

FORUM ZA PRAVATA NA ROMITE
ROMA RIGHTS FORUM



ARKA STRATEGIC PLANNING

(2008 – 2010)

November, 2007 Kumanovo

Summary:

ORGANIZATIONAL IDENTITY (ARKA ID)	3
1. Strategic Planning Model.....	6
2. Focus of the organization	7
3. Stakeholder Analysis.....	7
2. ENVIRONMENTAL SCAN	8
3. SWOT Analysis.....	9
4. VISION & MISSION	12
ARKA Vision.....	12
ARKA Mission.....	13
5. KEY PERFORMANCE AREAS (Goals)	13
6. ACTION PLANS	15
7. EVALUATION	26

1. Organizational Identity

1.1 I.D. Card of the organization

Full legal name :	Roma Rights Forum "ARKA"
Acronym :	ARKA
Nationality:	Macedonia
Legal status	Non-governmental organization
Official address:¹	St. Karaorman N.6
Postal address:	1 300 Kumanovo
Telephone number: Country code + city code + number	+389(0)31 421 362
Fax number: Country code + city code + number	+389(0)31 421 362
E-mail of the Organization:	E-mail: arka@arka.org.mk
Website of the Organization:	Web- site: www.arka.org.mk
Contact person :	Feat Kamberovski-President
Contact person's email address :	E-mail: fkamberovski@arka.org.mk

1.2 Type of the organization

Roma Rights Forum "ARKA" is a non-government, non-partisan and non-profit organization established and registered in November 1998 under the Register of associations of citizens and foundations at the First-instance Court in Kumanovo. The initial mandate of the organization was the promotion and protection of the civil, political, economic, social and cultural rights of Roma. Later, they added work with other ethnic minority groups and refugees, as well as the promotion and enhancement of multi-ethnic relationships. RRF ARKA has its offices in Kumanovo and Skopje And active branches in Kriva Palanka and Kratovo.

1.3 Networks

ARKA is a member of numerous national and international networks including:

- Legal Law Network of UNHCR
- Macedonian NGO Network
- Balkan Network of Legal Organizations
- RNVO – Roma NGO Network in Macedonia
- Network for the Human Rights Support Project – National (5 NGO's)
- Coalition for Fair Trials – National

1.4 Legal registration

ARKA is legally registered under the Register of Associations of Citizens and Foundations at the First-instance Court in Kumanovo.

1.5 Field of work

a) ARKA, a human rights organization, was founded in 1998 by a group of Roma people in Kumanovo, Macedonia. This group of Roma citizens, frustrated with their access to the political process and the repeated denial of their basic human rights, began to look for new strategies to affect change. They formed and registered an NGO with the hope that they would finally have a voice and an avenue see progress and make a difference. The initial mandate of the organization was the promotion and protection of the civil, political, economic, social and cultural rights of Roma. Later, they added work with other ethnic minority groups and refugees, as well as the promotion and enhancement of multi-ethnic relationships. ARKA operated for its first year with no funding and hardworking volunteers. Their first funded projects followed in 1999 and focused on refugees from the war in Kosovo. Since that time they have worked with refugees, people without citizenship, people with disabilities, the unemployed and youth of all ethnic backgrounds.

Over the past eight years ARKA has conducted numerous human-rights-related projects that have touched the lives of thousands of people. These projects have been made possible with the generous financial support of a variety of national and international founders. ARKA has often worked alone but also has a history of collaboration with other governmental organizations, NGOs, individuals and groups. In fact, ARKA's president was instrumental in forming a multi-ethnic network in the Kumanovo region.

ARKA's willingness to serve and its organizational capacity have grown consistently since its inception. Their capacity includes providing services both in the office and in the field. They have conducted workshops and trainings throughout Macedonia providing generous help for the citizens.

1.6 Areas of Work:

- Protection of Roma rights and the protection of rights of refugees and the stateless
- Provision of free legal help
- Monitoring and attendance in court trials and procedures
- Information gathering and dissemination
- Researching & Lobbying
- Advocacy
- Improvement and development of multi-ethnic relationships
- Development of small and medium sized (SME) business for minorities
- Stimulating and financing initiatives for protection of human rights
- Legal, administrative and financial help in the procedure of providing personal documents for Roma.

