

ANNEX G	- Organizational Strategic Plan 2018-2023
Association Women's	- Organizational Capacity Development Plan
Forum Tetovo	- Annual Work Plan April 2018 – March 2019



Association Women's Forum Tetovo

Strategic Plan

2018-2023

September 2018

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1 Introduction

1.1 Strategic Planning Methodology

The strategic planning process of The Association Women's Forum - Tetovo (WF) began in April 2018. In the preparation phase, the Association formed a team that would be included in the strategic planning process and in preparing the draft strategic plan. The team researched and analyzed the previous strategic plan of the association, annual reports and programs, which were the starting points for strategic planning. In this preparatory phase, the team included beneficiaries in order to have a more adequate analysis regarding the states in the context and to ensure a participatory process. This included individual meetings with local representatives of institutions, such as the Center for Social Work and Municipality of Tetovo; focus group interviews with representatives of local civic associations, and meetings with local businesses, including informal conversations with employees.

The first draft of the strategic plan was shared with representatives of the Association's bodies and among Association members. After incorporating their proposals and notes on the draft version of the strategic plan, during a second strategic planning workshop, all beneficiaries participated equally in making a final version of this strategic plan.

The strategic planning process was supported and facilitated by a team of experts from The Foundation Open Society Macedonia, as a partner in the implementation of the USAID Civic Engagement Project in Macedonia, implemented by the East West Management Institute (EWMI).

1.2 Strategic Planning Objectives

The objectives of the strategic planning process are to:

- Adjust to society's changes
- Determine where the organization wants to find itself in the future and how it plans to achieve that
- Resolve challenges faced by the organization and strengthen its internal teams
- Develop organizational capacities
- Provide a framework for preparing implementable and effective programs, projects and activities
- Ensure stability and sustainability of the Association's work

2 Organizational profile

2.1 Women's Forum - Tetovo

The Association Women's Forum - Tetovo is an independent, non-governmental and non-party association founded in January 2001. The Association's activities focus on raising awareness and advocating for gender equality, as well as giving information, help, support and protection to women and their position in society. The Association Women's Forum is located in Tetovo and realizes its activities throughout the northern and western region of Macedonia.

The Association has 40 members which are actively included in its activities. The members possess knowledge, skills and experience about gender and gender equality issues. They are sensitized in dealing with and providing services for women and children, especially for vulnerable persons. Encouraging input from the local communities, the Association mobilize volunteers that are actively involved in the Association's actions. This way, the communities are involved in improvement of their life, contributing in development of more human and democratic society.

In order to achieve its goals, the Association has established collaboration with other local and national civic associations, as well with all institutions responsible for addressing issues that concern women at local and national levels.

Since its founding, the Association has taken many actions, achieving progress and crucial changes in the area of gender, gender equality, protection, improving women's rights, and economically empowering women. The Association is especially recognized for its field activities and immediate work with their beneficiaries.

Vision

Women's Forum - Tetovo sees women as fully conscious, free from traditional and patriarchal norms and prejudices, economically empowered, gender equal and integrated in society.

Mission

Women's Forum - Tetovo works with diverse women, especially with women from rural areas, providing them with encouragement and help, supporting their empowerment through information, education and advocacy for their rights, needs and interests.

Values

The core values of the organization are:

- Respect of civic rights, underlining every segment of our work
- Society's prosperity, through emancipation and integration of women
- Equal opportunities in our work and relations, striving towards of complete equity between men and women
- Responsibility for continuous self-education and education of our beneficiaries, since we are certain that education is the most important factor for building equal citizens communities

- Advocacy for the right to an employment as an opportunity for every adult to take part in the development of the community and the society
- Creating opportunities for direct participation of women in fostering highly ethical values of the young generations

2.2 History

“Women’s Forum – Tetovo” Association was founded in January 2001 in Tetovo, under the name “Forum of the Albanian Woman” (FAW). At that time, the founders of the association assessed the situation and felt the need for the establishment of an Association that would carry out activities towards the emancipation of Albanian women from the rural, mountainous areas of Tetovo region, and provide easier access to basic services for these women.

In the first two years of its operation, the Association detected the most vulnerable areas in which interventions were necessary, and thus created and undertook activities for literacy of women from rural areas, health education for women, social integration of pre-school children in places where there is no pre-school education, strengthening of trust between different ethnic communities and interethnic tolerance and cultural cooperation. Thus, the Association’s first program, women from rural areas and association praxis, helped women from rural areas.

The first problem detected through field activities and contact with women in the community was domestic violence. During this period, it was exclusively treated as an internal family problem. Because of this, and due to the insufficient awareness of women reporting violence, insufficient courage to take measures, and lack of information how to do so, in 2003, the Association, with the support from its partner, Association for Emancipation, Solidarity and Equality of Women (ESE) from Skopje, founded The Center for Free Legal Aid for Survivors of Domestic Violence (CPP), which still successfully functions within the Association. The Center continues to provide unique services in the Tetovo region and western Macedonia.

