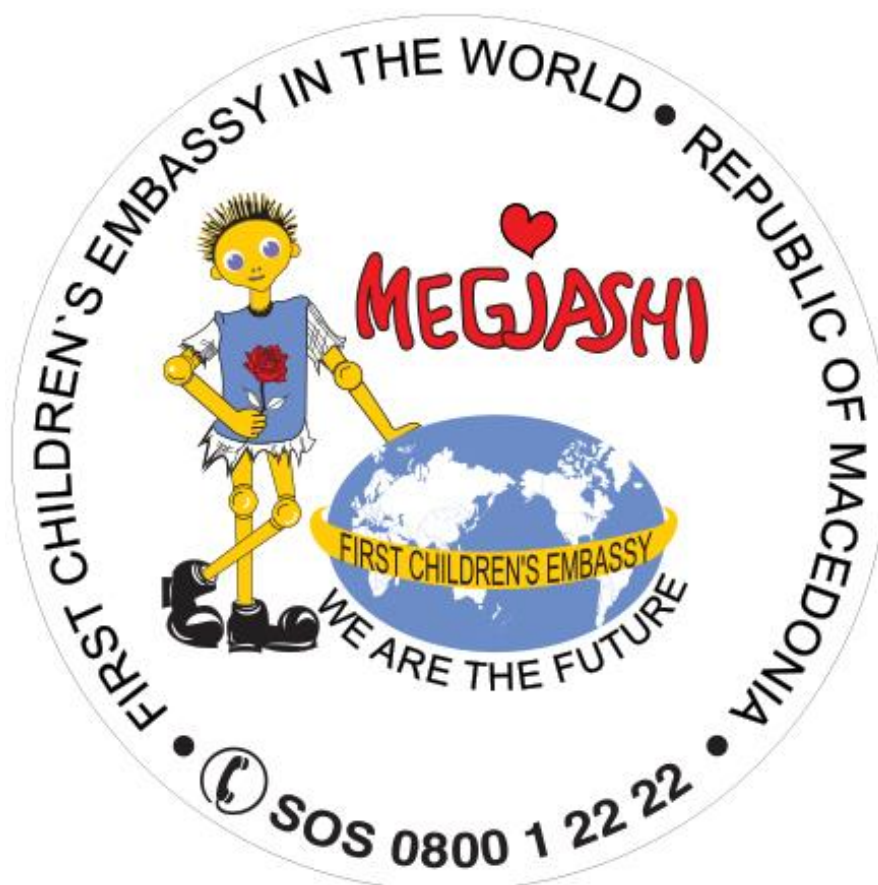


**First Children's Embassy in the World MEGJASHI –
Republic of Macedonia**



**STRATEGIC PLAN
2016-2020**

Skopje, March 2016

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EXECUTIVE SUMMARY

On the eve of the celebration of the 25th anniversary of its founding, the First Children's Embassy in the World - Megjashi (FCEW) prepared its third five year long Strategic Plan for the period 2016 - 2020. This developed plan is the result of a participatory process that included participation from the staff and representatives of the management and supervisory bodies of the organization.

The long transition, slow progress of Macedonia's EU integration process and the improved conditions for the civil society in the country, are the key features of the current environmental context in which Megjashi operates. The country faced an acute challenge in the past two years, meaning that a part of its territory was used as a transitional destination for hundreds of thousands of migrants from the Middle East and Africa. Violations of children's rights, poverty and issues of neglect related to the welfare of children and youth by the state are the key challenges in the field of work of the organization.

On the positive note, Megjashi has been the most recognizable CSO among citizens in Macedonia, and an organization, which citizens trust the most for quite many years now. This represents a great social capital that has yet to be upgraded and carefully utilized.

In order to bring its role closer to the users, target audience and the general public, Megjashi tries to clarify the definition of its organizational vision and mission:

Megjashi's **vision** is building a more just world for every child.

Megjashi's **mission** is to represent and protect the rights of children, to encourage responsible parenthood and respect of the child's personality, to strengthen the civil rights movement for children's rights, child participation/inclusion, while favoring the functionality of the institutions in the best interests of the child. Megjashi promotes peace education, by developing active citizenship based on the principle of non-violence, and fosters diversity and equal opportunities for all.

The **motto** is - All ideals of the world are less worthy compared to the child's tears.

Core **values and principles** of the organization remain to be - participation/inclusion, peace and tolerance, equal opportunities, volunteering, accountability, responsibility and defying political-partyization

The work of Megjashi in the upcoming period will be a contribution to achieving the following long-term goals of the organization:

- *respect and understanding of children's rights and child's personality;*
- *promotion of the culture of peace and nonviolence;*
- *strengthening of civil and social mobilization for the benefit of children;*
- *building functional institutions that act in the best interests of children; and*
- *Megjashi is a sustainable and proactive organization based on clear values and well organized to offer solutions and initiate changes.*

Megjashi's **target groups** are all children and youth, with special focus on marginalized groups of children and youth.