2.Planning process

RRF ARKA in 2004 made a strategic plan. Since then in its scope of organizational activities ARKA has implemented numerous human-rights-related projects. This conditioned the need of revising of the strategic plan and creating of a new one, according to which ARKA would work on its programme and organizational assessment in the following period.

On Nov. 8-10, 2007 in Ohrid it was conducted ARKA strategic planning workshop. The planning meeting was facilitated by Ms. Nancy Wilson, United States Peace Corps Volunteer with 12 years experience in strategic planning (SP) with project activities. Attendance at the meeting was perfect with all ARKA members (management and staff), and External Advisory board members as well as ARKA's project beneficiaries. The planning meeting took place of 2,5 day organized in eight sessions with active participation (in working groups) in tracing of a new strategic direction till 2010.

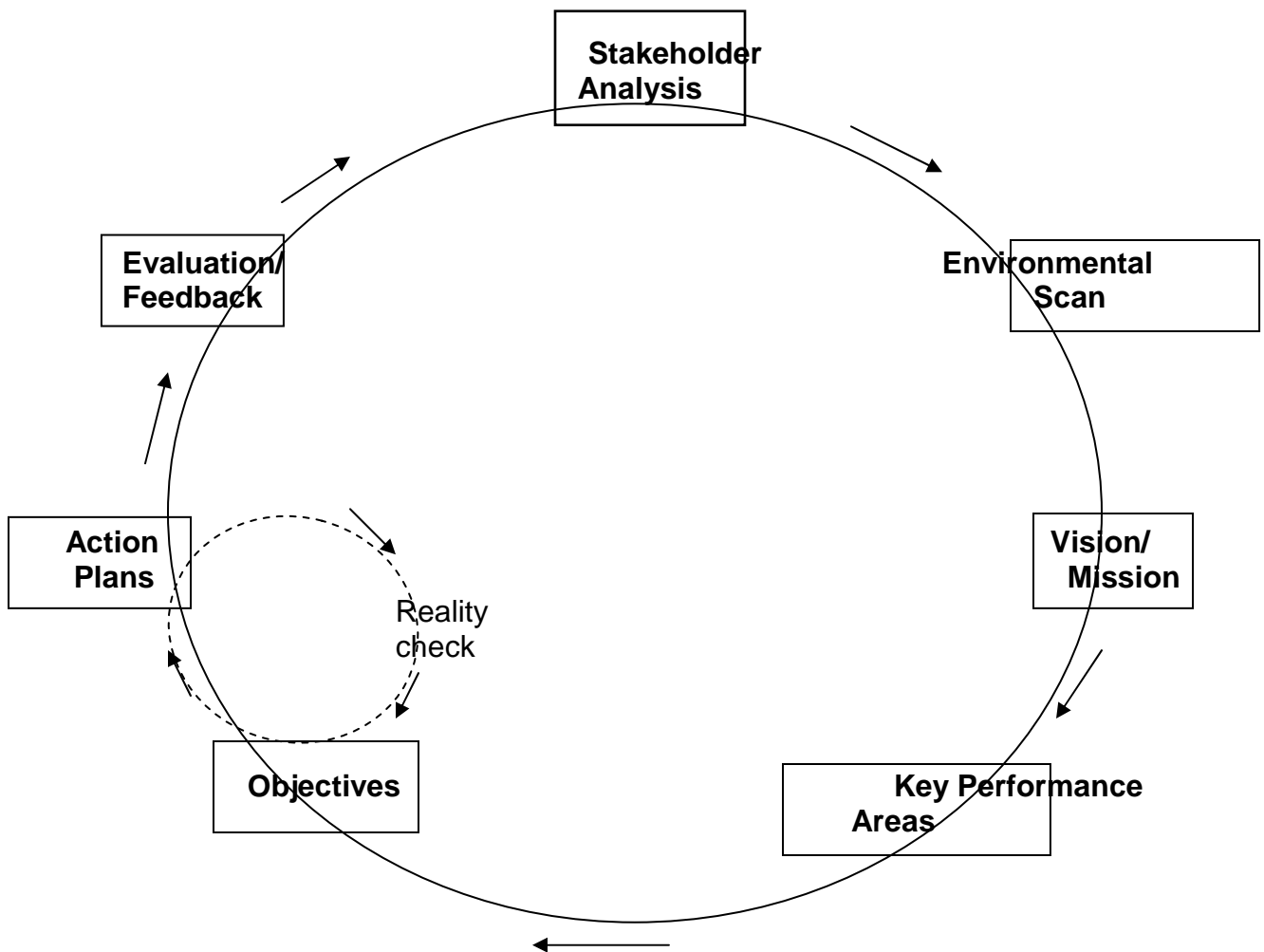
The purpose of Strategic Planning for this NGO was outlined as follows:

