

CENTER FOR ROMA INITIATIVES

STRATEGIC PLAN FOR THE
CENTER FOR ROMA INITIATIVES
2018-2021

Nikšić
2017

1. Summary:

Center for Roma Initiatives (CRI) defined the direction of its future organizational and program development in the next four years by adoption of this strategy document

Even after more than a decade of active work on the integration of women and children of the Roma and Egyptian communities, there is still a great need for more intensive work.

Through Strategic Plan 2018-2021, CRI clearly indicates its intention to improve its visibility and recognition in community and in the public, to build strong reputation, to strengthen the internal organization, commitment to core values, as well as to expand its programs and services.

The Strategic Plan is also based on and is compatible with the adopted national policies of the Government relating to gender equality and the improvement of the social and economic inclusion of the Roma and Egyptian minorities.

The strategic document was created within the project “Through joint struggle to combat domestic violence and child, arranged marriages in the Roma and Egyptian communities in Montenegro”, which is implemented by the Centre for Roma initiatives with the support of the OAK foundation.

2. Introduction and background information about the organization

Center for Roma Initiatives (CRI) is the first women Roma and Egyptian non-governmental organization in Montenegro, established in Niksic, in September of 2004 with the aim of creation of unique opportunities for improving the social, economic, cultural and educational situation of Roma and Egyptian females in Montenegrin society.

The organization implemented more than 70 projects on the areas of domestic violence, child arranged marriages, education of Roma and Egyptian children, health protection and economic empowerment of Roma and Egyptian women, the activists of the organization are very involved in the life and functionality of the target population on the national level and on the level of local community.

CRI founded the first women's Roma and Egyptian network "First" in 2010, which is composed of Roma and Egyptian female activists from five towns of Montenegro which deals with the problems of Roma and Egyptian women.

CRI works directly with users in the community, through home visits, educational workshops, trainings, campaigns, collaborates with other Roma and non-Roma organizations and institutions in order to improve situation of women and children from the Roma and Egyptian population.

Since its founding, despite strong challenges, limitations and weaknesses, CRI is an example of the development of the integration of Roma and Egyptian population in Montenegro as well as of the establishment of cooperation between the different subjects on the national and local level in this field.

In April of 2012, CRI had been declared the winner of the Anna Lindh Award for leadership and women's participation, organized by the Memorial Fund "Anna Lindh" from Sweden, among organizations from 57 countries of the world, for which we are nominated by the long-term donor Kvinna till Kvinna;

In March of 2013, Fana Delija, Executive Coordinator of the Center for Roma Initiatives, received the Ambassador's award for civic activism from the US Embassy in Podgorica.

In October of 2014, the organization got the Award for Roma integration by the EU Commission

CRI since 2012 is recognized and involved in the processes of creation of official government documents dealing with the improvement of the position of Roma and Egyptian women: Strategy for improvement of the position of Roma and Egyptians 2012-2016, National Strategy for the conservation and improvement of reproductive health 2013-2020, National Strategy for Social Inclusion of Roma and Egyptians in Montenegro 2016-2020, Guidelines for procedure and processing of cases of forced marriages in the Roma and Egyptian communities for needs of police, social work centers, schools, courts and health centres, Local Action Plan for the Social Inclusion of Roma and Egyptians in the Municipality of Niksic for the period 2018-2022.

In the coming period, CRI will continue to create elementary assumptions for the organization to be even more recognized as a responsible partner of the Government, local authorities, civil society and donors in works and the processes of European integration of the country with the EU and the integration of Roma and Egyptian population into Montenegrin society.

3. The vision statement:

„Emancipated Roma and Egyptian woman in an equal and tolerant society“.

Participants in the strategic planning process jointly evaluated that the adopted statement carries with itself a number of key values the male and female users of this organization are interested in and as such that it should not be changed from the previous strategic plan. It should be emphasized that the word > emancipated < means a woman who is empowered, educated, equal in society in relation to others, independent.

4. The mission statement:

The mission of the Center for Roma Initiatives (CRI) is advocating against discrimination in family and society, and actively contribution to the improvement of the situation of women and children of Roma and Egyptian population through education, empowerment, suppression and prevention of violence, as well as negative aspects of tradition in Montenegro.

5. Values:

1. **Transparency** (the primary target group and all interested parties should have information on CRI work)
2. **Responsibility and commitment** (CRI work should be maximally responsible to the community as well as to donors, and responsibility for done and not done should be an integral part of the culture within the organization, ie among the engaged people; commitment is the manifestation of the desire of all those engaged for the organization to function on an adequate way and to develop constantly)
3. **Fostering of partnerships** (respecting partners in communication and cooperation)
4. **Team work** (all engaged are always ready to work with others to achieve the goals of the organization)
5. **Innovation and creativity** (the organization in its work uses methods that are not used by others)

6. **Continuing learning** (all engaged in the organization are ready for continuous learning and research and ready to transfer their knowledge and skills to colleagues)

6. Analysis of the environment (PEST)

6.1. Political factors:

Montenegro is defined by the Constitution as a civil state. The diversities that are manifested in ethnic, linguistic and religious minorities and which are significantly present in the overall structure of the population significantly contribute to Montenegrins for centuries long multiculturalism.¹ The progress achieved by Montenegro since the renewal of its independence is particularly noticeable in the area of improving of respect for and protection of human rights and the development of appropriate institutions, as well as in the development and adoption of new legal infrastructure in the context of accession to various international associations and conventions and harmonization of legislation with legal rights of the European Union in the context of membership negotiations. Systemic institutions function without problems, obstructions or interruptions, but in the domain of guaranteeing and protecting of human rights and freedoms, a certain deficit of functional institutionalism is noticeable. The EU accession process has a positive impact, it contributes to the application of European standards and a full political consensus on the future of the country, and however the process of joining the NATO alliance temporarily pushed European integration from the first plan.

Despite its enviable reputation and the dynamics of good foreign policy, Montenegro suffers a major political polarization on the internal plane. The politicization of almost any issue influences its solution "to be ranked" on one of the two political sides. This year, local elections in Niksic municipality took place, and in the previous year parliamentary elections in Montenegro were done. The epilogue of these elections is an unstable political situation that can be an indicator of early parliamentary elections, as well as local elections. In such a political context, the rights of the Roma and Egyptian populations are not sufficiently visible in the programs and performances of political parties, which is reflected in the marginalization of their problems and needs in society, and during the election campaigns, members of this population are subject of frequent political manipulations.

