preferably free or at a minimal cost.
- Tailored assistance customized to the specific requirements of each NGO.
- Ensuring the quality of the service delivered.
- Practical and effective solutions through School, Factory, or Workshop.
- Innovative strategies and pragmatic approaches for efficient volunteer management.
- Greater flexibility in services to adapt to the specific needs of each NGO.
- Opportunity to engage in projects approved by Pista Mágica, even with certain associated costs.

In summary, NGOs see Pista Mágica as an essential partner in enhancing their volunteer management skills. They are looking for technical support, continuous training and tailored solutions, while anticipating that these services will be offered at reasonable costs, all while ensuring high quality and adaptability to their unique requirements.

WHAT SCHOOLS AND UNIVERSITIES THINK ABOUT US

The Association is regarded as a benchmark organization in the field of volunteering, acknowledged for its expertise, experience and dynamic team. Although the work is still perceived as supplementary, the feedback on the activities already carried out are positive.

Educational institutions seek to collaborate with Pista Mágica to generate more knowledge regarding volunteering and to establish their own social responsibility offices or units. They acknowledge the importance of the Association's efforts and the role of volunteering in fostering students' skills.

Schools, in particular, provided highly favorable feedback regarding the implementation of the Supported Volunteering Methodology (SVM).

Pista Mágica is regarded as a vital partner in fostering students' social and civic skills, providing training and initiatives that empower young people to engage in volunteer activities.

Although some schools may perceive the Association as a means to access free workshops due to its status, the prevailing feeling is that Pista Mágica is esteemed and valued within the realms of volunteering and social responsibility.

WHAT SCHOOLS AND UNIVERSITIES THINK ABOUT US

Perception:

- Pista Mágica is regarded as an organization that can foster volunteering as a tool for human development.
- Acknowledged for the excellence of its services and its capacity to raise awareness of volunteering.

Future Needs:

- Assistance in developing volunteering plans and strategies.
- Ongoing training in volunteering for human resources.
- Development and implementation of volunteer programs within institutions.
- Support for youth organizations and associations within the academic community.
- Using volunteering as a tool for social cohesion and inclusion.
- Training and education for volunteering.
- Assistance in the establishment of volunteer clubs/offices.
- Development of inclusive volunteering initiatives.
- Support in articulating and assessing the effects of volunteering.
- Integrating volunteering into the formal curriculum.

Expectations:

- Personalized services adapted to specific needs.
- Competitive market prices.
- Upholding the high quality of the services rendered.
- Practical and effective solutions through School, Factory and Workshop.
- Continuity in providing programs and training.
- Increased presence of Pista Mágica in educational contexts.
- Assistance in incorporating volunteering into existing activities.
- Contribution to raising awareness and training for youth and technical teams.
- Support in establishing volunteer organizations.

In summary, schools and universities regard Pista Mágica as a vital partner in fostering and integrating volunteering within their environments. They seek comprehensive support, from the creation of strategies to the practical implementation of volunteer programs, with an emphasis on high-quality, personalized and affordable services. There is an expectation that Pista Mágica will increase its presence in these contexts, thereby contributing to raising awareness and training of both youth and technical teams.

WHAT COMPANIES THINK ABOUT US (1/2)

The perception of Pista Mágica within the business sector remains in development, characterized by diverse opinions and, in certain cases, an apparent lack of knowledge regarding its existence.

Although regarded as innovative by certain individuals, there seems to be a prevailing perception that the quality of services has not yet gained widespread acknowledgment.

Some responses indicate that companies remain uncertain about the value of the Association or have yet to identify a personalized solution to their specific needs. This suggests a potential opportunity to improve communication and the adaptation of services to the corporate sector.

On the other hand, a more optimistic perspective regards Pista Mágica as a significant ally in promoting corporate social responsibility. In this light, the Association is recognized for providing training that supports companies develop and then implement corporate volunteering initiatives.

Furthermore, one response emphasizes the Association as a reference entity concerning volunteering, acknowledged for its expertise, experience and a competent, dynamic team.

In summary, there seems to be a spectrum of perceptions, from ignorance to recognition as a valuable partner, indicating that there is room to strengthen visibility and more effectively illustrate the value of the partnership to the business sector.

WHAT COMPANIES THINK ABOUT US (2/2)

Perception:

- Pista Mágica is seen as an organization that effectively promotes volunteering as a tool for developing human resources and enhancing social responsibility.
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- Acknowledged for the quality and effectiveness of the services rendered in the field of corporate volunteering.

Future Needs:

- Assistance in the training of volunteer agents.
- Support in developing strategic planning for volunteering.
- Assistance in the implementation and optimization of the volunteer framework.
- Support in the creation of inclusive volunteer programs.
- Assistance in evaluating the effects of corporate volunteering.
- More organized corporate volunteering initiatives.
- Development and improvement of corporate volunteering programs.
- Evaluation of the effects of volunteering on employees' mental health.
- Operational and technical services to achieve objectives and liaise with the territories.

Expectations:

- Practical and effective solutions through School, Factory or Workshop.
- Ensuring the quality and flexibility of the services provided.
- Development of impact assessment instruments.
- Practical and outcome-focused training.
- Maximizing the effectiveness of volunteer programs.
- An increased array of services designed to support the development and enhancement of corporate volunteering programs.
- Potential for executing a significant project/service in collaboration with a reputable company in Portugal.

In summary, companies see Pista Mágica as a strategic ally in the development and enhancement of their corporate volunteering initiatives. They seek comprehensive support, from agent training to impact assessment and anticipate practical, effective services customized to their specific needs. There is an expectation that Pista Mágica will provide innovative solutions and tangible tools to optimize the impact of corporate volunteering, both within the community and in the growth and well-being of employees. In addition, there is potential interest in establishing more substantial partnerships, possibly with major companies in Portugal.

STRATEGIC PLANNING

2025-2030

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