In 2005, the Association organized its first five-year strategic planning. This plan defined the vision and mission of the Association for the first time. It also indicated the need for changing the name of the Association, that the issues affecting women are common for all women, regardless of their ethnicity. As a result, in February 2008, the Association changed its name from the “Forum of the Albanian Woman” to the Association “Women’s Forum – Tetovo”.

The Association has become recognizable as the only active women’s association in the region with significant achievements in the area of: prevention and protection against domestic violence, fight against human trafficking, family voting and voting in the name of others, advocacy for gender equality, influence on the policies and practices of institutions for implementing equal opportunities, enabling the economic empowerment of women, and inclusion of women in politics and decision-making processes at the local level.

As a result of our work and influence for improving the policies and practices of institutions for introducing equal opportunities between women and men, for the first time, in 2016 the municipality of Tetovo prepared and adopted Local Action Plan for equal opportunities between women and men. The Action Plan was prepared with the active participation of citizens, reflecting their needs for equal opportunities.

2.3 Current Programs and Achievements

Throughout the years, with field work, direct contact and cooperation with beneficiaries and stakeholders, the Association has established two main program areas:

1. Economic empowerment of women;
2. Protection and promotion of human rights, focusing on women's rights.

1. Economic empowerment of women

The economic empowerment of women was detected by the association as the main area in which interventions were necessary. Economic dependence of women is one of the reasons why women are suppressed and discriminated against in other areas of the society. The Association has opened the issue of women's employment and advocated for it. The focus was on vulnerable categories from the municipality of Tetovo and rural municipalities. An assessment identified barriers affecting the low labor market participation of women. To address this, a dialogue has been established with municipal authorities in the region in finding possible solutions to the problem of women's unemployment. The Association exchanged experiences and practices with related organizations from Kosovo, proposed solutions for improving the economic position of women, and for increasing the awareness of women and the general public.

As result of this actions, 80 women have acquired basic skills for business and entrepreneurship and were trained to open their own small business, 150 women were trained for professional skills (sewing, embroidery, hairdressers, cooking, computer skills), and 42 women have started their own businesses through micro-lending. Through the legal aid service, the Association formed and activated a network of relevant stakeholders at the local level through which the Association has promoted women's property rights. This improved the realization of the property and inheritance rights of women in the Polog region.

2. Protection and promotion of human rights

This area of the Association is very important and encompasses a wider field of activity, especially in the Polog region, which still has traditional and patriarchal values in the relations between men and women. In this area, the Association has achieved significant results in terms of improving the situation and rights of women and children, and preventing and protecting them from all forms of discrimination.

In this part, the Center for Free Legal Aid for Survivors of Domestic Violence plays an important role. The Centar provide free legal advice and services for women survivors of domestic violence, educate and inform them about domestic violence. The Centre is located within the Association's office, in a separate room and has its own privacy. The Centre is led by an expert team of a coordinator and lawyer who, apart from the expertise in legal issues, have conducted trainings in the area of violence against women and domestic violence and are sensitized to provide services to women victims/survivors. The services provided are fully aligned with general and specialized standards for CSOs that provide specialized services for the protection of domestic violence survivors. During the past years, the Centar has established fruitful cooperation with all local institutions that are responsible for assisting victims: The Centre for Social Work, Ministry of Interior Affairs in Tetovo, the Basic Public Prosecutor's Office, the Basic Court, the Clinical Hospital, and the Municipality of Tetovo.

Since 2018, in accordance with the Law on Prevention and Protection against Domestic Violence, the Center is a member of the Multi-Sectoral Expert Team. At the initiative of the Association, this team is working on the basis of a common protocol for the mutual referral of victims/survivors and avoiding double victimization of victims/survivors.

More specifically, achievements in this program include:

- Social integration of 4650 pre-school children belonging to marginalized and rural areas in Tetovo region and who do not have the possibility of pre-school education
- Supported 473 women from the rural areas of Tetovo region to become literate
- Raised awareness among the general population about the existence of various forms of violence against women including domestic violence.
- Provided free legal aid to 225 women survivors of violence
- Established a network of relevant local stakeholders and a common protocol for mutual referral of survivors of violence at the local level.
- Educated and informed 864 young people about trafficking in human beings and ways of protection
- Educated and informed 24 of women and young girls from rural areas in Tetovo region about independent and secret voting, as well as preventing voting in the name of others
- Raised awareness among women in rural areas regarding the early diagnosis of malignant diseases and preventive examinations, as well as facilitated access to services for women from rural areas, including for regular examinations
- Conducted a survey on current attitudes and conditions regarding gender equality and the awareness of citizens, civic associations and municipal Council members in Tetovo on gender and gender equality policies

As result of the activities in this section, members of the existing Commission for Equal Opportunities (KEM) within the Council of the Municipality of Tetovo, citizens' knowledge about gender rights has increased, communication with citizens has improved, citizens' proposals have been collected, and priorities established in relation to gender equality issues in the municipality. A working group has been established for the preparation of a Local Action Plan for Gender Equality, and a Local Action Plan for Gender Equality during 2016-2017 with citizen participation was adopted.