¹ Prema popisu iz 2011. godine Albanci su činili 5%, Bošnjaci Muslimani oko 12%, Hrvati 1% , Romi/kinje i Egipćani/nke 1,3% ukupnog stanovništva u Crnoj Gori. Oko 18% stanovnika se izjasnilo da pripada islamskoj vjeroispovijesti, 3,54% katoličkoj i 74,28 pravoslavnoj vjeri. Oko 5,3 % stanovnika se opredjelilo da im je maternji jezik bosanski, 5,27% albanski, 0,8% romski.

When we talk about the political and legal context, it is important to emphasize that there are no modern norms and standards for performance and achievement of institutional and non-institutional services, specifically for the affirmation of the participation of the private and NGO sector and the harmonization of the overall practice of integration of Roma and Egyptian population in Montenegrin society.

The European Union has adopted the European Framework for National Roma Strategies, which is also relevant for the accession countries. Concerning Roma women, conclusions of the Council on the European framework by 2020 pointed out that special attention should be paid to the interests and disadvantages of Roma women, women and girls who face the risk of multiple discrimination and therefore a gender perspective should be applied in all policies and actions to improve inclusion of Roma².

Within the framework of the Decade for Roma Inclusion, the Government of Montenegro committed itself to "reducing the gap" between the Roma and the majority population with the issue of gender equality as a topic which intertwines. This obligation is continued with the adoption of the "Strategy for Social Inclusion of Roma and Egyptians in Montenegro 2016-2020". This is one of a number of measures (documents) aimed at improving the rights of the Roma and Egyptian population in Montenegro. The previously implemented Decade Action Plan in Montenegro and the Strategies that followed its implementation did not significantly improve the position of this community. This year, the Action Plan for the Implementation of the Strategy for Social Inclusion of Roma Women and Egyptians in Montenegro for 2017, which clearly defines the priorities and activities for the upcoming year, was adopted.

6.2. Economic factors:

According to the last census in Montenegro there are 8305 members of Roma and Egyptian minorities, out of which 51,12 % are men and 48,88% are women. According to official data, used in the process of the adoption of the Strategy for Improvement of the position of Roma and Egyptians in Montenegro, 6251 persons declared to belong to the Roma nationality or 1.01% of the total population. Egyptian population counts 2054 persons, or 0.33% of the total population, while Roma language as native language is used by 5169 persons. The largest number of Roma people lives in the territory of Podgorica (3988), then in Berane (531), Niksic (483), Bijelo Polje (334),

² Council of the European Union, Council conclusions on an EU Framework for National Roma Integration Strategies up to 2020, 3089th Employment, Social Policy, Health and Consumer Affairs Council meeting Brussels, 19 May 2011 available at http://www.consilium.europa.eu/uedocs/cms_data/docs/pressdata/en/lsa/122100.pdf (accessed 29 July 2011)

Herceg Novi (258), and the majority of Egyptian people are in Podgorica (685), Niksic (446), Tivat (335) and Berane (170). According to the data from the Office for Refugees during the re-registration of internally displaced persons from Kosovo who are residing in Montenegro, which was carried out in 2009, 43 persons have declared themselves as Ashkali. Given the small number of members of this ethnic community and the fact that it does not appear as a separate group in the census of 2011th, Ashkali are not mentioned as a separate ethnic group.

According to MONSTAT data, the average earnings in Montenegro in June 2017 amounted to 764EUR, while the average salary free of taxes and contributions (net) amounted to 510 EUR. GDP in the first quarter of 2017 amounted to 747.5 million EUR, which is 3.2% higher than in the previous period. According to the data of the Bureau of Labor for January 2017, there were 5596 unemployed persons in Niksic.

The largest number of Roma and Egyptians in the municipality of Niksic is employed in the utility company. Out of 111 field workers, there is no information on the number of employed Roma, nor workers belonging to other vulnerable groups. The average salary in this company is 405 euros, and the average salary of field workers is about 340 euros. According to the data obtained from the regional unit of the Employment Office of Niksic in 2017 through the program of measures APZ 2017, 15 members of the Roma and Egyptian population went through this program. The most common are field fixed-term positions. Among economic factors the key factor is discrimination against Roma and Egyptians on the labor market. The main characteristic of the socio-economic situation of the Roma and Egyptian population in Montenegro is the low level of economic activity and high unemployment. Roma and Egyptian population is largely excluded from formal forms of employment, while most of the people are engaged in those occupations that do not require professional expertise. A large number is employed in the grey economy, mainly in collecting materials for recycling. Therefore, Roma and Egyptian population belongs to the category of people with very limited employment opportunities, low competition and mobility in the labor market.

6.3. Social factors:

The main characteristic of the socio-economic situation of the Roma and Egyptian population in Montenegro is the low level of economic activity and high unemployment. Expressed discrimination of Roma and Egyptians should be added as well. Roma and Egyptian population is largely excluded from formal forms of employment; while most of the people are engaged in those occupations that do not require professional expertise

(95% have no defined interest). A large number is employed in the grey economy, mainly in collecting materials for recycling and among those employed in a public utility company; more than (63.5%) of them work as a low-skilled worker or worker³. Lack of education and educational opportunities is one of the biggest obstacles in the process of employment of Roma and Egyptian populations⁴ (the fact that 43.6% of Roma children who do not attend school⁵ in school age are in favor of this fact).

The existence of prejudices and stereotypes regarding the Roma and Egyptian populations has been identified as a key social factor. The Montenegrin social protection system is fully centralized and restrictive and is not able to encompass all users, especially members of the Roma and Egyptian populations, where professional staff is not sufficiently sensitized.

6.4. Technological and other factors

The living conditions of the Roma and Egyptian populations may be the best indicator of their inferiority compared to the rest of the population. Road infrastructure in Roma and Egyptian settlements in Niksic is highly risky for Roma and Egyptian children. It is not uncommon that parents do not send children to school for security reasons. Ruined roads, underdeveloped telecommunication and information technology contribute to the insufficient inclusion of Roma and Egyptian populations, which makes access to various services difficult.

According to official data, the institutional system is understaffed and insufficiently material-technical equipped in relation to the established functions, the width of the social protection needs and the severity of the problem. The system of monitoring social-protection needs of Roma and Egyptian population is underdeveloped, such as underdeveloped are evaluation system, which is also insufficiently based, professional supervision, control and expert assistance.

³ NVO Mladi Romi je 2017. u partnerstvu sa Unijom Slobodnih Sindikata Crne Gore i Koalicijom Romski krug sprovedla *Analizu radnih prava i položaja zaposlenih RE populacije, sindikalno organizovanje i zaštita prava*.

⁴ Prema istraživanju CEDEM-a iz 2015. *Zapošljavanje Roma/kinja u Crnoj Gori* 36% Roma nema nikakvo obrazovanje, a identičan broj ima nezavršenu osnovnu školu. 22.5% ima završenu osnovnu školu, 3.1% III stepen srednje škole i 2.2% je završilo četvorogodišnju srednju školu. Samo 0,3% pripadnika Romske populacije ima više i visoko obrazovanje.

