

**STRATEGIC PLAN  
OF ROMA WOMEN'S NETWORK  
"SUCCESS"**

**For period 01.07.2014-01.07.2017**

Sarajevo, May 2014.

## **Introduction**

The strategic plan of Roma women network "The success" is developed by representatives of nine female Roma organizations members of the network based on the results of the workshop "Strategic Planning" which was held in the period from 14-16.05.2014 in Sarajevo with the facilitation of external consultant.

The aims of the strategic plan are strategic positioning of Roma women network "The success" in the environment, and defining objectives, fields and strategies for successful continuation of its basic mission and goals of action.

The result of developing a strategic plan should be a clear understanding of the purpose, mission and values of the organization by members of Roma women Networks' The success, "Coordination of the network, the main target groups, donors and partner organizations. The purpose of the strategic plan is to serve as a basis for increased commitment and engagement of all member organizations in achieving the basic goals of its mission for the next three years, and the coordinating organization as well; its working bodies offer a framework for decision-making and management of the Roma women's network.

**List of abbreviations:**

CO

The coordinating organization

SP

Strategic plan

B&H

Bosnia and Herzegovina

NGO

Non -governmental organization

RWN

Roma women network

NAP

National Action plan

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# 1. Basic Information about the Roma women network "Success"

Roma Women's Network "Success" is an informal network of organizations dealing with the issue of Roma women, which was founded and launched on the initiative of the Association of Roma Women "Better Future" from Tuzla. RWN is formed on the constituent assembly on 13 June 2010 and currently has nine member organizations:

1. Roma women association "Better future" – Tuzla
2. Roma Youth Initiative „Be my friend" –Visoko
3. Roma women association, centre for mothers „ Hope" –Kakanj
4. Centre for mothers "Consolation"– Zenica
5. Association „ Roma girl-Romani čej" –Prnjavor
6. Centre for mothers „ Narcis" Donji Vakuf
7. Association „ Young Roma" –Vitez
8. Association „ Roma women" –Bijeljina
9. Association "Karanfil" Bosanska Krupa.

RWN is informal, nonprofit, nongovernmental, independent, voluntary, non-party association that brings together local women's NGOs in Bosnia and Herzegovina.

RWN work on the territory of Bosnia and Herzegovina.

## ***Framework lines and the direction of action of the RWN:***

- Improving the social status of the Roma minority with emphasis on the Roma women in Bosnia and Herzegovina. Within the framework of this direction of RWN in accordance with the Strategy for Roma B & H, adopted by the Council of Ministers develops and creates activities with concrete measures, namely:
  - Promoting international human rights instruments that B & H ratified or which are prescribed by the Constitution B & H, other legal and sub-legal acts of the obligation of the state to ensure the protection of human rights and fundamental freedoms for all.
  - Finding funding and implementation of projects in the following areas: health and social care, education, housing, economic and other empowerment of Roma women, the active participation of Roma women in the revision and implementation of action plans for the Decade of Roma social inclusion
  - Active participation of the Roma women in the making of social policy, strategy and legislation, promoting Roma culture, tradition and history of Roma in order to reduce prejudices and stereotypes towards Roma in particular against Roma women.

- Strengthening the capacity of member organizations, promoting gender equality, organization of workshops, seminars, round tables, conferences, promotional meetings, public forums, campaigns, advocacy, publishing brochures and other publications, training for different target groups, implementation of activities to prevent trafficking in Bosnia and Herzegovina with special emphasis on working with vulnerable groups, involvement in other groups in accordance with the objectives of the network.

***Basic data on Coordination organization of RWN***

**Name:** Roma women association “Better future”

**Headquarters:** Meše Selimovića 85, 75000 Tuzla, B&H

**Tel/fax:** +387 35 298-001

**E-mail:** [uzrbb@yahoo.com](mailto:uzrbb@yahoo.com)

**Web:** [www.bolja-buducnost.com.ba](http://www.bolja-buducnost.com.ba)

**Web of RWN :** [www.zrmuspjeh.com.ba](http://www.zrmuspjeh.com.ba)

Support to RWN was provided by the following organizations, institutions and foundations:

- CARE International
- Global Fund for Women
- OAK
- Open Society Fund Bosnia and Herzegovina
- EWI Croatia
- Ministry for Human Rights and Refugees of B&H
- The Agency for Gender Equality of B&H

## 2. The vision

Based on the analysis of different input and consensus of the entire team, the vision states:

**Members of the Roma women network "Success" empowered, recognized and involved in decision-making processes and equally participate in solving the problems of Roma women in society and the community in Bosnia and Herzegovina.**

### **3. The Mission**

Similar to the process of defining the vision harmonized is mission, which states:

**RWN is a group of non-governmental organizations in partnership with other NGOs and institutions at all levels are working on inclusion and improving the status of women's Roma population in B & H.**

## 4. Beneficiaries of RWN

### Introduction

Roma are the most vulnerable and most at-risk ethnic group whose position is limited by social exclusion and discrimination. There are no official figures (the last census was in 1991) on the number of Roma, and for purposes of determining their number used data that have Roma NGOs, and that number is around 100,000.