The organization will continue to work at the national level in Macedonia, but will collaborate with international partners and will conduct activities abroad every time when such actions can contribute to the improvement of the welfare of children.

INTRODUCTION

The First Children's Embassy in the World (FCEW) Megjashi has prepared this Strategic Plan for the period between 2016-2020, through a participatory process of consultation and planning in the beginning of 2016. The inclusion of representatives of executive, managerial and supervisory bodies of the organization contributed to establishing shared expectations and goals.

Megjashi's Strategic Plan for 2016-2020 is the third document of this type. Experiences from previous cycles of strategic planning, and achievements in the implementation of previous strategic plans were the starting point for determining the strengths and weaknesses of the organization. The analysis of the environment pinpoints opportunities and threats for the organization in the current period.

In the framework of the strategic planning, Megjashi revises the statements in regards to the vision and mission of the organization, which, with certain clarifications and technical improvements (without substantial changes) clearly define the role of the organization in accordance with the changes in the environment and dynamic needs of the target group. The representatives of the Management Board, Supervisory Board and employees in Megjashi planned the main elements of the strategy as part of a three-day workshop in March 2016.

The development process and formulation of the Strategic Plan 2016-2020 was conducted by an external facilitator and was funded by Civica Mobilitas program of the Macedonian Center for International Cooperation.

Analysis of the environment

General context

Since declaring its independence in 1991, integration in the European Union and NATO still remains a priority commitment for the Republic of Macedonia. Despite the progress in meeting the criteria for membership made in the past, the big political crisis from the beginning of 2015 and the unresolved name issue, make the future of the European integration process highly improbable.

The long political crisis completely overshadows the economic, social and development issues. The crisis is characterized by confrontation between the ruling and opposition political structures, absence of dialogue and strong polarization along party and ethnic lines. Social development and promotion of human and civil rights seem to be of secondary importance to the public and are not on the agenda of the social debate.

The duration of the crisis threatens the relative financial and monetary stability in the country that realizes low, but positive growth rates. The unemployment and low living standards are the key problematic issues for the citizens.¹ The social stratification and the deepening of the gap between citizens with high income and poor citizens continue.²

The country is facing difficulties in the implementation of laws and public policies that are being harmonized over a longer period of time with the recommendations and standards of the EU. In fact, disrespect of the principle of law is one of the reasons for the continuation and deepening of the political crisis.

¹ An example - a research done by the International Republican Institute (IRI) in September 2014.

² According to data from the World Bank for Reconstruction and Development, in 2014 Macedonia was rated among the top three countries in Europe in terms of unequal distribution of national income.

The development of participatory democracy seems to be a difficult process. Citizens' distrust in the system slows down the development of civic activism. Political culture does not encourage wider social debate in the decision-making.

In the recent years, Macedonia has become a transit country for thousands of refugees and economic migrants from the Middle East and Africa trying to reach Western European countries. Although the country is not a target destination and a very small number of refugees are seeking asylum in the country, the transit of large numbers of refugees in Macedonia represents a safety, social and an economic challenge. Near the end of 2015, the influx of refugees significantly dropped because of the coordinated response to the crisis by the European Union and Turkey. Further development is hardly predictable and depends on developments in the Middle East and other regions.

Situation in the civil sector

The civil sector in Macedonia is still not sufficiently rooted in society and works in an environment that is not supportive, despite some improvements.

The Law on Associations and Foundations (LAF) from 2010 allowed civil society organizations to pursue activities that will make a profit, which must be used in order to achieve organizational goals. The anticipated status "public benefit organization" as a basis for tax and other incentives did not function in practice. Civil society organizations can carry out activities in the field of social protection on the behalf of the state³, but the implementation takes place in a delayed manner and did not bring the expected benefits.

Civil society organizations can engage volunteers.⁴

Participation of civil society organizations in the creation of laws and public policies is unsatisfactory, although the Strategy for cooperation of the government with civil society organizations determines the need and frame for it. Public institutions are more willing to collaborate when it comes to implementing the already established policies and priorities.

Citizens are still insufficiently involved in the civil society organizations.⁵

Many citizens believe that political parties have a strong influence over the organizations or that they are focused on implementing the priorities of their supporters the from outside, as opposed to the needs and priorities of their target groups.

The civil sector continues to be dependent on foreign financial support.

National and local governments provide only project support, but the process of allocating funds lacks real transparency.

Cooperation between the civil society and business sector is underdeveloped, although the companies gradually raise their own awareness in regards to their (corporate) social responsibility. Access to EU funds is hindered by the high standards and eligibility requirements, and due to the fact that the interest in them is greater than the possibilities for support.

Civil society organizations insufficiently cooperate with each other on key issues of common interest. Joint appearances are rare, initiated by foreign donors or facilitators and have a short duration.

³ According to the Law on Social Protection.

⁴ According to the Law on Volunteering.

⁵ An example - a research done by the International Republican Institute (IRI) in September 2014.