⁵ Istraživanje *Zapošljavanje Roma/kinja u Crnoj Gori*.

7. Organization Capacity Analysis - Summary of the SWOT Analysis

7.1 Strengths and weaknesses of the organization

Operational planning of the organization has mostly been related to the projects that the organization has been implementing so far, so, as part of the development of the new Strategic Plan, the Operational Plan for the period 2018-2021 has been developed. The organization uses the database of users to determine their needs and for the identification process of their needs, which works well.

CRI uses different communication channels (questionnaires for young people, workshops, and focus groups) with users. Communication with users is direct because CRI members are constantly present in the field, and a large number of users come to the premises of the organization. The organization has a strategic assessment of the necessary funds and the ability for rising of funds. CRI applies a proactive approach in assessing of resources and provides funding for activities for up to three years in advance from heterogeneous sources.

CRI carefully approaches the fundraising in order to make the relationship between the capacity of the organization and the quality of the realization and the collected funds optimal. CRI needs training for new members on "fundraising from various sources of funding". They have good communication with beneficiaries, schools and bodies of state and local government.

Monitoring and evaluating the implementation of the strategy is optimal, although there are no clear indicators of success.

The organization has rules that are applied in the writing and implementation of the projects. These rules are not established by written organizational rule book, but they are established through the practice fostered by the organization. Teams from individual organizational units are involved in project planning. The organization can respond to the needs of project planning and implementation, as well as the requirements of the donors and the target groups. The writing of the projects involves more employees who prepare individual parts of the application form, which at the end of the process is finalized by two most experienced people. CRI lacks knowledge in the preparation of projects for EU funds (with mentor support during training), and for new employees they also lack skills in writing projects for local and foreign funds. The organization applies a monitoring and evaluation system at the project level. At regular meetings at the level of organization, monitoring of the implementation of projects is carried out. It is necessary to go even further in the field of monitoring the impact of projects and holding of meetings after the

completion of projects in order to exchange impressions in the implementation of the projects.

The most responsible persons in the CRI have the appropriate skills in public advocacy acquired through trainings and through practical work (campaign against child contracted marriages). The organization uses the tools for representation (media presentation of actions), but they are not transferred to the organizational plan for advocacy and are not part of the wider system. Although the organization is in public recognized by its advocacy (in the field of women's rights), it is necessary to develop plans for additional training of staff in the use of all advocacy tools and to conduct appropriate trainings. The advantage of the organization is community recognition and good relations with the municipal authorities, the Police Administration, Security Centre of Nikšić and the Center for Social Work. CRI has certain lobbying experience that was most used in working groups for the development of certain national and local public policies.

The organization has suitably developed human resources and the ability to provide services. The organization has a long tradition of legal, psycho-social, economic counseling and empowerment. All services are in accordance with the Strategic Plan. CRI has good communication with other organizations that are complementary to services. There is no established system of monitoring of the standard of quality of services provided, although they are constantly improving. It is necessary to strengthen the capacities of its staff in providing services through additional special trainings. Although user-oriented, the organization should further develop communication with them in order to assess more adequately and with more quality their needs and to create services accordingly. A larger office space is needed for the work of the organization in order to provide services in a quality way.

Although the organization regularly monitors and analyzes needs, there are insufficiently developed analytical skills and the skills for writing of effective analyzes. In particular, the improvement of capacities for analysis in the field of economic empowerment of women is needed. The organization has knowledge and skills for assessing the external environment. These assessments are carried out in the framework of project planning. Also, it is necessary to further strengthen the capacities of the staff in the methodology of the research.

The organization has strengthened the partnership with national institutes and organizations and applies two-way communication. The organization has the capacity for a strategic approach to establishing of cooperation and partnership with local self-government, institutions and organizations at the local level. It is necessary to improve the capacities of the organization for the maintenance of networks and coalitions. The

organization has a strategic approach to establishing of cooperation and partnership with organizations and institutions from other sectors. It is necessary to further strengthen cooperation with other sectors, especially the business sector, and this should be defined through a strategic plan.

The structure of the organization is functional and partially decentralized, with a complete division of the competent and executive level. The organization has developed individual procedures of the bodies and job descriptions. There is a clear division of work. Decision-making is in practice decentralized at the level of implementation of projects, and by consensus most decisions are made. All employees are familiar with activities within all projects.

It is necessary to improve the Rulebook of Procedure and the Rulebook on the systematization of workplaces and additional part-time positions.

The organization does not have a recruitment system that is applied and regularly updated. The organization has a system of praise, reward and motivation (for example, it has some basic criteria; the prize is mostly given through attendance of seminars and trainings). The organization works with volunteers, but it is necessary to develop policies and a strategic approach. It is necessary to strengthen capacities for trainings with volunteers intended for motivation. CRI does not have a plan for capacity building, nor a specific budget for this purpose.

The organization has a developed system for carrying out of administrative and financial operations, although formally there is no written guide defining procedures in these areas. The organization has an established archiving system. The organization creates various reports for different stakeholders and target groups, including annual reports, internal reports, assesment reports and other types of information. Reporting is done on the basis of a developed monitoring and evaluation system. External control is performed both on projects and on the level of the whole organization.

A Guide for Administrative and Financial Procedures should be developed. It is necessary to introduce an electronic archiving system. The introduction of periodic internal, program reporting should be considered. The organization recognizes the importance of the public (target groups, donors, users, stakeholders) for their work and it works on developing of access to external communications for each specific group. The organization has built a clear image in accordance with its mission and vision. The organization has partially suitable abilities to maintain public relations that are located in a small number of people. CRI has established the basic rules and practices as well as the format for transmitting of messages to the public. The organization has a website page

that corresponds to its function. The staff has the ability to use e-resources in its work, but it is necessary to work on capacity building in this area.

It is necessary to improve the External Communications Plan that would follow the new strategic plan of the organization and to conduct training for the personnel in the field of public relations.

7.1 Opportunities and threats

There are several public policies adopted at the state and local government level that are in the favor of the CRI efforts to improve the position of the target group: the Social Inclusion Strategy 2016-2020; Local Action Plan for Niksic 2018-2022; Also important are the acts of the European Union that can serve as a basis for further integration of Roma and Egyptians in Montenegro (European Charter 2020). An important opportunity for further work and development of CRI is certainly available EU funds through which some of the planned goals of the organization can be achieved.

On the other hand, there are threats that must be taken into account when implementing CRI activities. Some of the biggest threats to the work of the CRI are: donors' departure, insensitivity of institutions and insensitivity for Roma and Egyptian problems, great pressure from the community to solve their problems as soon as possible, stereotypes, prejudices, discrimination by the majority community.