Roma women in Bosnia and Herzegovina are subject of multiple discrimination. Roma women are discriminated against on the grounds of belonging to the Roma national, on the basis of sex / gender, on the basis of their social origin or status, etc.

There are data available on the achievements only in education, and on the percentage of people who have not finished school. About 80% of Roma women and less than 22% of non-Roma women had not completed primary education. The level of higher education also provides less chance for Roma in the labor market. Only a small minority has completed secondary education (Roma women: 4.53%; Roma men: 19.9%) compared to 42.58% with non-Roma women and 52% of non-Roma men. Extremely small number of Roma who have higher education, ie who have completed some college.

In 2010 was conducted the largest study with about 600 Roma women in several towns in Bosnia and Herzegovina in relation to gender-based violence. According to the findings 30.34% of women interviewed personally know a woman whose marriage has been paid, while 9.62% stated that their marriage was based on a "family agreement". Marriage to "family agreement" can have consequences for women, as husbands family was considered to be their property because they "paid for her". The research provides information which shows that violence against women is widespread.

Although all relevant actors acknowledge that Roma women are in multiple discriminant position compared with men Roma, as well as with women and men from other ethnic communities, little has been done to solve this kind of their situation. Projects that have been implemented in many countries with Roma women have no country policies to solve the problems of Roma women, and do not have an existing policy (policy related to the Roma or of gender inclusion) which took into account their specific situation. Although the problems are more tied to girls and women, such as school leaving, are not treated in a gender-sensitive manner. Gender-based violence is not treated nor in the Strategy for the Roma, nor in the action plans of Bosnia and Herzegovina.

Currently only a small number of Roma women are in positions of representative or advisory bodies that have an impact on the process of policy development and monitoring, but the perception of Roma women is missing.

Beneficiaries of RWN make the largest Roma national minority in Bosnia and Herzegovina in age from 1 to 85. Beneficiaries of RWN are divided by the current, future and potential.

### **Current users of RWN**

#### **The individuals**

- Roma women (unemployed in social need, single mothers, women from large families, women victims of violence, potential victims of violence)
- Families of Roma women
- Roma children
- Roma youth

#### **Organisations**

- Women's Roma organizations
- Roma NGOs

#### **Communities**

- Roma communities
- Public institutions

### **Future users of RWN**

RWN has identified the following individuals and groups that would be covered by the services in the future:

- ✓ Roma women's organizations from other geographic areas,
- ✓ Ambitious Roma women and girls who want to get involved in politics,
- ✓ Active female members of the Roma community,
- ✓ Educated Roma women with appropriate qualifications,
- ✓ Users with other geographic areas in Bosnia and Herzegovina,
- ✓ Roma women in need,
- ✓ Public officials,

- ✓ Ambassadors of foreign countries in Bosnia and Herzegovina
- ✓ Representatives of donor institutions and foundations.

### **Potential beneficiaries of RWN**

RWN has identified the following individuals and groups who could be potential users:

- ✓ Schools,
- ✓ Roma community,
- ✓ Roma children of preschool age,
- ✓ Non-Roma children of preschool age,
- ✓ Cultural institutions in Bosnia and Herzegovina,
- ✓ Educated Roma youth.

## **5. The values of RWN**

RWN has a specific mission and in accordance with it rank its values.

- ✓ Members-users receive quality service
- ✓ We recognize from the Beneficiary to work in their interest
- ✓ We are recognized as a quality implementer of projects
- ✓ Transparent operation of RWN
- ✓ Quality relationship with user groups
- ✓ Developed professional capacity of CO
- ✓ We encourage and realize the engagement of volunteers
- ✓ Successfully doing a general mobilization of the Roma community

## 6. SWOT Analysis

SWOT analysis identifies the internal and external factors in which it operates and exists RWN. The analysis first identifies the strengths and weaknesses, and then opportunities and threats in the external environment in which RWN cannot make changes but can contribute to change.

The principle of a SWOT analysis is to maintain power and promoting them, while the weakness should be eliminated and converted into power. Thus, the results obtained will serve partially defining strategic orientations of RWN.