Context in the field of action

Increasing incidence of various types of child abuse and violation of their rights in recent years is a result of the increased awareness of children and parents. The number of reports of sexual abuse of children was dramatically increased, 5% of children do not go to school, their rights of security, a healthy and dignified life, the right to health care and a home are jeopardized. Many of these children are victims of prostitution, child trafficking, abusing drugs. As an indicator of the growing awareness regarding the rights of the children are the high school protests, where high school students were seeking inclusion/ participation in creating the programs that personally affect them.

The refugee crisis contributed to even greater expansion of the current issues in the area of children's rights. A major problem that affects most children is poverty, and it contributes to increasing distortion of a huge number of children's rights, partly mentioned above.

State institutions neglect the needs of children at the expense of the interests of the state, they are exclusive and uninterested in making changes. The health system has shown many shortcomings that contributed to the fact that many children's fates continuously ended tragically. The education system remains functional, but not encouraging or inclusive enough, and it works like many years before, where children remain equally unsafe at school and on the streets.

Discrimination in schools, as well as cultural segregation in schools is obvious; the work on multiculturalism and peace is still only Megjashi's wish.

Description of the organizational situation

Megjashi's workload has grown over the recent years, along with extension of the work team:

The programs of the organization are predominantly focused on early childhood development and peace education, but additionally, the organization has been working on improving some internal organizational aspects. This means that we initially introduced ISO 9001: 2008 for quality management, then worked on interpersonal team relations through team building activities and discussions, and with receiving the grant for institutional strengthening, we have been working on planning and implementation of procedures in every aspect of the organization.

However, our workspace does not meet the conditions required for the work we do, i.e. there are problems with the water and heating system. On the other hand, the means and tools that we use for work are more than satisfactory, meaning that each employee has a laptop and the organization has two available vehicles.

Within the executive office, there is an opinion that there is a necessity to establish rules for professional relations, which would regulate various aspects of the working engagement, such as the rights and obligations, and there is also a request for defining the structure of the organization.

Regarding the provision of new programs, we are making efforts to apply with external collaborators. In many regional partnerships and projects, Megjashi appears as a partner organization for implementation of the activities.

The sustainability of the organization and provision of funds from domestic sources has not changed in recent years and has not yet reached the desired rate. The financial situation of the organization is solid because of the great deal of implemented projects, and there is an increase in wages of almost all positions.

Volunteering is something that the organization wants to strive for, trying to increase the number of active volunteers, although we are noticing decreasing tendency in the number of volunteers.

Because of the infrastructural problems, we were forced to close down the Daily center, but we are constantly making efforts to overcome these obstacles and re-open the center. The SOS phone line for children and young people is still operational, but with a reduced amount of calls, which we

believe, is due to the introduction of new forms of communication among the users. There is an ongoing preparation of an action plan for harmonizing the SOS phone line number with the European SOS number 116 - 111. The users are using the free legal aid and psychosocial support with reduced frequency.

There is a necessity to expand the team in the areas of providing grants, logistics, IT sector and in the area of direct services for assistance and support.

Being present in the media and using modern means of communication have remained at high level, as well as the cooperation with other organizations. There is slight increase in cooperation with the business sector. The trust placed in the organization remains on the top position, already five years in a row, as the research of the Institute for Sociological, Political and Legal Research shows.

LONG-TERM GOALS

Vision and mission

Megjashi's vision is creating a more just world for every child.

Megjashi's mission is to represent and protect the rights of children, to encourage responsible parenthood and respect of the child's personality, to strengthen civil rights movement, child participation and advocate for functionality of the institutions in the best interests of the child. Megjashi promotes peace education, developing active citizenship based on the principle of non-violence, and fosters diversity and equal opportunities for all.

The vision and mission clearly and unequivocally reflect the main motto of Megjashi: "All ideals of the world are less worthy compared to the child's tears."

Values and principles

Key values and principles of Megjashi's work are participation, peace and tolerance, equal opportunities, volunteering, accountability and responsibility and defying political-partyization.

Participation (involvement, inclusion) means that children and adults have the opportunity to participate in decision-making processes regarding issues of their interest. Children have the right to receive the support to participate in the decision-making. Involving children in the planning and implementation is crucial on activity level.

Tolerance is respect for the values and behaviors of people different from us and is the key to promoting peace, which is essential for the development of the full potential of children. Megjashi is dedicated to promoting tolerance in society and internally, building an organizational culture that takes the values and attitudes of all stakeholders into consideration.

The principle of equal opportunity means that all children should have equal access to the benefits of social, economic, political and technical/technological progress and development. Megjashi contributes to the creation and improvement of social mechanisms that ensure equal opportunities without discrimination on any ground. The organization provides equal opportunities for all people in their executive and managerial bodies and activities.

Volunteering involves voluntary approach to protection of children's rights. All individuals and the wider social community in general have a right and obligation to contribute to the protection and promotion of children's rights.

The transparency and responsibility of the organization represent an opportunity for public revision, openness of the organization's work and care for its social role. Megjashi is an example of an accountable and responsible organization, which adds credibility to the organization when promoting these values in the society.