Direct and indirect users of services and favors of CRI are:

1. Members of Roma and Egyptian population
2. Government
3. Public institutions from the field of social and health care
4. Police
5. International, humanitarian and NGO organizations
6. Volunteers
7. Media

Key problems of the target group

In the past ten years, Montenegro has made progress in the field of inclusive education, although due to multiple discrimination and general poverty, and numerous social reasons, Roma and Egyptian children often do not attend regular and compulsory school system. There is no single explanation for high rates of dropping out, but rather multiple determinants that often interact with each other. These include, amongst others: stigma

and discrimination, poverty, housing and hygiene, cultural attitudes and traditions of the community, low preschool attendance rates, quality of education, and gaps in monitoring systems and slow implementation of legislation designed to improve their prospects.⁶ This is supported by the lack of a legal mechanism for sanctioning of bad success and a large number of unexcused absences. In fear of drop out, teaching staff in schools fails to deal with this problem. The great problem of language barrier between children and teaching staff is expressed, which is an additional obstacle in the process of education of Roma and Egyptian children. Although according to the official data from the last 2011 census, of the total number of school-age children (72,637), 95% of them attended classes, in the Roma and Egyptian population, the percentage of children attending elementary school is drastically lower (51%). UNICEF data show that 35% of boys and 60% of Roma and Egyptian girls 15 years of age or more never went to school. In addition, 38% of boys and 25% of girls of the mentioned age group did finished primary school. In addition, only 20% of boys and 12% of girls finishes primary school, while 7% finishes secondary education. This is, however, a huge difference compared to 98%, or 86% of what is the completion rate of primary, ie secondary school among children of the majority population.⁷

The extremely poor educational structure of Roma / Egyptian women is one of the causes of non-integration into society that has an impact on the deepening of the socio-economic and cultural gap between men and women in the community, resulting in the fact that the Roma and Egyptian women faces with domestic violence and contracted marriage, which is why the Center for Roma Initiatives (CRI) in the past five years has opted for more intensive work to solve these problems. The results of the research on domestic violence conducted by the Center for Roma Initiative Niksic⁸ once more confirmed that Roma and Egyptian women are constantly confronted with violence within their ethnic community (by their fathers, brothers, wives, widows, and even mothers-in-law). As a common cause of domestic violence, the respondents first mentioned 'tradition' in 32.4% of cases, alcohol 18.4%, narcotics 2.2%, poverty 6.5% and low education 1.6%. These answers illustrate the fact that a woman in a Roma and Egyptian family has always had a subordinate position and been exposed to various layers and intersections of violence. The Roma and Egyptian women have, through primary socialisation, accepted matrices of violent behaviour as completely natural, which could be seen from the conversation with them on the theme of violence and their attitude towards it. On the other hand, multiple forms of discrimination and the

⁶A study on obstacles to education in Montenegro, Roma and Egyptian children, UNICEF, June 2013;

⁷A study on obstacles to education in Montenegro, Roma and Egyptian children, UNICEF, June 2013;

⁸ Nasilje u porodici u romskoj i egipćanskoj zajednici, Centar za romske inicijative, 2015godine, Care International BiH.

evident isolation of the majority population of Roma women prevent them from addressing institutions and seeking protection.⁹

An additional problem faced by Roma and Egyptian women in Montenegro is that they are exposed to the most severe forms of violation of basic human rights, ie to child, contracted marriages. According to the research of the Center for Roma Initiatives the fact that even 72.4% of girls before 18 years of age enter into marriage (period between 12 and 17 years of age): in 59,1% of child contracted marriage cases, decision has been made by girls' parents, in 52% they don't choose the partner, nor they decide on the moment they will enter the marriage, but their parents, families and community representatives make decision on their behalf. 44,2% of girls haven't met their future husband before wedding. 60.2% of male respondents and 61.6% of female respondents confirmed that there is a custom of buying of young people when contracting a marriage. Certain amount of money is given and according to the responses of respondents, it ranges: from 200 to 1000 euros 10.2%, from 2000 to 3000 euros 35.7%, from 3000 to 4000 euros 31.1% and over 4000 euros 25.3%.

These data confirm the hypothesis that within the Roma and Egyptian ethnic communities child contracted marriages are not a coincidence, but a stable model of behavior that causes a whole range of negative consequences¹⁰

The European Strategy 2020 sets the main goal to have employed 75% of the population aged 20-64 (on average, the employment rate in the EU is 68, 8%)¹¹. On average, annually there are about 1000 persons registered in the register of the Employment Institute, who declare themselves as members of the Roma and Egyptian populations. Women's participation is about 40%. More than 90% of the registered members of the Roma and Egyptian populations are persons with no occupation and professional qualifications who, as a rule, wait longer for employment. Representatives of the companies consider that the key problem of employment is the low level of education of members of the Roma and Egyptian communities (82.1%). Further, as reasons for the large number of unemployed persons from the Roma and Egyptian communities, they indicate that the members of the majority community have negative attitudes and prejudices (64.9%) and the members of the Roma and Egyptian communities do not have the skills they need to be employed (60, 9%)¹². All this additionally influences the economic empowerment of Roma and Egyptian women, and because of the environment in which poverty, illiteracy, violence, discrimination within the family and the society are

⁹Publication "Domestic Violence in Roma and Egyptian Community in Montenegro", CRI, USA Ambasada Podgorica, 2014

¹⁰ Publikacija "Ugovoren brak jači od zakona", CRI, USA Ambasada Podgorica, 2014 godine.

¹¹ COM(2011) 11, Annex 3, Nacrt Izvještaja o zajedničkom zapošljavanju

¹²file:///C:/Users/user/Documents/Downloads/Strategija%20za%20socijalnu%20inkluziju%20Roma%20i%20Egip%20C4%87ana%202016-2020%20i%20AP%20za%202016%20(2).pdf

present, Roma and Egyptian women are multiple-discriminated against and deprived of the right to independence.

Strategic and operational objectives

Strategic objective 1

Improving the rights of Roma and Egyptian children

Operational objective 1.1.

Reduced number of child contracted marriages within the Roma and Egyptian communities in the territory of Montenegro

Strategic objective 2

Improving the protection of women against domestic violence in the Roma and Egyptian communities in Montenegro

Operational objective 2.1.

The community is familiar with the consequences of domestic violence and the ways of reporting

Operational objective 2.2.

Increased level of sensitivity of relevant institutions on the problem of domestic violence in the Roma and Egyptian communities

Strategic objective 3

Reducing the extent of the delinquency of children and youth in the Roma and Egyptian communities in Montenegro

Operational objective 3.1.