<p style="text-align: center;"><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>- geographical coverage</li> <li>- Educated, empowered and recognized members of the network.</li> <li>- A common appearance</li> <li>- Representatives of the network in the Committee for Roma</li> <li>- Networking with other networks</li> <li>- Support of the Roma community</li> <li>- The positive examples of Roma women</li> <li>- Analysis research</li> <li>- Uniqueness, uniqueness network</li> <li>- Good results so far</li> <li>- Cooperation with institutions and NGOs</li> <li>- The number of members</li> <li>- the informal network status</li> </ul>	<p style="text-align: center;"><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>- Lack of interest of individual members</li> <li>- Poor communication among members</li> <li>- sharing information</li> <li>- Various capacity of members</li> <li>- No engagement of Roma women (members of the network) in advisory bodies and committees.</li> <li>- Regional representation (finance)</li> </ul>
<p style="text-align: center;"><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>- Existing laws that protect minority</li> <li>- European Strategy (EU 10)</li> <li>- Convention on the prohibition of all forms of discrimination</li> <li>- International organizations, donors</li> <li>- Cooperation with institutions at all levels</li> <li>- The revised action plan and strategy for resolving problems Roma</li> <li>- recognizability network</li> <li>- Recognized by the media</li> <li>- The funds allocated for Roma</li> <li>- Campaigns at all levels</li> <li>- Participation in the writing of the report CEDEW</li> <li>- The interest of young Roma women in education, participation in NGOs, etc.</li> <li>-</li> <li>- he interest of other NGOs to join the network</li> </ul>	<p style="text-align: center;"><b>THREATS</b></p> <ul style="list-style-type: none"> <li>- Funding the network (external factor)</li> <li>- The political situation in Bosnia and Herzegovina</li> <li>- Male Roma leaders (discriminatory attitude)</li> <li>- Distorted picture of the Roma in the media</li> <li>- Roma issues are not in focus of government</li> <li>- The economic crisis in the country</li> <li>- Indifference institutions for solving Roma problems</li> <li>- Indifference Roma women community</li> <li>- Asylum (leaving Roma / Roma women) from Bosnia and Herzegovina</li> <li>- End of Decade of Roma</li> </ul>

## **7. Programs and Projects of RWN**

### **Existing programs and projects**

Existing programs and projects provide an overview of current and recently implemented activities carried out by the RWN.

1. Economic empowerment of Roma women (social entrepreneurship)
2. The political participation of Roma women (participation in the development of strategies, the inclusion of Roma women in advisory bodies, committees, municipal councils)
3. Strengthening the capacity of female Roma NGOs
4. The program of preserving the traditions and culture of the Roma
5. The program advocacy / lobbying (month female Romani activism, campaign)
6. Programme for the prevention of domestic violence (education, public events)
7. The monitoring program for the implementation of the NAP for Roma and strategies (health, employment, education, housing problems)
8. Programs networking Roma women NGOs

### **New and potential programs and projects**

New and potential programs and projects show planned route of RWN in terms of response to needs of users.

1. The program of monitoring the implementation of the NAP for Roma and strategies
2. Raising awareness through Forum Theater on Roma issues
3. Direct work with the Roma community

## **8. The strategic orientation of RWN**

### **1. Permanent construction of institutional development of RWN**

- 1.1. Development of missing procedures and regulations
- 1.2. Vocational training and capacity building of activists
- 1.3. Improving communication
- 1.4. Maintenance of website
- 1.5. The use of existing capacities

### **2. Providing financial viability of RWN**

- 2.1. Expansion of cooperation with donors
- 2.2. Constantly applying for tenders for donations,
- 2.3. Extension requests for funding by government institutions
- 2.4. Provide strategic donors for RWN

### **3. Development and improvement of partnership**

- 3.1. Improving partnerships with NGOs, Roma and non-Roma
- 3.2. Participation in the work of NGO networks
- 3.3. Maintaining cooperation with local and national media
- 3.4. Animate media to ethical and professional report on the Roma population
- 3.5. Enhancing cooperation with the government sector
- 3.6. The implementation of partnership projects with institutions and international organizations
- 3.7. Reliance on the EU strategy
- 3.8. Improving cooperation with Roma leaders in Roma communities

## **Strategic directions for users**

### **1. The political participation of Roma women**

- 1.1. Strengthening the capacity of female Roma NGOs and individuals through educational programs and networking
- 1.2. Inclusion of Roma women in the consultative bodies for the Roma, commissions and other bodies where decisions of importance for the Roma population
- 1.3. Participation in the shadow report on the implementation of CEDAW and women's human rights in Bosnia and Herzegovina
- 1.4. Active participation of the Roma women in the development of policies and strategies for women