Non-partyization indicates participation in public policy, but not interference in the political parties' competition at any level. Megjashi initiates, develops and proposes public policies for the benefit of children, but our work does not affect the political party's determination of any person inside or outside the organization, and contributes to reducing discrimination based on party affiliation.

Long-term objectives

The work of Megjashi is focused on these long-term objectives:

- *Respect and understanding of children's rights and child's personality*
- *Promotion of culture of peace and nonviolence,*
- *Strengthening of civil and social mobilization for the benefit of children,*
- *Building functional institutions acting in the best interests of children, and*
- *Megjashi is a sustainable and proactive organization based on clear values and well organized, so that it offers solutions and initiates changes.*

Target group, users and target region

Target group of Megjashi are all children and youth with special focus on marginalized groups of children and youth.

A child is every human being below the age of 18 years.⁶

Youth are all persons aged 15 to 29 years.

Megjashi exercises the efforts to improve the situation of children and youth, through supporting a wide range of users/beneficiaries: children and youth, parents, schools, centers for social work, government institutions, ministries, other national and local public institutions, bodies and committees, the Ombudsman, civil society organizations and other social actors working in the interest of children.

Primary target region of Megjashi is Republic of Macedonia. The organization also conducts activities abroad and cooperates with organizations, institutions and other actors from abroad in achieving its long-term commitments.

Working methods

Megjashi applies these methods in the work in order to achieve the projected long-term objectives:

- providing services,
- implementing projects,
- advocacy and lobbying,
- informing, including campaigns and public relations,
- supporting projects of other organizations and civil initiatives
- networking and cooperation with other relevant social actors,
- research and
- monitoring.

The choice of the most appropriate method is based on the assessment of the possible effectiveness in terms of improving the situation of children and youth.

The organization applies an approach based on individual (person-centered approach) and an approach based on human rights (human rights based approach).

⁶ Article 1 of the Convention on the Rights of the Child

STRATEGIC PRIORITIES

The **goal** of the Strategic Plan of Megjashi 2016-2020 is to contribute to the accomplishment of the long-term goals of the organization.

The **objective** of the Strategic Plan is to improve the ability of Megjashi for effective, efficient and sustainable delivery of services that meet the dynamic needs of the users.

The strategic priorities are presented in four areas:

- **Users** – covers the services and relationships of the organization with its users and target groups, as well as their involvement in the planning, delivery and evaluation of services (i.e. the implementation of activities)
- **Learning and development** - regarding internal systems for organizational learning mechanisms for professional development and improvement of knowledge and skills of employees, cooperation with other actors, visibility, recognition and level of confidence of the organization,
- **Internal processes** - includes all internal business (working) processes that the organization applies to the delivery of their activities (i.e. the implementation of activities), and
- **Finances** - finding ways and sources of funding of the organization as a prerequisite for securing long-term organizational sustainability.

Users

Current situation

In terms of the program, Megjashi is focused on early childhood development and peace education in the recent years. The interest of users of in the organization's services has increased, because the organization is facing an increase in its workload.

Since the founding of the organization, children and youth are the focus of its work. However, the organization fails to fully address the needs of certain marginalized groups of children, such as - children of the LGBT community, refugee children and children from socially disadvantaged families, etc. In addition, in many cases, Megjashi offers partial solutions for its users - support in only one segment of their life; compared to this, an integral support (i.e. support in several different aspects) would have greater efficiency.

Megjashi is a recognizable organization (over a longer period of time, several studies have confirmed that most citizens recognize and trust Megjashi), which is one of the influential creators of public opinion when it comes to children and youth. The organization is creative, brave and assertive in promoting their views and efforts to improve the situation of children and youth. Megjashi is regularly present and active in the social media.

On the other hand, Megjashi acts as a reactive organization, which puts the focus of its actions on the reactions to violations of children's rights, as opposed to prevention. The organization sometimes slowly makes decisions in terms of the constant changes in the environment and dynamic needs of the users.

Although Megjashi works at the national level, the focus of the organization's performance is Skopje. The reasons for this are mainly of organizational, logistical and financial character.

In fulfilling its commitments and objectives, Megjashi cooperates with wider networks, organizations and institutions at local, national and international level. With its partner

organizations, the organization improves its access to European funds and other international donors.

Desired situation

Megjashi is actively working and contributing in four areas: respecting the children's rights and child's personality, peace and non-violence, civil and social mobilization for the benefit of children and building functional institutions acting in the best interests of children. The organization has adequate capacity and resources, including human resources for synchronized and successful operations in all four areas. The teams that work on providing grants, logistics and direct services (assistance) for support and help have been strengthened.

Megjashi offers integrated solutions for its customers, i.e. simultaneously improving several aspects of their lives, thus contributing to a lasting and sustainable improvement of the situation of children and youth. The organization has developed tools and mechanisms to address the needs of children and youth from different marginalized groups: LGBT community, refugee children, socially vulnerable families, Roma children, children with disabilities etc.

Megjashi uses the impact on the public to influence the decision-making process which is important for children and youth. As a proactive organization, the focus of advocacy and influencing the decision-making is placed on the prevention of violations of the rights of children and youth.