3 Context

3.1 Environment

From the external analysis, the following trends have been identified from the political, economic and social environment, and ways in which they can influence the work of the association and benefits users.

In the political context of attaining the goals of the association, it is favorably influenced by the fact that the local government has sufficient authority and plays an essential role in democratic processes and decision-making. Particularly positive is the fact that the municipality in which the association is active is one of the rare leaders of a woman - mayor. With a woman in position of a mayor, the expectations are to achieve positive shifts in terms of the position of women and equal opportunities in the municipality. Such trends provide an opportunity for building partnerships with the local authorities from urban and rural municipalities in the region, with which together they can contribute to the realization of the goals of the association and to incorporate the gender concept at the local level. The state's tendency to join the Euro-Atlantic processes dictates new government strategies in building partnerships with different entities at the local level. Here, the implementation of the provisions of the ratified Convention for the Prevention of all forms of Violence against Women and Domestic Violence is of particular importance - the Istanbul Convention.

From an economic point of view, comparing it with other regions in Macedonia (with the exception of Skopje), the Polog region is very well developed. Business entities belonging to different sectors make a significant contribution to the local economic development of the region. This situation with the business sector in the region corresponds to the development of the association that can play the role of facilitator for the needs of business persons. The association sees opportunities in creating strategic partnerships with business entities in terms of acquiring sponsorships for realizing goals. The difficulty that the association can encounter in communication with the business sector is that firms are still skeptical or do not see an interest in establishing partnerships with civic associations. Few companies are socially responsible.

Social trends are in many ways dependent on political and economic trends as well as on the traditional values of the region. Unemployment and low levels of education are the most important trends. Particularly large is the percentage (around 43.50%) of unemployed women from rural areas of the region, which is due to the traditional position of women in social life in the region. Positive recent developments include the participation of young women in higher education. In the long term, this will have a positive impact on processes in the society. The association can play a central role in the economic empowerment of women, because of the experience it has and because of the trust gained, especially among the population from rural areas.

3.2 Stakeholders

The beneficiaries play a significant role in fulfilling the vision, mission and goals of the association. For successfully achieving these, crucial are positive relations with beneficiaries and their positive attitude towards the association. During the preparation of this strategic plan, the following analysis of beneficiaries was conducted.

The Municipality of Tetovo and rural municipalities in Tetovo region have a positive attitude towards the work of the association. By building strategic partnerships with them, goals can be realized more successfully. The association already has had positive experiences working with these beneficiaries. Their role includes:

- Creation and realization of plans for equal opportunities and for the economic empowerment of women in the region during year 2016-2017
- Providing access to services from the sphere of economic empowerment of women; Active education and work of the coordinators for equal opportunities and Commissions for equal opportunities between men and women;
- Participation of representatives of municipalities in working groups which are creating programs for women's support;
- Participation in working groups for creating protocols for referring survivors of violence on the local level;
- Collaboration with and support of the existing Free Legal Aid service for survivors of domestic violence that work within the association;
- Organizing informative campaign about issues concerning women;
- Developing collaboration with RM Employment Agency for the implementation of the active measures for employment of women;
- Informing citizens especially women about forms of civic participation;
- Organizing consultations with women to discover the needs and collecting proposals about measures from women;
- Reactivating the work of the rural and urban communities and stimulating and including women in their work.

Relevant local institutions that are the Association's partners include the Center for social work - Tetovo, Ministry of Interior Affairs - Tetovo, Basic Court of Tetovo, Public Prosecution Office-Tetovo, and Clinical Center – Tetovo. The Association has members and representatives in the local coordinative body for prevention and protection from violence against women and domestic violence. They are the Association's supporters in dealing with violence against women in the region.

Their role is:

- Support the existing Free Legal Aid service for survivors of domestic violence that exists within the Association;
- Cooperation with other institutions at the local level for referring survivors of domestic violence, but also in developing cooperation with the Employment Agency for implementing active measures facilitating the employment of women. Also, these relevant local stakeholders can contribute as supporters for promoting the property and inheritance rights of women in the region.

Cooperation with **Lawyers and Notaries** represents a new challenge for the Association. They are relevant stakeholders and can contribute to:

- The economic empowerment of women in the region by providing incentives, appropriate advice and advocacy for the realization of property and hereditary rights of women.
- Participating in networks of relevant local stakeholders that will enable more effective cooperation and joint action in initiating and implementing activities for protection and promotion of the property and hereditary rights of women in the region.

The **Employment Agency - Employment Center - Tetovo** is an important stakeholder that can contribute to the successful realization of the goals of the Association that refer to the economic empowerment of women. The Association sees its role in:

- Promoting active employment measures that provide benefits for women in general and especially for women from vulnerable categories and their involvement in using them;
- Inclusion of unemployed women in trainings to improve their employability; and enabling meetings of unemployed women with potential employers.

Primary and secondary schools in the region of Tetovo and the two universities (South East European University in Tetovo and State University in Tetovo) can have a significant role in raising awareness and educating young people by organizing information campaigns and workshops with young people on issues that concern women and girls.