## **2. Advocacy activities of RWN**

- 2.1. Conducting months of female Roma activism
- 2.2. Raising public awareness through forum theater on Roma issues
- 2.3. Building the capacities of Roma women NGOs
- 2.4. The introduction of measures for achieving gender equality in the selection and appointment of members of the Council / Council of National Minorities in Bosnia and Herzegovina
- 2.5. Advocacy for prescribing clear criteria for the selection and appointment of members of the Council / Council for National Minorities and make the process transparent and accessible to all who meet the criteria
- 2.6. Promotion of positive examples of the Roma population in order to reduce discrimination but also the bad image of the Roma in the media

## **3. Preserving Roma traditions, language and culture**

- 3.1. Marking Roma holidays and important dates
- 3.2. Make the public aware about Roma traditions and customs
- 3.3. Improving cooperation with other national minorities in Bosnia and Herzegovina

## **4. The research activities**

- 4.1. Making analysis based on research concerning Roma and Roma women
- 4.2. Development of strategic documents concerning Roma and Roma women

## 9. Priorities - Operational Plan for the period 01.07.2014-01.07.2015

Strategic Plan defines the priority actions of RAW, on a monthly basis is worked out an operational plan of action for the period 01.07.2014-01.07.2015.

<b>Strategic Directions for the first year</b>	<b>Who is responsible</b>
Strengthening the capacity of network members	All members of the network
A month of female Roma activism	All members of the network
Conducting campaigns (lobbying and advocacy). Lobbying for the introduction of criteria in advisory bodies	All members of the network
Writing CEDAW shadow report	All members of the network
To improve the flow of information among members of the network (e-mail, Skype, Facebook).	All members of the network
Fundraising for operation of the network.	All members of the network
Capacity utilization in the network	All members of the network
Active participation of the Roma women in the development of policies and strategies for women	All members of the network
Reliance on the EU Strategies	All members of the network

## 10. Indicators of success

Performance Indicators point to a measurable value of their achievement of planned objectives set by the RWN for the period 01.07.2014-01.07.2017. Defined is global data for key strategic orientations as for RWN, as well as for user groups.

### 1. Permanent construction of institutional development of RWN

- Held at least 20 training sessions
- A system of monthly reporting
- At least five organizations received direct assistance from organizations within the RWN

### 2. Providing financial viability of RWN

- 50% of the members of RWN have provided funds for the operation of the network
- Provided at least one strategic donor

### 3. Razvoj i unapredenje partnerstva

- Each member of the network promotes collaboration with at least one leader of the Roma community
- At least one project implemented in partnership with institutions or international organizations
- Members of the network for at least one year organizing the event with media
- At least once a year by 3 times in the media presented positive examples from the Roma community

### 4. The political participation of Roma women

- 1 year implemented a month of female Roma activism
- At least nine Roma women politically empowered
- At least six Roma women candidates in political elections
- At least five Roma women involved in the work of the advisory body for Roma and minority

### 5. Advocacy activities of RWN

- Done at least 8 campaign for improvement in the position of Roma women in Bosnia and Herzegovina
- Members of RWN participated in the development and presentation of a shadow report on the implementation of CEDAW and the rights of women in Bosnia and Herzegovina

- 50% of the members of RWN participate in the development of policies and strategies for women
- In each project proposal calls on the EU strategy documents and conventions

#### **6. Preserving Roma traditions, language and culture**

- Marking at least one Roma holiday per year

#### **7. The research activities**

- Implemented at least two research projects in three years

## **11. Monitoring and evaluation**

Monitoring and evaluation of the strategic plan will be carried out through the annual review of the plan, quarterly monitoring priorities and the final examination at the end of a period of three years.

The person responsible for monitoring is president of CO and will operate continuously during the three years.

Evaluation will be done by the CO, using specialized indicators - indicators of success for each strategic direction as outlined in the strategic plan. Evaluation will be undertaken in the first month after the expiration of the three-year strategic plan.

Any significant deviations from the implementation of the strategic plan should be reported in writing by the CO and submitted to the Assembly of RWN (on annual basis).

If the circumstances are dictated, a strategic plan can be updated in line with the current market, social or economic conditions in Bosnia and Herzegovina.

## 12. The strategic budgeting

Strategic budget is determined as provided sources of financing of the project activities (sources of donor funds, grants and project funds), and which is provided for each donor. Planned strategic budget is based on the tendency of growth of RWN painted in the amount of financial resources with which RWN disposed of in the last three years. Planned budget is based on the following expectations of the support of donors and amounts for a three-year period of operation and implementation activities of RWN.

CARE INTERNATIONAL	90.000 BAM
OAK	75.000 BAM
GLOBAL FUND FOR WOMEN	60.000 BAM
AGENCY FOR GENDER EQUALITY	60.000 BAM
FOD B&H	90.000 BAM
Ministry for Human Rights and Refugees	60.000 BAM
Sorosh Hungary	50.000 BAM

**TOTAL**

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**485.000 BAM**

Planned budget is made in local currency.