- To clearly define the purpose of organization: Why does ARKA exist, what is its direction, how to reach and enable the goal i.e. which is its MISSION?
- To increase organizational capacity through planning;
- To articulate where the organization is going (Vision, Mission, Goals) ; how it will get there (Objectives, Action Plan); whether it got there or not (Evaluation);
- To bring together everyone's best and most reasoned intentions – to build consensus and get board and staff on the same page;
- To establish goals and objectives to constituents and meet requirements of various founders.
- There are many levels of strategic planning – individual, organizational, community, project...
- There is Goals-based Strategic Planning and Issues-based Strategic Planning.
- Planning process is more important than OUTCOME – (you may already know what needs to go into the SP)

- Organizations here are Project Driven not Mission Driven – which makes them unsustainable!

On the following picture 1 is shown the model according to which ARKA made its strategic plan in the period from 2008 to 2010. This plan was completely approved by the ARKA's Board on 30.11.2007.

3. Strategic Planning Model



Pic.1 Strategic planning model

3.1 Focus the organization

- To manage change – Internal & External
- Decentralization
- Move to a market economy
- Strengthening democratic institutions
- Strengthening Civil Society – involving others in decision-making and planning.

4. Stakeholders Analysis

A stakeholder analysis identifies relationships that can be built on, coalitions, sponsorships, and opportunities for cooperation. It identifies and assesses appropriate participation by stakeholders at/in various projects as well as those people or organizations that can block or support our projects. It also can identify potential conflicts or the risk ness of a plan/project. Finally, it draws out interests in relation to what we do, what projects do people think are the most important.

Planning participants were asked to consider the following and then developed the following list of stakeholders:

ARKA Stakeholders:

- Roma people
- People without citizenship
- Alleged victims of police abuse
- Marginalized groups
- Roma people without personnel documents
- Refugees/seekers of asylum
- Citizen seekers of human rights
- Ministry of Internal Affairs (Ministry of the police)
- American Peace Corps in Macedonia
- Donors
- Media
- Local Self Government
- Other NGOs who cooperate with ARKA
- Social welfare office
- Work Center
- Ombudsman
- Macedonian Government
- International community

- ARKA Staff
- Hospital & Health house
- Citizens seekers of protection of human rights
- Social welfare center
- Ethnic communities commission
- Human rights commission
- NGOs outside of the country
- Schools
- Ministry of Labor and social welfare work
- Red cross (on local level)
- Legal office for free legal help to attorney association
- Serbian embassy
- Serbian institutions
- European Counsel for human rights
- Elementary courts

5. Environmental scan

Environmental scanning was done using research conducted by Feat Kamberovski, President of ARKA. The external scanning was made on the basis of external conditions that could influence on ARKA`s work and development.

It was determined the ARKA`s cooperation on the local and national level with NGO sector.

External Scan

1. On national level – Macedonia

There are 20 – 30 active Roma NGOs in Macedonia.

There are seven (7) active Roma human rights NGOs in Macedonia.

The four (4) most successful NGO`s in the area of human rights in Macedonia are:

- CDRIM from Skopje;
- Roma Association from Stip;
- Mesecina from Gostivar and
- ARKA from Kumanovo.
- ARKA has formal relationships with these organizations but they are not close.

2. On Local level – Kumanovo

In Kumanovo there are more than 180 registered NGOs.

There are no more than 30 active NGOs.

Eighteen (18) are Roma NGOs.

The three (3) biggest Roma NGO`s in Kumanovo are: *DAJA*, *ARKA* and *DROM*

There are three (3) Human Rights NGO`s in Kumanovo – ARKA, DROM, and BESA 2003

ARKA is the only active Roma Human Rights NGO.