The organization is flexible and anticipates the changes in the environment; in particular, the changes in users' needs and target groups. Megjashi offers timely and effective responses to the dynamic needs of the users.

Megjashi mobilizes a wide range of social actors from the public, civil and business sector in order to improve the position of children and youth. The organization skillfully uses social media and other online tools to mobilize wider social support for its actions. The organization provides grants in order to support the activities of other civil society organizations that share Megjashi's commitments and goals.

Planned activities

In order to achieve the desired situation at the end of the implementation of the Strategic Plan, Megjashi plans to implement the following activities and measures divided in different thematic areas, i.e. long-term goals of the organization:

1. Respect and understanding of the children's rights and child's personality

A.1.1. Organizing workshops and other events on topics related to children's rights,

A.1.2. Organizing training for children and youth activism and participation,

A.1.3. Preparation and promotion of children's alternative shadow report,

A.1.4. Implementing educational program for children's rights through the media,

A.1.5. Providing direct assistance and support to children, by extending and improving the functioning of the SOS phone line, services that provide social assistance, support for children of the LGBT community etc.

2. Promoted (enhanced) culture of peace and non-violence

A.2.1. Introduction of peace education in the formal and informal education system,

- A.2.2. Organizing trainings, workshops and other events for peace and nonviolence,
- A.2.3. Informing the public on topics related to peace and non-violence: through campaigns, brochures, informative materials etc.

3. Strengthened civic and social mobilization for the benefit of children

- A.3.1. Campaigning for raising awareness on issues of importance to the welfare of children, such as - responsible parenthood, abused children, children at risk, etc.,
- A.3.2. Conducting training on topics that are important to the welfare of children, such as - responsible parenthood, abused children, children at risk, etc.,
- A.3.3. Online activities for public mobilization,
- A.3.4. Supporting the initiatives of other organizations and citizens on topics that are important to the welfare of children, such as - responsible parenthood, abused children, children at risk, etc. This activity includes providing grants for initiatives from the civil society organizations and other actors.

4. Functional institutions acting in the best interest of children

- A.4.1. Preparation of alternative shadow report on the Rights of the Child,
- A.4.2. Active involvement of Megjashi in the work of national committees and bodies for children
- A.4.3. Preparation and publication of public reactions, request for accountability and activities to mobilize institutions,
- A.4.4. Providing training on children's rights for representatives of the public institutions: the covered topics will be determined in cooperation with the institutions and adapted according to their interest and competencies.

Details related to the timeframe, responsible coworkers (conductors), indicators of success and required resources are shown in Annex 1.

Learning and development

Current situation

In almost 25 years of its existence, Megjashi has accumulated knowledge and rich experience. Learning by doing is the main method of learning in addition to training and exchange of experiences with other organizations, mainly from abroad. The employees and members of the governing bodies are committed and motivated to learn and develop.

The main weakness of the organization is the lack of mechanisms, rules and procedures that encourage learning and development. Consequently, learning and development take place in a scattered manner and are mainly reactive, i.e. following the opportunities in the environment.

There is no assessment of the performance of the employees, which would identify the needs for professional development in accordance with their tasks. Decisions regarding professional development are taken on an ad hoc basis.

There is a certain organizational mechanism for documenting organizational activities and achievements. Although Megjashi has a functional electronic system of organizational memory, it is not used by all employees, which impedes the transfer of knowledge and sharing of lessons learned between employees and reduces the efficiency and effectiveness of the dissemination of knowledge and know-how.

Following the context is done in an ad hoc manner, mainly for the preparation of strategic plans of the organization.

Programs for orientation and mentoring of new employees and volunteers have not been developed, which delays the adjustment to the new job position.

Megjashi has no practice of internal training and mechanisms for horizontal sharing of knowledge, experiences and lessons learned.

Although the organization has no established strategy for public relations, it should be noted that Megjashi nurtures excellent relations with the media. Confirmation of this is the fact that the organization has been pointed out in several successive polls as the most recognizable civil organizations, with the highest degree of confidence in Macedonia. In the same research, the president of the organization is one of the most recognizable faces in the civil sector in the country. It should be also emphasized that Megjashi often uses the Internet and social media to inform the public about its activities, efforts and positions.

Desired situation

Megjashi is an organization that systematically learns and develops, capable to encourage and offer innovative solutions to the problems. Megjashi uses the knowledge, experience and potential that the employees have in order to anticipate and react to the changes in the environment.

The professional development of the staff is planned based on the assessment of the performance of employees. The job positions in the organization are considered attractive because of the opportunities for professional and personal development.

The organizational memory is organized and easily accessible via the Internet.

New employees and volunteers quickly and easily adapt to the new position by learning through the programs for orientation and mentoring.

Through internal training and mechanisms for horizontal sharing, the employees are able to share knowledge, experiences and lessons learned regularly.

Cooperation with other organizations and actors are used for to exchanging information and experiences, as well as learning.

Megjashi remains among the leading organizations in terms of the trust received from the public in Macedonia.