The system of protection and recognition of the consequences of delinquent behavior in children and young people has been improved

Strategic objective 4

Improving the socio-economic conditions for the lives of Roma and Egyptians on the territory of Montenegro

Operational objective 4.1.

Strengthened capacities for starting a business or employment

Operational objective 4.2.

Increased interest of institutions and employers to create conditions for economic empowerment of Roma and the Egyptian women

Operational objective 4.3.

Improved legal status of Roma and Egyptian communities in the territory of Niksic municipality

Strategic objective 5

Creating of conditions for improving the education of children and young in Roma and Egyptian communities

Operational objective 5.1.

Increased awareness among members of the Roma and Egyptian community on the importance of education

Operational objective 5.2.

Improved conditions for attending regular elementary education

Strategic objective 6

Improving financial sustainability of the organization

Operational objective 6.1.

Increased organization capacity in fundraising

Operational objective 6.2.

Improved institutional support for the work of the organization

Operational objective 6.3.

Drafting of normative acts in the area of financial and administrative management

Strategic objective 7

Upgraded system of service delivery

Operational objective 7.1

Obtaining of ISO 9001 standards

Strategic objective 8

The human resources management system has been upgraded

Operational objective 8.1.

Creation of internal acts in the field of human resources management

Strategic objective 9

Improving of the management system and the decision-making system

Operational objective 9.1.

Creation of adequate internal acts regulating the management system and the decision-making system

Strategic objective 10

Improving the system for representing the interests of Roma and Egyptian women

Operational objective 10.1.

The system of identification of the needs of the target group has been improved

Operational objective 10.2.

Improving capacities for advocacy

Strategic objective 11

Improving of external communication

Operational objective 11.1.

Improved cooperation with certain institutions and organizations

Operational objective 11.2.

Improved external communication capacities

OPERATIONAL PLAN

STRATEGIC OBJECTIVE 1: Improved rights of Roma and Egyptian children

Operational objective 1.1. Reduced number of child contracted marriages within the Roma and Egyptian communities in the territory of Montenegro

Activities	Indicators	Responsible person	Time frame	Resources/euro
1.1.1. Organizing of educational workshops and forum theaters on the consequences of child contracted marriages	At least 20 workshops and forum theaters held with at least 500 participants	Coordinator of the organization Project team	Continually	5000
1.1.2. Organizing of educational workshops for getting familiar with the legal procedure that sanctions child and contract marriage	At least 20 workshops held, with at least 300 participants	Coordinator of the organization Project team	Continually	2400
1.1.3. Organizing a public advocacy campaign to amend or supplement the Criminal Offense of Trafficking in Persons	Amendments prepared, support provided by at least 4 deputies, amendments to the law presented to the Ministry of Justice	Coordinator of the organization Project team	Till the end of 2019	10000

1.1.4. Organizing of seminars with relevant institutions (Education, CSW, police, prosecution, judiciary, health) on the subject of sensitization regarding the problem of child contracted marriages	At least 10 seminars attended by at least 200 officials	Coordinator of the organization Project team	Continually	10000
1.1.5. Organization of study visits in order to exchange good practices on combating of child marriages	At least 2 study visits involving at least 15 participants (Representatives of the MIA, CSW, ES, NGOs dealing with this issue)	Coordinator of the organization Project team	Till the end of 2019	6000
1.1.6. Preparation of policies and documents for licensing services for psycho-social assistance to victims of contracted marriages	Rulebook and a number of necessary documents created	Coordinator of the organization Project team	Till the end of 2018	5000
1.1.7. Providing of psycho-social support services for victims of contracted marriages and persons at risk of becoming victims	At least 100 people annually received the service Provision of personnel and spatial conditions for the provision of the services	Coordinator of the organization Project team	Continually	30000

STRATEGIC OBJECTIVE 2**Improved protection of women against domestic violence in the Roma and Egyptian communities in Montenegro****Operational objective 2.1.****The community is familiar with the consequences of domestic violence and the ways of reporting**

Activities	Indicators	Responsible person	Time frame	Resources/euro
2.1.1. Establishment of an operational team comprised of relevant actors who will directly inform the community about the consequences of violence, the manner of reporting, etc.	Established operating team composed of at least 5 experts At least 10 organized visits to the community At least 50 people directly addressed us for a particular service or information	Coordinator of the organization Project team	Till the end of 2018	10000

2.1.2. Organizing of a training for a group of volunteers within the community who will serve as support and provide assistance in reporting (confidential persons)	Organized at least 2 training modules lasting three days with at least 10 volunteers trained to work as confidential persons	Coordinator of the organization Project team	Till the end of 2020	4000
2.1.3. Organizing of educational workshops / forum theaters for community with focus on women on the issue of domestic violence	At least 20 workshops/ forum theaters held with at least 500 participants	Coordinator of the organization Project team	Continually	6500
2.1.4. Organizing of trainings for members of the organization for providing of confidential person services and monitoring the implementation of protective measures	At least 4 trainings for employees in the organization are organized	Coordinator of the organization Project team	Till the end of 2019	12000
Operational objective 2.2.				
Increased level of sensitivity of relevant institutions on the problem of domestic violence in the Roma and Egyptian communities				
Activities	Indicators	Responsible person	Time frame	Resources/euro
2.2.1. Organizing of seminars with relevant institutions (education, CSW, police, prosecution, judiciary, health) on the topic of sensitization for the problem of domestic violence	At least 10 seminars held attended by at least 200 officials	Coordinator of the organization Project team	Continually	10000

2.2.2. Developing of the theory of change for the purpose of more adequate suppression of domestic violence	Developed Theory of Change A conference for the presentation of the document at which at least 50 people will take participation	Coordinator of the organization Project team	Till the end of 2019	7000
2.2.3. Monitoring the implementation of legal authorisations and protective measures of judicial authorities	Research carried out and published showing the results of the evaluation A press conference will be held on which the results will be presented	Coordinator of the organization Project team	Till the end of 2021	8000
<p>STRATEGIC OBJECTIVE 3: Reduced extent of the delinquency of children and youth in the Roma and Egyptian communities in Montenegro</p>				
<p>Operational objective 3.1. The system of protection and recognition of the consequences of delinquent behavior in children and young people has been improved</p>				

Activities	Indicators	Responsible person	Time frame	Resources/euro
3.1.1. Organizing of workshops / forum theaters on the theme of delinquent behavior and consequences for children and young people	At least 20 workshops/ forum theaters held with at least 500 participants	Coordinator of the organization Project team	Continually	6500
3.1.2. Organizing a summer camp on the problem of behavior of children and youth	Organized at least 3 summer camps for a period of four days (per camp), at which participation will be taken by at least 50 young people (male and female)	Coordinator of the organization Project team	2020/2021	15000
3.1.3. Organizing of training for peer educators who will further transfer their knowledge to peers in the community	At least 4 training modules lasting 3 days held that will be attended by at least 20 peer educators who passed training	Coordinator of the organization Project team	Till the end of 2019	12000
STRATEGIC OBJECTIVE 4:				
Improved socio-economic conditions for the lives of Roma and Egyptians on the territory of Montenegro				