The biggest competitors of ARKA are: DROM from Kumanovo and Mesecina from Gostivar.

Internal Scan

ARKA`s organizational structure analysis (statistic data)

Presidency Board - 5 members

Staff – 15 members

In-office Volunteers – 2 members

Gender structure - 9 Men, 11 Women

Ethnic Backgrounds: 13 Roma, 7 Macedonian

Full Time Equivalent (FTE's): 18.FTE

1. What are ARKA's current projects?
2. How many positions (FTEs) does each project employ?

ARKA's current projects are:

- Legal Office for Refugees and Seekers of Asylum; (1 FTE position) (Magdalena)
- Human Rights Support Project (1 FTE position) (0.5 FTE, 0.5 Marijola)
- Roma registration and Documentation project (5.5 FTE positions) (0.5 FTE Frosina, Natasha; 1 FTE Vasil, Orfej, Albert, Bojana)
- Roma Registration and Personal Documentation project in Skopje (4.5 FTE) (1FTE Ramadan, 0.5 FTE Gabriela, 1 FTE Aneta, 1 Fatima, 1 Suzana, 1 Redzep Ali, 0.5 Frosina).
- Accessing Roma in Democratic Institutions Pilot Project (6FTE) (1 FTE Frosina, 0.5FTE Vasil, 0.5FTE Sonja, 1FTE Hashim, 1 FTE Mensur, 1 FTE Fatima, 1 FTE Mustafa)

What is the monthly cost of the present staff, at their present salary?

Monthly costs of maintaining current staff is 5.400 € /month.

Recommendations for further scanning:

What other information would contribute to the environmental scan;

What else would you like to know? The issues for the following studies include:

- How is ARKA rated by the citizens; what is the public's opinion of ARKA?
- What are some of the new needs/problems of citizens brought about through the process of decentralization?
- What are the long-term outcomes of some of our projects?

6. SWOT Analysis

(Brainstorm method)

- *Strengths* – what are our staff members good at? What are our existing resources? What do we do better than anyone else? What do others see as our strengths? What unique or low cost resources do we have? Resources, assets, people, experience, knowledge, data, location, innovation, accreditations, qualifications, certifications, cultural, attitudinal, managerial succession:

6.1 ARKA`s Strengths

- Team work and cooperation
- Mutual respect
- Acquired expertise
- Resolving problems (readiness)
- Diversity of working
- Community leadership skills
- Good cooperation with the relevant institutions
- Good coordination between the teams
- Office & equipment (10 PCs)
- Vehicle
- Office desks
- Trained staff
- Long term successful work
- Good relation and communication with the clients
- Confidence (trust) of clients
- Youth
- Volunteers
- Gender equality in number
- Capacity for project realization
- Consistent laws usage
- Web-site
- Computer operator (IT person)
- Capacity for outreach work
- Professional administration
- Close to the countries border
- Provision of free legal help
- Expertise in providing personal documentation
- History of protection of the human rights
- Identified by the clients
- Experience in police abuse issues
- Trained staff
- Transparency of ARKA
- Providing project-related financial support for the clients
- Courage in work
- Developed communication skills
- Using method “from door to door” to reach target group
- Speak Macedonian/ Roma & English language
- ARKA has presentation skills
- ARKA has negotiations skills

6.2 ARKA`s Weaknesses:

Weaknesses –What could we improve? What should we avoid? What do others see as our weakness? Finances, distractions, managerial succession, moral, commitment, leadership.

- Lack of own office (paying rent)
- Lack of own finances
- ARKA needs more computers
- Improvement of English language for the staff
- Not everyone has college degree
- Old office equipment
- Lack of cooperation with Local Self Government
- Lack of cooperation with the other NGOs
- Staff has not social contributions

6.3 ARKA`s Opportunities:

Opportunities – government policy, laws, technology, population, lifestyle, local events. Look at Strengths – do they open any opportunities. Look at Weaknesses – could we open Opportunities by eliminating them?