Planned activities

In order to achieve the desired situation at the end of the implementation of the Strategic Plan, Megjashi plans to undertake the following activities and measures:

A.5.1. Holding monthly meetings to exchange information and knowledge

A.5.2. Establishing and implementing a mechanism for internal dissemination of information, knowledge and skills acquired through exchange or cooperation with other actors: sharing brief reports, obtained materials, conducting internal training and so on.

A.5.3. Using an electronic system for organizational memory from the staff and training for online use (cloud-based solution)

A.5.4. Holding annual internal workshops for environmental analysis

A.5.5. Establishing and implementing a system for annual evaluation of the performance of the employees, including the aspect of professional development

A.5.6. Establishing and implementing a program for orientation and mentoring of new employees and volunteers

A.5.7. Participatory development of a strategy for public relations

Details related to the timeframe, responsible coworkers, indicators of success and required recourses are shown in Appendix 2.

Internal processes

Current situation

Generally, Megjashi has regulated and standardized the internal business (working) processes in a way that they enable and support the successful operation of the organization. After the improvements in this field, including the introduction of ISO 9001: 2008 for quality management, the increased volume of work of the organization requires further improvement of internal processes to improve efficiency and productivity of its work operations.

The organization has initiated a series of actions to improve interpersonal relations through team-building activities and involvement of team members in various participatory discussions related to the organization. For example, a review of the organizational vision and mission was done, as well as planning of the main elements of the Strategic Plan 2016-2020 was made with extensive consultation with the team and representatives of the governing bodies of the organization.

Megjashi looks after the transparency, accountability and responsibility in its work. The structure of the organization consists of Management Board and Supervisory Board. The organization prepares and publicly announces annual narrative and financial reports related to its work and conducts external financial audit.

Megjashi successfully meets the requirements of donors in terms of administrative and financial contractual obligations. However, different requirements of different donors present a challenge for the organization in terms of responding effectively to them.

Megjashi's team members have a clear idea of their role in the organization and their own obligations.

However, it should be noted that the organizational structure is not fully defined: At macro level, the functions of the administrative and supervisory bodies are not properly separated from management and executive function. At micro level, the organization has no proper job position systematization or a clear organogram.

Megjashi does not possess a rulebook for work(professional) relations that will include rules of conduct for employees and management. The absence of written formal rules occasionally represents a challenge for the human resource management and puts a burden on the interpersonal relationships in the team.

Existing rules and procedures for various aspects of the work (financial management and accounting, office management and archiving, project management, procurement, etc.) do not always provide the guidance and support for Megjashi to enforce the observance of commitments undertaken by donors. Therefore, the organization is in need of revision and harmonization of internal rules.

The organization engages committed volunteers, but there are no formal rules and procedures accordingly. Although a possibility, there has not been any active internship in the organization yet.

Desired situation

First Children's Embassy in the World - Megjashi is an organization with a clearly defined organizational structure: At macro level there is a clear separation between administrative, supervisory and executive function (i.e. daily management). At micro level, job positions are accurately classified. There is clear and organizational organogram.

Internal rules and procedures promote effective and efficient operations, ensure quality and timeliness and encourage participation in internal organizational decision-making. The

organization applies work rules, which gives guidance and instructions regarding the behavior and performance of employees and facilitates the management of human resources. Internal rules and procedures (financial management and accounting, office management and archiving, project management, procurement, etc.) foster transparent, accountable and responsible work. At the same time, internal rules allow the organization to fulfill contractual obligations to the various donors, efficiently and without significant burden.

Given Megjashi's commitment to support the initiatives and activities of civil society organizations and other actors, the organization will develop and implement rules for granting.

Megjashi has applied rules regarding volunteering, which provides completing compulsory practical work by students from higher education institutions relevant to the field of action.

Planned activities

To achieve the desired situation at the end of the implementation of the Strategic Plan, Megjashi plans to implement the following activities and measures:

A.6.1. Preparation and implementation of a rulebook on work relations

A.6.2. Determining the macro-structure of the organization: separation of administrative, supervisory and executive function

A.6.3. Systematization of working positions and determining the organizational structure: making an organogram

A.6.4. Revising the existing internal rules and procedures: financial management and accounting, office management and archiving, project management, procurement, etc.

A.6.5. Preparation and implementation of a rulebook for grants acquirement

A.6.6. Preparation and implementation of volunteering rulebook, which will include opportunities for student internships

Details related to the timeframe, responsible coworkers, indicators of success and required resources are shown in Appendix 3.

Finances

Current situation

The main source of Megjashi's funding is receiving grant support from international donors. This type of support is to stimulate organizational development. When applying for project grants, the organization often performs in partnership with other organizations or networks and engages external associates for the preparation of the application.

Therefore, Megjashi collects revenue through other activities, such as making and selling New Year's cards and consulting engagements. These funds superbly complement the organizational budget, given the fact that their use is a right of the organization. Having our own revenues is crucial in ensuring continuity in the Megjashi's work and can be used to encourage organizational development and professional development of employees.