Local media are relevant local stakeholders. They have a positive attitude towards the work of the Association, and there is positive experience from joint cooperation so far. Their role and contribution to improving the overall position of women at the local level is in organizing and supporting information campaigns for raising awareness of the general public on issues affecting women and girls.

Local and national civil associations already cooperate and take joint actions with the Association. Their role includes:

- Implementation of common activities on issues affecting women;
- Common representation of these issues to institutions at local and national levels;
- Inclusion of gender elements and gender sensitivity in their projects;
- Common membership in local and national coordination bodies and working groups; and exchange of positive experiences and practices.

National networks and platforms in the field of action. The Association greatly respects networking and has positive experiences from it. It sees the role of national networks and platforms is:

- to advocate on gender equality issues and the improvement of women's position in institutions at the national level;
- to conducting massive common actions and campaigns;
- to exchange positive experiences and practices in the field of action.

The Ministry of Labor and Social Policy is a key national institution responsible for implementing national laws and regulations in the area of gender equality and social protection of vulnerable categories of persons. Therefore, positive cooperation with the Ministry of Labor and Social Policy is necessary for achieving positive results and benefits for target groups.

Donors can contribute to the realization of the goals of the Association and their role is necessary in: supporting the development of the society and supporting the realization of activities that benefit women in the region.

3.3 Target groups, target areas, beneficiaries

Target groups with which the Association will work are: Representatives of relevant local institutions, Presidents and members of urban and rural communities in Tetovo region, Equal Opportunities Coordinators, Members of the Committee on Equal Opportunities between Men and Women. Below is a description of the needs and problems that the association plans to address by working with these target groups.

Representatives of relevant local institutions: The identified needs/problems of this target group are: lack of system for referring women survivors of violence; lack of institutional support for the realization of property and inheritance rights of women; lack of economic empowerment of women; and insufficient transparency of municipalities regarding opportunities for civic participation.

Presidents and members of urban and rural communities in Tetovo Region have the following needs / problems: inefficient urban and rural local communities in the Tetovo region; and an absence of women in the governing structures of urban and rural communities in Tetovo region;

Equal Opportunities Coordinators need regular education for new members and updated information for permanent members to deal more with issues in their jurisdiction;

Members of the Commissions for Equal Opportunities between Women and Men face the following challenges: non-existent structure; a need for continuous education; and insufficient education on gender issues and activity in dealing with issues in their jurisdiction.

The final beneficiaries of our work, the beneficiaries who the Association expects will benefit from the work with target groups are: women survivors of violence, unemployed women, women from rural areas, young women - girls, citizens especially women users of services of local rural and urban communities in Tetovo region. These beneficiaries have the following **needs and problems**:

Women survivors of violence: have economic dependence on men, lack their own property, do not use hereditary rights, have insufficient information on the services provided at the local level. They also have insufficient awareness on how to report violence, and face double victimization due to the uncoordinated system of referring survivors of violence at the local level. They lack trust in institutions, and at the same time facing the socialized gender roles, norms and power relations that contribute to male violence against women. They also do not have a complete package of services for women survivors of violence such as: SOS line, crisis center, shelter center, psycho-social support. This is identified as an important problem to address in order to prevent violence from happening in the first place.

Unemployed women: their economic dependence on men is a problem. Also, they lack information and education about the possibilities for employment and inclusion in the labor market.

Women from rural areas face difficulties accessing useful information and services provided by institutions, which are located in urban areas.

Citizens, especially women and users of services in local rural and urban areas of Tetovo region, lack information about mechanisms for civic participation. They and their lack involvement in decision-making process at the local level.

The association will mainly work in the Polog region.

4 Plan

4.1 Strategic priorities

1. Improve conditions for women's economic independence
2. Established model of integrated protection of survivors of domestic violence in Polog region
3. Improve citizens' involvement in decision-making processes at the local level, especially women
4. Institutional development of the Women's Forum (strengthening of its own capacities)

4.2 Strategic objectives and results

1. Enhanced conditions for economically independent woman

- **Strategic Objectives:**

- 2.1 Improved capacities of economically dependent women
- 2.2 Improved policies and practices by institutions responsible for women's employment
- 2.3 Increased use of inheritance rights by women

2. Established model of integrated protection of survivors of domestic violence in the Polog region

- **Strategic Objectives:**

- 2.1 Established and functional protocol for referring survivors of domestic violence to local institutions
- 2.2 Developed capacities of service providers to provide multi-sectoral services to survivors of violence

3. Citizens involved in decision-making processes at the local level, with a special focus on women involvement

- **Strategic Objectives:**

- 4.2 Re-activated work of urban and rural (local) communities in a gender balanced manner
- 4.3 Citizens prepared (with special focus on women) to use of citizen's participation mechanisms