Operational objective 4.1. Strengthened capacities for starting a business or employment				
Activities	Indicators	Responsible person	Time frame	Resources/euro
4.1.1. Organizing of educational workshops on the topic of informing, writing business plans, motivating women to start their own businesses	Organized at least 10 workshops for at least 100 women At least 30% of women showed interest in starting business plans	Coordinator of the organization Project team	Continually	5000
Operational objective 4.2. Increased interest of institutions and employers to create conditions for economic empowerment of Roma and the Egyptian women				
Activities	Indicators	Responsible person	Time frame	Resources/euro
4.2.1. Lobbying of relevant institutions for achieving the possibility of inclusion of funds for employment of Roma and Egyptian women in the budget	A proposal for a budget change was submitted Organized at least 3 meetings with the relevant institutions where the	Coordinator of the organization Project team	Continually	No resources needed

	representatives were informed about the initiative			
4.2.2. Lobbying of the tax administration to create the first-year tax exemption for members of the Roma and Egyptian population who run their own businesses	Delivered proposal for creating opportunities At least 1 meeting with the Tax Administration was organized	Coordinator of the organization Project team	Continually	Nijesu potrebna sredstva
4.2.3. Lobbying of the Employment Bureau to determine in a number of existing programs a certain number of qualifications for Roma and Egyptian women according to the needs of the labor market	A proposal for creation of the possibility of 10% of the total number of attendants to be members of the Roma and Egyptian population At least 3 meetings with relevant institutions are organized At least 20 women have undergone training	Coordinator of the organization Project team	Continually	Nijesu potrebna sredstva

Operational objective 4.3.				
Improved legal status of Roma and Egyptian communities in the territory of Niksic municipality				
Activities	Indicators	Responsible person	Time frame	Resources/euro
4.3.1. Providing of staff to work on legal issues	A person employed	Coordinator of the organization	Till the end of 2017	
4.3.2. Analysis of the current situation regarding the legal status in Nikšić municipality in the Roma and Egyptian populations	A research done	Project team	First quarter of 2018	2000
4.3.3. Continuous work on the documentation of the Roma and Egyptian communities	At least 50% of initiated and resolved cases per year out of the total number of unresolved cases	Project team	Continually	20000
4.3.4. Organizing of a training on the importance of resolving the legal status	At least 10 workshops held that were attended by at least 200 persons who were interested in it	Project team	Continually	1000
STRATEGIC OBJECTIVE 5:				
Creating of conditions for improving the education of children and young in Roma and Egyptian communities				

Operational objective 5.1.				
Increased awareness among members of the Roma and Egyptian community on the importance of education				
Activities	Indicators	Responsible person	Time frame	Resources/euro
5.1.1. Organizing a campaign to show examples of good practice	At least 2 campaigns that display examples of good practice were organized At least 15 enrolled children At least 80% of the total number of previously enrolled students continued their education	Project team	Till the end of 2019	6000
5.1.2. Organizing of educational workshops on the importance of sending children to kindergartens and engaging in social activities / groups	Organized at least 20 workshops for at least 300 people At least 15 children enrolled by age	Project team	Continually	2000
Operational objective 5.2.				
Improved conditions for attending regular elementary education				

Activities	Indicators	Responsible person	Time frame	Resources/euro
5.2.1. Preparation and signing of the Memorandum of Cooperation with the ES OG and MLL	Memorandum on Cooperation created with at least 2 ES where children regularly attend classes At least 6 joint activities and initiated initiatives	Project team	Till the end of 2018	No resources needed
5.2.2. Lobbying with relevant institutions to improve infrastructure in settlements	Submitted proposal for resolving infrastructure At least 7 meetings with representatives of relevant institutions for the purpose of lobbying were held	Project team	Continually	No resources needed
5.2.3. Lobbying relevant institutions to create opportunities for attending pre-school institutions	Proposal for providing transport, free attendance of kindergarten for children of Roma and Egyptian populations	Project team	Continually	No resources needed

	submitted At least 5 meetings with the representatives of the relevant institutions were organized			
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**STRATEGIC OBJECTIVE 6:
Improving financial sustainability of the organization**

**Operational objective 6.1.
Increased organization capacity in fundraising**

Activities	Indicators	Responsible person	Time frame	Resources/euro
6.1.1. Staff training for projects writing	Trained 5 people to write EU projects, 5 people for local funds	Coordinator of the organization	Fourth quarter of 2018	2.800
6.1.2. Training for employees – English language	50% of members of the organization are trained for basic English use	Coordinator of the organization	Continually	2.000

6.1.3. Developing a fundraising plan	A fundraising plan was made	Members of the organization and members of the Advisory Board	Third quarter of 2017	1.000
Operational objective 6.2. Improved institutional support for the work of the organization				
Activities	Indicators	Responsible person	Time frame	Resources/euro
6.2.1. Meeting with the Vice President of the Municipality of Niksic	Organized 3 meetings Memorandum of cooperation signed	Coordinator of the organization	First quarter of 2018	No resources needed
6.2.2. Meetings with representatives of the business sector from Niksic	Organized 10 meetings Memorandum of cooperation signed	Coordinator of the organization President of the Assembly of the organization	Till the end of 2018	No resources needed
Operational objective 6.3. Drafting of normative acts in the area of financial and administrative management				
Activities	Indicators	Responsible person	Time frame	Resources/euro
6.3.1. Improved Rules on Administrative and Financial Procedures	Amended rules on administrative and financial procedures	Coordinator of the organization President of the Assembly of the organization	Till the end of 2018	1000 eur

		Advisory Board		
STRATEGIC OBJECTIVE 7: Upgraded system of service delivery				
Operational objective 7.1 Obtaining of ISO 9001 standards				
Activities	Indicators	Responsible person	Time frame	Resources/euro
7.1.1. Training of members of the organization on the process of standardization of services	Training for 50% of members of the organization on the standardization process was realized	Coordinator of the organization	First quarter 2018	5.000
7.1.2. Providing a larger office space to work	Provided larger office space	Executive coordinator	Till the end of 2018	
STRATEGIC OBJECTIVE 8: The human resources management system has been upgraded				