- Roma Decade
- Opening New EU Funds
- Opportunity to lobby for new NGO Law
- Continuation of cooperation with parliamentary board members from Kumanovo
- Building closer cooperation with the Local Self Government
- Improved interest for cooperation with domestic and international organizations and donors
- Development of written policies and procedures
- Cooperation with Business sector
- Development of consulting business for ARKA
- Education improvement
- Improving Roma education about human rights
- Opportunity for improvement of the ARKA`s financial system
- Adaptation of the ARKA Managerial Board to the EU Standards
- Increasing confidence among our beneficiaries (Roma population) outside of the community
- Increasing confidence among institutions toward ARKA (on national level)
- Increasing ARKA`s involvement in the Citizens Advisory Center;
- Surveying of large client base
- Monitoring of human rights
- Work on the terrain (Outreach work)

6.4 ARKA`s Threats

Threats – What obstacles do we face? Are requirements for our NGO changing? Do we have cash-flow problems? What is our competition doing? Is changing technology threatening our position?

- Reduced number of the donors
- Loosing confidence of the beneficiaries (target group)
- Competition
- Inconsistent cooperation with the Local Self Government
- Changes in the Laws governing NGOs
- Doubling services
- New law for free legal help
- Bad economy situation in the country
- Ethnic conflict in Macedonia
- Poor policy organization
- Inconstant administrative support

7. Vision & Mission

ARKA Vision

After conducting a visioning exercise and recording results the participants had an extensive discussion of the future of ARKA and developed a new vision for the organization. After composing different working groups and exchanging ideas here are the visions of the participants:

- ARKA became successful foundation
- ARKA allocated 10 small grants to other NGOs on the field of human rights
- Established partnership with SOROS to New York Foundation
- Monitoring of realization of the human rights in EU
- Roma Parliamentary Group in the European Union Counsel
- 100% realization of the clients needs
- ARKA became regional office for protection of human rights (for Kosovo, Serbia, Albania Bulgaria)
- Established partnerships with Governmental institutions, Human rights commissions, Sector for cooperation with citizens associations as well
- ARKA became a consulting center and conduct trainings for the trainers in educative and other institutions.
- ARKA organized international conference for protection & promotion of the human rights;
- ARKA open own office & 5 new through Macedonia with 100 employees
- ARKA became a strategic partner with Swedish Helsinki Committee
- ARKA became constant member of the Advisory Board of the Macedonian Parliament

- Mr. Feat Kamberovski became respective member of American Association of NGO Sector
- ARKA open own media house
- ARKA is participant of the international NGO congress to Brussels
- At the 65 anniversary of the Faculty of law ARKA allocated 10 scholarships for Roma students

Definition of ARKA vision:

ARKA is a leading, financial stable and transparent Roma NGO that collaborates with governmental and non-governmental institutions to promote, protect and improve human rights and freedoms of citizens on a national and regional level.

ARKA Mission:

ARKA is a leading Roma NGO which develops and implements quality programs for the promotion, protection and improvement of human rights and multi-ethnic cooperation and the development of a civil society by providing free legal help, monitoring, education and research

8. Key Performance Areas (Goals)

8.1 Strategic Goals

Strategic Goal1: To develop partnership & support by the Governmental institutions especially by the Local Self Government, Business Sector as well as International organizations for human rights.

Objectives:

1. To develop a strategy for establishing relations with the publicity and media in the period from 2008 to 2010.
2. To involve members of the Governmental institutions, Local Self- Government, Business Sector in the Advisory Board of ARKA projects in the period 01-01-2008 to 31-12-2008.
3. To organize meetings, tribunes and conferences for the donors with the Governmental institutions, Local Self-Government, Business Sector and International organizations for human rights on each three months in the period of 01-01-2008 to 31-12-2008.

Strategic Goal 2: To provide activities for constant strengthening and improvement of ARKA organizational and staff capacities.

Objectives:

1. To assess the staff needs for increasing the capacities and providing budget item costs for the staff training for the needs arisen.
2. To build a system for exchanging results acquired by the different trainings between all ARKA members.
3. To develop a systematic program in accordance with the current news and information in regard of laws about human rights and trainings for experts on this field.
4. Establishing new organizational structure.

Strategic Goal 3: To enable adequate mechanisms for sustain development through providing a system for constant qualitative progress of the current and new programs end services of ARKA.

Objectives:

1. To build a system for internal evaluation of the staff and ARKA`s programme activities.
2. To provide external evaluation and audit for ARKA.
3. To form local committee.