4. Institutional development of the Association

- **Strategic Objectives:**

- 1.1 Improved organizational capacities
- 1.2 Strengthened staff capacity

1. Improved conditions for an economically independent woman

Strategic objectives:	Results:	Activities:
1.1 Improved capacities of economically dependent women in Polog region	<p>1.1.1 Trained certified women</p> <p>1.1.2 Developed entrepreneurship among women in Polog region</p>	<ul style="list-style-type: none"> - Organizing training in business skills and business planning - Organizing and maintaining vocational trainings - Organizing presentations and share experiences of successful business women - Organizing debates on the need for female entrepreneurship
1.2 Improved policies and practices by women's employability institutions	<p>1.2.1 Defined recommendation for improvement of the policies and practices for women's employability in Polog region</p> <p>1.2.2 Local officials are more aware of the recommendations</p>	<ul style="list-style-type: none"> - Policy-oriented research - Drafting a policy paper, including meeting with stakeholders - Advocacy for the recommendations
1.3 Increased use of inherited rights by women	1.3.1 Increased number of women who give a positive declaration for hereditary in front of the notary regarding their property procedure	<ul style="list-style-type: none"> - Public campaign for raising awareness about inheritance rights - Public tribunes for promoting and advocacy of the inheritance rights - Free legal advices for women who are in need to use their property and inheritance rights - Public discussions for local stakeholders regarding inheritance rights

2. Established model of integrated protection of survivors of domestic violence in the Polog region

Strategic objectives:	Results:	Activities:
2.1 Established and functional protocol for referring survivors of domestic violence the in Polog region	2.1.1 Increased number of successfully referred survivors of domestic violence on local level 2.1.2 Increased number of satisfied survivors of domestic violence of services provided on local level	- Regular meetings between the multi sectoral team of service providers on the local level - Interviews with women survivors of domestic violence for their experience on services on local level
2.2 Developed capacities for service providers from the multi-sectoral team	1.2.1 Trained representatives from all service providers on local level to implement the protocol	- Trainings for all service providers on local level to implement the protocol

3. Citizens involved in decision-making processes at the local level, with a special focus on women involvement

Strategic objectives:	Results:	Activities:
3.1 Re-activated work of urban and rural (local) communities in Polog region, in a gender balanced manner	3.1.1 Increased number of women in the structure of the urban and rural local communities 3.1.2 Increased number of citizens who address their local issues to the urban and rural local communities, disaggregated by sex	- Public campaigns on raising awareness for the importance of women inclusion in local decision making processes - Public debates on importance on women inclusion on local decision making process - Meetings with representatives of urban and rural communities for the importance of women inclusion in their structure - Regular meetings between the Municipality and representatives of urban and rural communities for municipal support on their re-activation

3.2 Citizens prepared (with special focus on women) to use of citizen's participation mechanisms	<p>3.2.1 Trained citizens to create and submit proposal to the local self-government, disaggregated by sex</p> <p>3.2.1 Trained citizens on the monitoring of the implementation of their proposals by the local self-government, disaggregated by sex</p>	<ul style="list-style-type: none"> - Trainings of citizen on preparing and submitting proposals to the self-government - Trainings of citizens on the monitoring of the implementation of their proposals by the local self-government
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4. Strategic priority: Institutional development of the Association		
Strategic objectives:	Results:	Activities:
4.1 Improved organizational capacities	4.1.1 Developed organizational policies and procedures	<ul style="list-style-type: none"> - Development of Policy for prevention of Conflict of Interest - Development of public relations with different target groups - Development of human resource practices - Development of internal communication and IT policies - Improvement of financial procedures

<p>4.2 Strengthened staff capacity</p>	<p>4.2.1 Trained new staff members for realization of the strategic goals</p> <p>4.2.2 Updated knowledge and skills for the current staff</p>	<ul style="list-style-type: none"> - Trainings for new staff member on project cycle management - Advance training on advocacy strategy - Advance training on self-reliance - Learning how to work with data - Training on Social marketing and communication -Trainings on monitoring and evaluation - Trainings for trainers for the current staff - Training on administrative and archive office work for the current staff - Exchange visits/study visits for the current staff for the general domain of work of the organization
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5 Monitoring and evaluation

Women's Forum Tetovo as a support from USAID Civic Engagement Project will get a training for monitoring and evaluation and within the training an M&E plan will be prepared for monitoring and evaluation of the achievements in the period covered with the Strategic Plan of the Association.

6 Communication of the results with the public

Association Women's Forum until now hasn't had an official policy for PR communications. Until the end of the capacity building process within the CEP support PR communication strategy will be prepared in which will be covered the way of the communication with the public about the achievements of the organization and a person responsible for PR communications will be nominated. The mediums that are regularly contacted for PR communication are local and national electronic media (TV, radio), our social media, newspapers and our printed informative materials that are shared with the public.