Operational objective 8.1. Creation of internal acts in the field of human resources management				
Activities	Indicators	Responsible person	Time frame	Resources/euro
8.1.1. Creation and updating of personnel policies of the organization	Personnel policy of the organization developed		First quarter 2019.	1000
8.1.2. Improve work policies with volunteers	Improved document (policy) of work with volunteers		First quarter of 2018	800
STRATEGIC OBJECTIVE 9: Improving of the management system and the decision-making system				
Operational objective 9.1. Creation of adequate internal acts regulating the management system and the decision-making system				
Activities	Indicators	Responsible person	Time frame	Resources/euro
9.1.1. Supplement to the Rules of Procedure	the Rules of Procedure supplemented	Coordinator of the organization President of the assembly of the organization	Till the end of 2018	No resources needed

		Advisory Board		
9.1.2. Preparation of the systematization rules	Rulebook on systematization prepared	Coordinator of the organization President of the assembly of the organization Advisory Board	Till the end of 2018	No resources needed
9.1.3. Creation of written rules on archiving	An archive rule was created	Coordinator of the organization President of the assembly of the organization	Till the mid of 2018	No resources needed
STRATEGIC OBJECTIVE 10: Improvment of the system for representing the interests of Roma and Egyptian women				
Operational objective 10.1. The system of identification of the needs of the target group has been improved				
Activities	Indicators	Responsible person	Time frame	Resources/euro
10.1.1. Creating and improving procedures for determining of services	A questionnaire (methodology) developed to better address the needs of the target community	Coordinator of the organization	First quarter of 2019	No resources needed

10.1.2. Training on research methods for data collection	Two members of the organization completed training for data collection	Coordinator of the organization Members of the organization	First quarter of 2019	2.000
Operational objective 10.2. Improved capacities for advocacy				
Activities	Indicators	Responsible person	Time frame	Resources/euro
10.2.1. Training of personnel for the implementation of the advocacy campaign	50% of organization members trained through two advocacy seminars		Till the end of realization of the plan	2000
STRATEGIC OBJECTIVE 11: Improving of external communication				
Operational objective 11.1. Improved cooperation with certain institutions and organizations				
Activities	Indicators	Responsible person	Time frame	Resources/euro
11.1.1. Organizing meetings with organizations and institutions with which the Memoranda of Cooperation have been signed	Held per at least 4 meetings with all signatories of the Memorandum of Cooperation	Coordinator of the organization	Till the end of realization of the plan	No resources needed

11.1.2. Signing a memorandum of cooperation	Memorandums of cooperation signed with all interested institutions and organizations		Till the end of 2020	No resources needed
Operational objective 11.2. Improved external communication capacities				
Activities	Indicators	Responsible person	Time frame	Resources/euro
11.2.1. Training for members of the organization for maintaining the website and other social networks	Training for 50% of members of the organization for the maintenance of web-starter was realized	Coordinator of the organization	Till the end of 2017	1000
11.2.2. Training of members of the organizations for communication with the public	50% of members of the organization trained through two seminars for public communication	Coordinator of the organization	Continually	4.000

BUDGET – FOR FOUR YEARS FOR THE PERIOD 2018-2021	
Year	Amount of funds in euros
2018	187.050,00
2019	181.850,00
2020	157.950,00
2021	162.750,00

MONITORING PLAN AND EVALUATION PLAN

Operational goal	Indicators	Source of verification	Responsible person
1.1. Reduced number of child contracted marriages within the Roma and Egyptian communities in the territory of Montenegro	1.1.1. At least 20 workshops and forum theaters held with at least 500 participants	Pictures, lists of participants	Project team
	1.1.2. At least 20 workshops held, with at least 300 participants	Pictures, lists of participants	Project team
	1.1.3. Amendments prepared, support provided by at least 4 deputies, amendments to the law presented to the Ministry of Justice	Amendment, signed support, lists of participants, pictures	Project team
	1.1.4. At least 10 seminars attended by at least 200 officials	Pictures, lists of participants	Project team
	1.1.5. At least 2 study visits involving at least 15 participants (Representatives of the MIA, CSW, ES, NGOs dealing with this issue)	Pictures from meetings, lists of participants, airplane tickets	Project team
	1.1.6. Rulebook and a number of necessary documents created		

	1.1.7. At least 100 people annually received the service. Provision of personnel and spatial conditions for the provision of the services	Requests, letters, staff, pictures	Executive coordinator and Project team
2.1. The community is familiar with the consequences of domestic violence and the ways of reporting	2.1.1. Established operating team composed of at least 5 experts	Solution for a member of the operational team	Coordinator of the organization Project team
	At least 10 organized visits to the community	Pictures	Project team
	At least 50 people directly addressed us for a particular service or information	List of the requested service directly in the community	Project team
	2.1.2. Organized at least 2 training modules lasting three days with at least 10 volunteers trained to work as confidential persons	Pictures, lists of participants	Project team
	2.1.3. At least 20 workshops/ forum theaters held with at least 500 participants	Pictures, lists of participants	Project team
	2.1.4. At least 4 trainings for employees in the organization are organized	Pictures, lists of participants	Coordinator of the organization

2.2. Increased level of sensitivity of relevant institutions on the problem of domestic violence in the Roma and Egyptian communities	2.2.1. At least 10 seminars held attended by at least 200 officials	Pictures, lists of participants	Project team
	2.2.2. Developed Theory of Change A conference for the presentation of the document at which at least 50 people will take participation	Document, pictures, lists of participants	Project team
	2.2.3. Research carried out and published showing the results of the evaluation A press conference will be held on which the results will be presented	Questionnaires, publication, newspaper articles, TV shows	Project team
3.1. The system of protection and recognition of the consequences of delinquent behavior in children and young people has been improved	3.1.1. At least 20 workshops/ forum theaters held with at least 500 participants	Pictures, lists of participants	Project team
	3.1.2. Organized at least 3 summer camps for a period of four days (per camp), at which participation will be taken by at least 50 young people (male and female)	Pictures, lists of participants	Project team
	3.1.3. At least 4 training modules lasting 3 days held that will be attended by at least 20 peer educators who passed training	Pictures, lists of participants	Project team
4.1. Strengthened capacities for starting a business or employment	4.1.1. Organized at least 10 workshops for at least 100 women At least 30% of women showed interest in starting business plans	lists of participants, pictures, draft of plans for the launch	Project team

		of business plans	
4.2. Increased interest of institutions and employers to create conditions for economic empowerment of Roma and the Egyptian women	4.2.1. A proposal for a budget change was submitted Organized at least 3 meetings with the relevant institutions where the representatives were informed about the initiative	Amendment, pictures, lists from meetings	Coordinator of the organization Project team
	4.2.2. Delivered proposal for creating opportunities At least 1 meeting with the Tax Administration was organized	Document, pictures, lists from meetings	Coordinator of the organization Project team
	4.2.3. A proposal for creation of the possibility of 10% of the total number of attendants to be members of the Roma and Egyptian population At least 3 meetings with relevant institutions are organized At least 20 women have undergone training	Proposal of the document, pictures from trainings, lists of participants	Coordinator of the organization Project team
4.3. Improved legal status of Roma and Egyptian communities in the territory of Niksic municipality	4.3.1. A person employed	Work contract	Executive coordinator
	4.3.2. A research done	Publication	Project team
	4.3.3. At least 50% of initiated and resolved cases per year out of the total number of unresolved cases	Requests for initiated cases, arranged documents (statements, ID cards ...)	Project team
	4.3.4. At least 10 workshops held that were attended by at least 200 persons who were interested in it	Pictures, lists of participants	Project team