ARKA's Program goals

Goal 1. Providing free legal help for the citizens

Objectives:

- 1.1. To make work contracts with lawyers in order to represent clients (social cases, single parents and disabled persons) in courts, authorities or social organs.
- 1.2. To provide free legal help for people caught by readmission.
- 1.3. To provide free legal help through advices and completing the documentation necessary for firms registration.

- 1.4. To provide free legal help for the persons without citizenship and refugees.
- 1.5. To provide free legal help for the persons who lack personal documentation.
- 1.6. To open informative services (phone line) for free advices for the citizens.

Goal 2. Education of citizens and NGO for human rights

Objectives:

- 2.1. Continuous education of the citizens for their rights through opening a training centre
- 2.2. Organizing public events for raising the awareness of the citizens for their rights.
- 2.3. Development of system of standards and procedures for respecting of the human rights.

Goal 3. Monitoring the implementation of the human rights

Objectives:

- 3.1. To monitor court procedures
- 3.2. To monitor police procedures
- 3.3. To attend the access of the citizens on accomplishing their human rights in the democratic institutions.
- 3.4. To monitor the progress of the Roma families followed by ARKA in surpassing their problems.
- 3.5. To monitor the implementation of human rights in rural environments.

Future goals:

Research and analysis

Objectives:

- 4.1. To elaborate legitimate analysis on the running projects of ARKA
- 4.2. To perform a research of the region on the opportunities for opening a new offices (on national and regional level)
- 4.3. To make an annual research and analyses of the Roma rights in Macedonia

10. Action Plans

Goal 1: To develop partnership & support by the Governmental institutions especially by the Local Self Government, Business Sector as well as International organizations for human rights.

Objective	Activity	Responsible person	Timeframe	Resources available	Resources needed
1. To develop a strategy for establishing relations with the publicity	1.1. To develop written plan for establishing relations with the publicity in the	Responsible person for public relations	01-01-2008 to 01-04-2008	Human resources Information	Human resources Information Technical resources

and media in the period from 2008 to 2010.	period 01-01-2008- to 01-04-2008.				
	1.2 To promote all ARKA published materials in the period 01-01-2008 to -31-12-2010.	3 members from ARKA presidency	01-01-2008 to -31-12-2010.	Technical resources	Human resources Information Technical resources
	1.3 To develop a system for constant following the web-sites and media (Governmental institutions, Local Self Government)	IT person in ARKA	Jan.-Dec. 2008	Human resources Information Technical resources	Internet
	1.4 To increase information exchanging through using Web - sites , publication of the annual reports, six monthly press-conferences and other methods in the period 01-01-2008 to 31-12-2010.	ARKA staff	Jan.-Dec. 2008	Human resources Information Technical resources Internet	Internet
1.5 Opening job position "responsible person for establishing relations with the publicity". Preparation of plan for establishing relations with the publicity	ARKA President	January 2008	Human resources Financial recourses	Finances	

2. To involve members of the Governmental institutions, Local Self-Government, Business Sector in the Advisory Board of ARKA projects in the period 01-01-2008 to 31-12-2008.	2.1. Selection members of the relevant institutions	ARKA President and vice president	January 2008	Human resources	Human resources Information Technical resources Financial resources
	2.2. Meetings and negotiations with representatives by the relevant institutions	ARKA President Program Coordinator	On each 3 months	Human resources	Human resources
	2.3. Forming team for constant following and assessment (systematization)	ARKA President	Jan.- Apr. 2008	Experienced staff	
3. To organize meetings, tribunes and conferences for the donors with the Governmental institutions, Local Self-Government, Business Sector and International organizations for human rights on each three months in the period of 01-01-2008 to 31-12-2008.	3.1 Organizing meetings, tribunes, conferences for the donors etc.	ARKA secretary	On each 3 months	Human resources Office supplies	Human resources Technical resources Financial resources
	3.2 Writing minutes from the meetings	ARKA secretary	For each meeting conveyed	Finances Technical equipment	Office supplies

Goal 2: To provide activities for constant strengthening and improvement of ARKA organizational and staff capacities.