7 Appendices

7.1 SWOT Analysis

Our strengths:

- Having a defined vision and mission
- Involvement of beneficiaries in defining priorities and goals
- Good team work, good structure of the human resources
- Educated and professional staff in different areas
- Years of work experience
- Internal principles, rules and coordination
- Recognition of target groups and beneficiaries, gained trust
- Developed collaboration with other partners on local, regional, national levels
- Volunteerism
- Transparency of work
- Adequate office, location, furniture and equipment (internal computer network, backup data and Google drive)
- Clearly defined project goals and indicators for measuring progress

Our weaknesses:

- Dependence on international donors
- No strategy for collaboration with the business sector
- Non-existence of regular self-evaluation
- Lack of written policies and procedures for human resources management
- No written description of work positions
- No regular annual financial audit

- Lack of services for economic benefit
- No written strategy for public relations

Opportunities:

- Building partnerships with local authorities in the Polog region and with civil society
- Building partnerships with the developed business sector
- Building partnerships with local media
- Cooperation and support from lawyers and notaries

Threats:

- Unstable political climate
- Unstable interethnic relations
- Lack of interest in the business sector
- Outflow of international donors from the country
- A tradition of neglecting women and prejudice

Organizational Capacity Development Plan

Part I – Contractual, required documents

Categories	Recommendation	Activity	Form of support (how and who)	Timeframe (month, year)	Expected Outcome	Person responsible
I - Mandatory per grant agreement	1. Policy for prevention of Conflict of Interest	1.1 Form a team that will work on the draft policy;	FOSM CEP team/Experts	December 2018	Approved written Policy for Prevention of Conflict of Interest (policy and meeting minutes)	Women's Forum Team
		1.2 The team presents the draft policy to the staff and board members and receives feedback and comments;				
		1.3 The team incorporates the feedback and creates final version;				
		1.4 The management board reviews and approves the final version;				
II - Strongly recommended per grant agreement	2. Anti-Discrimination Policy	2.1 Form a team that will work on the draft policy	FOSM CEP team/Experts	January 2019	Approved written Anti-Discrimination Policy	Women's Forum Team
		2.2The team presents the draft policy to the staff and board members and receives feedback and comments;				
		2.3 The team incorporates the feedback and creates final version				
		2.4The management board reviews and approves the final version				

III - Strongly recommended based on Risk Assessments	3. Organizational Policies and Procedures	3.1 Form a team that will review the Organizational Policies and Procedures	CEP/ FOSM CEP /Experts	February 2019	Approved written Organizational Policies and Procedures	Women's Forum Team
		3.2 The management board reviews and approves the final version				
	4. Annual updates of Organizational Policies and Procedures	4.1 Form a team that will work on updating Organizational Policies and Procedures	CEP/ FOSM CEP /Experts	March 2019	Approved updated version of the Organizational Policies and Procedures	Women's Forum Team
		4.2 The management board reviews and approves the final version				
	5. Time Sheets	5.1 Review timesheets	CEP/ FOSM CEP /Experts	March 2019	Integrated timesheet approved for use	Women's Forum Team
	6. Agreements with staff	6.1 Review staff agreements	CEP/ FOSM CEP /Experts	March 2019	Integrated agreements approved for use	Women's Forum Team
	7. Organizational system for financial records	7.1 Form a team that works on the organizational system for financial records	CEP/ FOSM CEP /Experts	March 2019	Approved Procedure for maintaining the system	Women's Forum Team
		7.2 The management board reviews and approves the final version				

Part II – Organizational Capacity Development

OCD Categories	Recommendation	Activity	Form of support (how and who)	Timeframe (quarter, year)	Expected Outcome	Person responsible
I Organizational Review and Self-Assessment	1. Regular self-assessments, involving all members and stakeholders	1.1 Annual self - assessment through workshop and trainings on specific subject relevant to the current needs of staff development	FOSM CEP /Experts	March 2019	1. Staff members trained	Women's Forum Team
		1.2 Analysis of the context and key stakeholders, including labor market			2. Prepared Annual self - assessment report	
II Governance, Leadership and Decision-Making	2. Improve good governance	2.1 Training in Good Governance	FOSM CEP /Experts	Attended April 2018	1. Trained staff members	Women's Forum Team
		2.2 Realize planned activities in action plan	FOSM CEP /Mentor	During year 1 and 2	2. Action plan for improving governance practices 3. Improved practices of good governance	Women's Forum Team
III Human Resource Management	3. Improve human resource practices	3.1 Develop Human Resource Management Policy	FOSM CEP /Expert	January – March 2019	1. Written HRM Policy	Women's Forum Team

		3.2 Develop job descriptions for each staff member	FOSM CEP /Expert		2. Written job descriptions	Women's Forum Team
		3.3 Assess staff capacities and development needs	FOSM CEP /Expert	January 2020	3. Staff capacity development plan	Women's Forum Team
IV Facilities, Equipment and Technology	4. Improve internal communication and IT policies	4.1 Drafting IT communication policy	FOSM CEP /Expert	March 2021	1. Written internal communication policies	Women's Forum Team
		4.2 Drafting IT procedures and practices for archiving and managing document			2. Written IT procedures and policies	
V Project Design, Management, Monit. and Evaluation	5. Develop internal M&E system toward achieving strategy	5.1 Training in M&E	FOSM CEP /Expert	March 2019	1. Staff trained in M&E	Women's Forum Team
		5.2 Draft M&E plan on organisational level			2. Developed M&E system	
VI Fundraising, Income Gener., Sustainability/ Fin.Viability	6. Improve long-term financial sustainability by diversifying fund sources and local actor support	6.1 Training in domestic giving	CEP/HORUS	May 2018	1. Staff trained in fundraising	Women's Forum Team
		6.2 Training on fundraising		October 2018	2. Development of fundraising plan	
		6.3 Draft fundraising plan		December 2019	3. Increased funds by local actors	
		6.4 Implement fundraising activities				
		6.5 Advance training on Self-reliance	January 2019	4. Increased capacities in Self-reliance		
VII Public Image	7. Improve public relations with different target groups	7.1 Communication and Social Marketing Training	CEP/HORUS	November 2018	1. Increased skills in public communication and social marketing	Women's Forum Team