5.1. Increased awareness among members of the Roma and Egyptian community on the importance of education	5.1.1. At least 2 campaigns that display examples of good practice were organized At least 15 enrolled children At least 80% of the total number of previously enrolled students continued their education	Pictures, lists of participants from workshops, TV reports, newspaper articles	Project team
	5.1.2. Organized at least 20 workshops for at least 300 people At least 15 children enrolled by age	Pictures, lists of participants from workshops, TV reports, newspaper articles	Project team
5.2. Improved conditions for attending regular elementary education	5.2.1. Memorandum on Cooperation created with at least 2 ES where children regularly attend classes At least 6 joint activities and initiated initiatives	Memorandum, list of participants, requests, pictures from joint activities	Executive coordinator Project team
	5.2.2. Submitted proposal for resolving infrastructure At least 7 meetings with representatives of relevant institutions for the purpose of lobbying were held	Requests, list and pictures from the meetings held	Executive coordinator Project team
	5.2.3. Proposal for providing transport, free attendance of kindergarten for children of Roma and Egyptian populations submitted At least 5 meetings with the representatives of the relevant institutions were organized	Requests, list and pictures from the meetings held	Executive coordinator Project team

6.1. Increased organization capacity in fundraising	6.1.1. Trained 5 people to write EU projects, 5 people for local funds At least two drafts of the project proposals for EU funds and 4 for local funds were created	List of trainings participants Project proposals	Executive coordinator Team for writing of project proposals
	6.1.2. 50% of members of the organization are trained for basic English use	Certificates	Executive coordinator
	6.1.3. A fundraising plan was made	A fundraising plan	Executive coordinator
6.2. Improved institutional support for the work of the organization	6.2.1. Organized 3 meetings Memorandum of cooperation signed	Memorandum, pictures and lists from organized meetings	Executive coordinator
	6.2.2. Organized 10 meetings Memorandum of cooperation signed	Memorandum, pictures and lists from organized meetings	Executive coordinator
6.3. Drafting of normative acts in the area of financial and administrative management	6.3.1. Amended rules on administrative and financial procedures	Decisions made on supplementing the Rules, document	Coordinator of the organization President of the assembly of the organization Advisory Board

7.1. Obtaining of ISO 9001 standards	Training for 50% of members of the organization on the standardization process was realized Provided larger office space	Documents created according to the ISO 9001 standard Pictures and list of participants from trainings, space	Coordinator of the organization President of the assembly of the organization Advisory Board
8.1. Creation of internal acts in the field of human resources management	Personnel policy of the organization developed	Personnel Policy Document	Coordinator of the organization President of the assembly of the organization Advisory Board
	Improved document (policy) of work with volunteers	Document of work with volunteers	Coordinator of the organization President of the assembly of the organization Advisory Board

9.1. Creation of adequate internal acts regulating the management system and the decision-making system	9.1.1. the Rules of Procedure supplemented	Rule book	Coordinator of the organization President of the assembly of the organization Advisory Board
	9.1.2. Rulebook on systematization prepared	Rule book	Coordinator of the organization President of the assembly of the organization Advisory Board
	9.1.3 An archive rule was created	Rule book	Coordinator of the organization President of the assembly of the organization Advisory Board
10.1 The system of identification of the needs of the target group has been improved	10.1.1. A questionnaire (methodology) developed to better address the needs of the target community	Questionnaire	Coordinator of the organization President of the assembly of the organization Advisory Board

	10.1.2. Two members of the organization completed training for data collection	Certificate of completed training	Coordinator of the organization Member of the organization
10.2. Improving capacities for advocacy	10.2.1. 50% of organization members trained through two advocacy seminars	Certificate of completed training	Coordinator of the organization Member of the organization
11.1 Improved cooperation with certain institutions and organizations	11.1.1. Held per at least 4 meetings with all signatories of the Memorandum of Cooperation	Pictures, lists from held meetings	Executive coordinator
	11.1.2. Memorandums of cooperation signed with all interested institutions and organizations	Memorandums of cooperation signed	Executive coordinator
11.2. Improved external communication capacities	11.2.1. Training for 50% of members of the organization for the maintenance of web-starter was realized	Pictures, the list of members of the organization that attended the training	Executive coordinator
	11.2.2. 50% of members of the organization trained through two seminars for public communication	Pictures, the list of members of the organization that attended the training	Executive coordinator

PLAN FOR FUNDRAISING

Donor	Tchique	Program	Duration	Responsible person	Procedure
Oak fondacija / CARE, UNDP, UNICEF	Written project proposal	Program of reduction of child contracted marriages within the Roma and Egyptian communities on the territory of Montenegro	Continually	Executive coordinator and Project team for project writing	Direct call
Oak / CARE/ UNDP, UNICEF, UN WOMEN, Ministarstvo rada	Written project proposal	Program of reduction of domestic violence within the Roma and Egyptian communities	Continually	Executive coordinator and Project team for project writing	Through public and direct calls
EU fondodovi, CARE, OAK	Written project proposal	A program for reduction of peer violence and delinquent behavior in children and young people	Continually	Executive coordinator and Project team for project writing	Through public and direct calls
EU fondodovi, CARE, OAK	Written project proposal	Program-Economic Development of Roma and Egyptian Women	Continually	Executive coordinator and Project team for project writing	Through public and direct calls
OAK, OSF	Written project proposal	Program of legal aid and legal status of the Roma and Egyptian Communities in the Municipality of Niksic	Continually	Executive coordinator and Project team for project writing	Direct call
OAK, REF, OSF, Ministarstvo prosvjete, lokalna samouprava	Written project proposal	A program for improving the education of members of the Roma and Egyptian communities	Continually	Executive coordinator and Project team for project writing	Direct call

OAK, CARE	Written project proposal	Increased organization capacity in fundraising	Continually	Executive coordinator	Direct call
Oak fondacija / CARE,	Written project proposal	Capacity Building of CRI	Continually	Executive coordinator and Project team for project writing	Direct call