The First Children's Embassy in the World - Megjashi, applies for and uses institutional support from local and international donors whenever a possibility occurs. The institutional support also positively affects the sustainability of the organization.

The financial support from the business sector is insignificant and limited to non-financial (material) support.

Megjashi uses free workspace provided by the state, but the working conditions are not satisfactory, especially in terms of heating and water supply. Due to ongoing legal and property

issues, there is no way for making significant investments in the headquarters of the organization. Megjashi does not receive other types of support from the state.

Desired situation

Megjashi is financially stable and sustainable organization that provides financial and non-financial support for its work from different sources.

Most of the financial support is provided by project grants.

The organization provides resources from consulting engagements and other activities that generate income. These funds are used for organizational development and strengthening.

Part of the institutional support is provided by the state.

The workspace where Megjashi is located is provided by the state with all necessary working conditions.

Planned activities

To achieve the desired situation at the end of the implementation of the Strategic Plan, Megjashi plans to implement the following activities and measures:

A.7.1. Improving preparedness to apply for grant support through: capacity building for preparation of applications, cooperation and networking, improving administrative preparedness (updated CVs of the employees, copies of the most frequently requested documents etc.)

A.7.2. Submission of at least 25 applications for grant support (5 per year)

A.7.3. Improving the ability to generate our own incomes from consulting engagements, economic activities and other sources of funding allowed by law, which will be developed within a special plan

A.7.4. Advocating for institutional support from the state

A.7.5. Advocating for contractual regulation with the authorities for the use of office premises

Details related to the timeframe, responsible coworkers (conductors), indicators of success and required resources are shown in Appendix 4.

ANNEX 1:**An action plan for the strategic area: Users**

Activity	Conductor	Time frame	Resources required*	Indicators of success
A.1.1. Organizing workshops and other events related to children's rights	Peace Education Program Team (PEP)	2016-2020	Ongoing projects	- Number of workshops held - Number and structure of participants
A.1.2. Organizing training for children and youth activism and participation	PEP	2016-2020	Ongoing projects	- Number of trainings - Number and structure of trained individuals
A.1.3. Preparation and promotion of children's alternative shadow report	Project coordinator	2020	100.000	- Number of downloads of the alternative shadow report from Megjashi's website - Number of media stories covering the children's alternative report
A.1.4. Implementing educational programs for children's rights through the media	Executive director	17-18	50.000	- Number and type of implemented activities - Number of participants in the activities covered
A.1.5. Providing direct help and support to children (SOS phone line, social assistance, etc.).	Project coordinator SOS-line coordinator	2016-2020	Ongoing projects	- Number of supported children
A.2.1. Introduction of peace education in the formal and informal educational system	PEP	2016-2020	Ongoing projects	- Number of schools that have chosen "peace, tolerance and protection" project activity
A.2.2. Organizing trainings, workshops and other events on topics of peace and nonviolence	PEP	2016-2020	Ongoing projects	- Number of trainings, workshops and other events - Number and structure of participants
A.2.3. Informing the public about peace and non-violence, through campaigns, manuals, information materials	PEP	2016-2020	Ongoing projects	-- Number and type of implemented activities - Number of participants in the activities covered - Number of informed citizens
A 3.1. Conducting a campaign on raising awareness on issues of importance to the welfare of children	Project coordinator SOS-line coordinator	2017	50.000	- Number and type of implemented activities - Number of participants in the activities covered - Number of informed citizens

A.3.2. Conducting training on topics that are related to the welfare of children	Project coordinator	2016-2020	Ongoing projects	<ul style="list-style-type: none"> - Number of trainings conducted - Number and structure of trained individuals
A.3.3. Online activities for mobilization of the citizens	Executive director	2016-2020	Ongoing projects	<ul style="list-style-type: none"> - Number and type of online activities for mobilization of the citizens - Number and structure of people who have supported Megjashi's initiatives
A.3.4. Supporting the initiatives of other organizations and citizens related to issues of importance to the welfare of children	Executive director All employees	2016-2020	Ongoing projects	<ul style="list-style-type: none"> - Number and type of supported initiatives - Number and structure of persons included in the supported initiatives
A.4.1. Preparation of an alternative shadow report on children's rights	Project coordinator	2020	100.000	<ul style="list-style-type: none"> - Number of downloads of the alternative shadow report on children's rights from the Megjashi's website - Number of media stories covering the alternative shadow report on children's rights
A.4.2. Active involvement of Megjashi in the work of the national committees and bodies for children	Executive director Other employees	2020	Ongoing activities	<ul style="list-style-type: none"> - Number of state committees and bodies where Megjashi takes part - Number of accepted proposals from Megjashi by the state committees and bodies
A.4.3. Preparation and publication of public reactions, accountability requests and activities to mobilize institutions	Executive director	2016-2020	Ongoing activities	<ul style="list-style-type: none"> - Number of media reports regarding public reaction, accountability requests and activities to mobilize institutions organized by Megjashi - Number of citizens who responded to Megjashi's initiatives
A.4.4. Organizing trainings on children's rights for the representatives of the public institutions	Executive director	2016-2020	Ongoing projects	<ul style="list-style-type: none"> - Number of trainings on children's rights - Number of representatives of public institutions participating in trainings