		7.2 Develop public relations strategy	FOSM CEP /Expert	March 2020	1. Written PR strategy/ policy and procedure	Women's Forum Team
VIII Financial Planning and Management	8. Improve financial management and financial audit	8.1 Attending Learning Circle on Financial management	FOSM CEP and EWMI	May, 2018 and continuously during the project	1. Staff members gained knowledge and skills for financial management and financial procedures as well as for conflict of prevention practices	Antigona Aljilji I Arita Shakliri

Part III – Advocacy Capacity Development

ACD Categories	Recommendation	Activity	Form of support (how and who)	Timeframe (month, year)	Expected Outcome	Person responsible
I CSO devises strategy or action plan for its advocacy initiatives	1. Develop more inclusive strategic approach in advocacy initiatives	1.1 Consult with more stakeholders in compiling advocacy strategies	FOSM CEP /expert	December 2018	1. More interested and involved stakeholders in WFT advocacy actions	Women's Forum Team
		1.2 Map the key stakeholders interested indirect involvement in advocacy initiatives				
		1.3 Training in Advocacy 1.4 Draft advocacy strategy		November - December 2018	2. Trained staff in developing strategy for the advocacy 3. Advocacy strategy drafted for project initiatives	
II CSO collects information and input about the issue and formulates viable policy position	2. Policy position built on representative input on issues	2.1 Attending Learning Circle on Working with Data	FOSM CEP, Metamorphosis CEP expert	June, 2018 and continuously during the project	1. Staff members gained knowledge and skills for working with data	Women's Forum Team
		2.2 Training on research methodology				
		2.3 Conduct focus group or other form of research relevant			3. Collected information and input from	

		to project activities			diverse members of the public	
		2.4 Analyze collected information on relevant issue			4. Written, clearly articulated policy position on the relevant issue	
		2.5 Write clear policy paper on the issue				
III CSO obtains and/or allocates resources for advocacy on the issue	3. Assign more human and financial resources /in-kind contribution and citizen direct involvement in the advocacy efforts	3.1 Participation of board members at the advocacy activities	FOSM CEP /expert	January – March 2019	1. Board members participate voluntarily in advocacy efforts	Women’s Forum Team
		3.2 Plan and meet different local groups		January 2019	2. Increased resources provided by in-kind contribution from local groups	
		3.3 Training on communications and presentation skills for targeting different audiences		January 2019	3. Citizens more informed and engaged in direct advocacy efforts	
IV CSO takes follow up actions, after a policy decision is made, to foster implementation and/or to maintain public interest	4. Take more follow up actions	4.1 Develop follow-up monitoring plan on the advocacy efforts	FOSM CEP /expert	March 2020	1. Allocated human and financial resources for monitoring 2. Developed monitoring plan 3. Alternative plan for additional advocacy efforts	Women’s Forum Team

Annual Work Plan: Women’s Forum Tetovo

April 2018 – March 2019

Activity	Steps [Comments]	Who (Responsible and involved)	Where	When
(OCSP) Development of Policy for prevention of Conflict of Interest	<ul style="list-style-type: none"> • Form a team that will work on the draft policy; • The team presents the draft policy to the staff and board members and receives feedback and comments; • The team incorporates the feedback and creates final version; • The management board reviews and approves the final version; 	Women’s Forum Team with support of CEP/FOSM team/Experts	Tetovo	December 2018
(OCSP) Development of Anti-Discrimination Policy	<ul style="list-style-type: none"> • Form a team that will work on the draft policy; • The team presents the draft policy to the staff and board members and receives feedback and comments; • The team incorporates the feedback and creates final version; • The management board reviews and approves the final version; 	Women’s Forum Team with support of CEP/FOSM CEP/Experts	Tetovo	January 2019
(OCSP) Review of Organizational Policies and Procedures	<ul style="list-style-type: none"> • Form a team that will review the Organizational Policies and Procedures • The management board reviews and approves the final version • Update and review Financial Policies and Procedures 	Women’s Forum Team with support of CEP/FOSM CEP/Experts	Tetovo	February 2019
(OCSP) Annual updates of	<ul style="list-style-type: none"> • Form a team that will work on the updates of Organizational Policies and Procedures 	Women’s Forum Team with support of	Tetovo	March 2019

Organizational Policies and Procedures	<ul style="list-style-type: none"> The management board reviews and approves the final version 	CEP/FOSM CEP/Experts		
(OCSP) Review of the Time Sheets	<ul style="list-style-type: none"> Review of the timesheets 	Women's Forum Team with support of CEP/FOSM CEP	Tetovo	March 2019
(OCSP) Review of Agreements with staff	<ul style="list-style-type: none"> Review of the staff agreements 	Women's Forum Team with support of CEP/FOSM CEP	Tetovo	March 2019
(OCSP) Development of Organizational system for financial records	<ul style="list-style-type: none"> Form a team that will work on the organizational system for financial records The management board reviews and approves the final version 	Women's Forum Team with support of CEP/FOSM CEP/Experts	Tetovo	March 2019
(OCSP) Regular self-assessments, involving all members and stakeholders	<ul style="list-style-type: none"> Annual self - assessment through workshop and trainings on specific subject relevant to the current needs of staff development 	Women's Forum Team with support of FOSM CEP/Experts	Tetovo	March 2019
(OCSP) Improve good governance	<ul style="list-style-type: none"> Training in Good Governance 	Women's Forum Team with support of FOSM CEP/Experts	Skopje	April 2018
(OCSP) Improve human resource practices	<ul style="list-style-type: none"> Develop Human Resource Management Policy Develop job descriptions for each staff member 	Women's Forum Team with support of FOSM CEP/Experts	Tetovo	January – March 2019
(OCSP) Develop internal M&E system toward achieving strategy	<ul style="list-style-type: none"> Training in M&E Draft M&E plan on organisational level 	Women's Forum Team with support of FOSM CEP/Experts	Skopje	March 2019
(OCSP) Improve long-term financial sustainability	<ul style="list-style-type: none"> Training in domestic giving Training on fundraising Draft fundraising plan Implement fundraising activities Advance training on Self-reliance 	Women's Forum Team with support of CEP/HORUS	Tetovo/ Skopje	October 2018 - January 2019

(OCSP) Improve public relations with different target groups	<ul style="list-style-type: none"> • Communication and Social Marketing Training 	Women's Forum Team with support of CEP/HORUS	Skopje	November 2018
(OCSP) Improve financial management and financial audit	<ul style="list-style-type: none"> • Attending Learning Circle on Financial management 	FOSM CEP and EWMI	Skopje	May, 2018 – March 2019
(ACSP) Develop more inclusive strategic approach in advocacy initiatives	<ul style="list-style-type: none"> • Map the key stakeholders interested indirect involvement in advocacy initiatives • Consult with more stakeholders • Training in Advocacy • Draft advocacy strategy 	Women's Forum Team with support of FOSM CEP/Experts	Skopje	November – December 2018
(ACSP) Policy position built on representative input on issues	<ul style="list-style-type: none"> • Attending Learning Circle on Working with data 	Women's Forum Team with support of FOSM CEP/Metamorphosis CEP Expert	Skopje	June, 2018 and continuously during the project
(ACSP) Assign more human and financial resources /in-kind contribution and citizen direct involvement in the advocacy efforts	<ul style="list-style-type: none"> • Participation of board members at the advocacy activities 	Women's Forum Team with support of CEP/FOSM CEP/Experts	Tetovo	January – March 2019
Project activity	<ul style="list-style-type: none"> • Project activity – Press Conference 	Women's Forum Team	Tetovo	Beginning of April 2018 (year 1)
Project activity	<ul style="list-style-type: none"> • Project activity – Research 	Women's Forum Team	Tetovo	February 2019 By the end of year 1
Project activity	<ul style="list-style-type: none"> • Project activity – Capacity Building Trainings 	Women's Forum Team	Tetovo	February 2019 By the end of year1

Project activity	<ul style="list-style-type: none"> • Project activity – Street Information Campaigns 	Women’s Forum Team & Activists	Tetovo	From August 2018 – December 2020
Project activity	<ul style="list-style-type: none"> • Project activity – Meetings between Tetovo urban/rural communities and the municipality of Tetovo 	Women’s Forum Team	Tetovo	From August 2018 – July 2020
(O-ACSP)	<ul style="list-style-type: none"> • Development Capacity Activity – Organizational Capacity Assessment 	FOSM CEP	Tetovo	March 2018
(OCSP) Capacity Development	<ul style="list-style-type: none"> • Development Capacity Activity – Training on Good Governance and Gender Mainstreaming 	FOSM CEP	Skopje	April 2018
(OCSP) Capacity Development	<ul style="list-style-type: none"> • Development Capacity Activity – Strategic Planning Workshop 	FOSM CEP	Skopje	April, May 2018
(OCSP) Capacity Development	<ul style="list-style-type: none"> • CSO Week - Promotion Event for the Grantees 	Women’s Forum Team, CEP team	Tetovo	June 2018
Capacity Development	<ul style="list-style-type: none"> • Quarterly Grantees Meeting 	CEP, FOSM CEP, Metamorphosis CEP, Grantees	Skopje	June 2018, October 2018, March 2019
(OCSP) Capacity Development	<ul style="list-style-type: none"> • Development Capacity Activity – Webinar on Volunteering 	CEP, FOSM CEP		July 2018