* estimated value of the activity, not including program and operation costs for implementing the action

ANNEX 2:**An action plan for the strategic area: Learning and development**

Activity	Conductor	Time frame	Resources required*	Indicators of success
A.5.1. Holding monthly meetings to exchange information and knowledge	Executive director	2016-2020	Ongoing activities	- Number of meetings held - Number of topics discussed
A.5.2. Establishment and implementation of a mechanism for internal dissemination of information, knowledge and skills acquired through exchange or cooperation with other actors: sharing brief reports, obtained materials, conducting internal training, etc.	Executive director	2016-2020	Ongoing activities	- Number of shared reports from trainings and similar activities for capacity building - Number of organized internal trainings and number of participants - Number and type of shared materials
A.5.3. Using an electronic system for organizational memory from the staff and training for online use (cloud-based solution)	Promotion manager	2016-2020	Ongoing activities	- The organizational archive is available online from 2017
A.5.4. Holding annual internal workshops for environmental analysis	Promotion manager	2016-2020	Ongoing activities	- Number of meetings held - Documents developed by analyzing the surrounding
A.5.5. Establishment and implementation of a system for annual evaluation of the performance of the employees, including the aspect of professional development	Executive director ?????	2017-2020	Ongoing activities	- The system for evaluation of employees is applied from 2017 including professional development
A.5.6. Establishment and implementation of a program for orientation and mentoring of new employees and volunteers	SOS coordinator Office manager	2016-2020	Ongoing activities	- A program for orientation and mentoring of new employees and volunteers prepared - Number of new employees and volunteers who attended the program for orientation and mentoring
A.5.7. Participatory development of a strategy for public relations	Megjashi's team	2017	Ongoing activities	- A public relations strategy prepared - 5% increase in the number of media reports about Megjashi - 5% increase in the number of online followers and supporters of Megjashi

* estimated value of the activity, not including program and operation costs for implementing the action

ANNEX 3:**An action plan for the strategic area: Internal processes**

Activity	Conductor	Time frame	Resources required*	Indicators of success
A.6.1. Preparation and implementation of a rulebook on work relations	Executive director	2016	Ongoing activities	- Regulations on work relations comes into force from 01.01.2017
A.6.2. Determining the macro-structure of the organization: separation of managerial, supervisory and executive function	Executive director	2017	Ongoing activities	- Necessary internal regulations for determining the macro-structure of Megjashi are adopted
A.6.3. Systematization of job positions and determining the organizational structure: making an organogram	Promotion manager	2017	Ongoing activities	- Necessary internal regulations for the systematization of the job positions in Megjashi are adopted - Employees and volunteers are deployed at the designated positions
A.6.4. Revising the existing internal rules and procedures: financial management and accounting, office management and archiving, project management, procurement, etc.	Program manager	2016-2020	Ongoing activities	- Revised internal rules and procedures - Necessary internal regulations adopted for the revised internal rules and procedures to take effect
A.6.5. Preparation and implementation of a rulebook for grant acquirement	Program manager	2018	Ongoing activities	- Developed and adopted granting rules
A.6.6. Preparation and implementation of volunteering rulebook, which will include opportunities for student internships	SOS coordinator Office manager	2017	Ongoing activities	- Developed and adopted granting rules - Developed and adopted rules for volunteering including opportunities for student internships - Number of volunteers engaged in Megjashi - Number of student-interns in Megjashi

* estimated value of the activity, not including program and operation costs for implementing the action

ANNEX 4:**An action plan for the strategic area: Finances**

Activity	Conductor	Time frame	Resources required*	Indicators of success
A.7.1. Improving preparedness for applying for grant support through: capacity building for preparation of applications, cooperation and networking, improving administrative preparedness (updated CVs of the employees, copies of the most frequently requested documents etc.)	Promotion manager	2016	Ongoing activities	- Number of submitted applications for grant support in which Megjashi appears in the role of the project leader or partner
A.7.2. Submission of at least 25 applications for grant support (5 per year)	Promotion manager	2016-2020	Ongoing activities	- At least 5 grant supports received in which Megjashi occurs as the project leader
A.7.3. Improving the ability to generate our own incomes from consulting engagements, economic activities and other sources of funding allowed by the law, which will be developed within a special plan	Executive director Promotion manager	2016-2020	Ongoing activities	- Megjashi is providing means (resources) from at least 4 sources of funding other than the grant support - Megjashi is providing at least 30% of the annual budget from sources of funding other than the grant support
A.7.4. Advocating for institutional support from the state	Executive director	2016-2020	Ongoing activities	- Institutional support from the state provided in 2019
A.7.5. Advocating for contractual regulation with the authorities for the use of office premises	Executive director	2016-2020	Ongoing activities	- Regulation of the relationship with the state regarding the use of Megjashi's office premises - Improved working conditions in Megjashi's premises in 2018

* estimated value of the activity, not including program and operation costs for implementing the action