1. To develop new organizational structure of ARKA.
2. To assess the staff needs for increasing the capacities and providing budget item costs for the staff training for the needs arisen.
3. To develop a systematic program in accordance with the current news and information in regard of laws about human rights and trainings for experts on this field.
4. To build a system for exchanging results acquired by the different trainings between all ARKA members.

Objective	Activity	Responsible person	Timeframe	Resources available	Resources needed
1.To develop new organizational structure of ARKA	1.1 To organize one day workshop	ARKA President	To 29.02.2008	Financial resources Facilitator Space/Offices Participants	Expert literature Financial resources
	1.2 To develop written Regulation for the rights and liabilities of the ARKA staff	Redzep Ali-Cupi	31.03.2008	Human resources Work materials	Expert literature
	1.3 To develop written working policies for ARKA staff	Redzep Ali-Cupi	31.03.2008	Office Computer Templates/Models of Regulations	
2.To assess the staff needs for increasing the capacities and providing budget item costs for the staff training for the needs arisen.	2.1 To research qualitative standards.	Feat Kamberovski	To 31.03.2008	Office Computer Templates/Models of Regulations Office Computer Templates/Models of Regulations	Literature
	2.2 To develop written Regulation for using annual vacations/holidays and illness.	Redzep Ali-Cupi	To 31.03.2008		literature
	2.3 To develop Regulation for temporary engagement and	ARKA Presidency	To 31.03.2008	Office Computer Templates/Models of Regulations	Literature Expert Financial resources

	employment staff for ARKA needs.		To 31.03.2008		
	2.4 To conduct researching to identify standards for effective functioning of NGOs To develop Regulation for staff evaluation.	ARKA Presidency	To 31.03.2008	Office Computer Templates/Models of Regulations	Literature
	2.5 To develop Regulation for staff evaluation	ARKA Presidency	To 31.03.2008	Office Computer Templates/Models of Regulations	Literature Expert Financial resources
	2.6 To develop Regulation for resolving conflicts and interests	ARKA Presidency	To 31.03.2008	Office Computer Templates/Models of Regulations	Literature Expert Financial resources
	2.7 To develop Regulation for protection of confidential data.	ARKA Presidency	To 31.03.2008	Office Computer Templates/Models of Regulations	Literature Expert Financial resources
	2.8 Item line budget planning for the staff training.	ARKA Presidency		Office Computer Templates/Models of Regulations	Financial resources
3. To develop a systematic program in accordance with the current news and information in regard of laws about human rights and trainings for experts on this field.	3.1. To develop and conduct working meeting where each staff member will explain own need of training through filling up application questionnaire. 3.2 To summarize feedback information by the questionnaire and	ARKA Presidency	To 31.03.2008	Office Human resources	Work material
		Orfej Ramdanov	To 31.03.2008	Office Computer	

	<p>develop plan of different trainings for each member staff.</p> <p>3.3 On going opening Internet pages</p> <p>3.4 Checking organizational e-mail</p> <p>3.5 Subscription in the official newspaper for delivering laws & sub-laws needed for the organization.</p>	<p>Albert Kamberovski</p> <p>Albert Kamberovski</p> <p>Albert Kamberovski</p>	<p>To 31.12.2008</p> <p>To 31.12.2008</p> <p>From 01.01.2008 to 31.12.2008</p>	<p>Computer Internet</p> <p>Computer Internet</p>	<p>Financial resources</p>
<p>4. To build a system for exchanging results acquired by the different trainings between ARKA members.</p>	<p>4.1.Preparing and submitting detailed written report after each training.</p> <p>4.2 Collecting feedback materials from each training.</p> <p>4.3 Preparing final report from the trainings.</p> <p>4.4Announcement of final information on regular monthly meetings.</p>	<p>Orfej Ramadanov</p> <p>Vasil Ramadanov</p> <p>Orfej Ramadanov</p> <p>Orfej Ramadanov</p>	<p>From 01.01.2008 to 31.12.2008</p> <p>From 01.01.2008 to 31.12.2008</p> <p>From 01.01.2008 to 31.12.2008</p> <p>From 01.01.2008 to 31.12.2008</p>	<p>Computer Work material</p> <p>Work material</p> <p>Computer Work material</p> <p>Office Human resources</p>	<p>Financial resources</p> <p>Financial resources</p>

Goal 3: To enable adequate mechanisms for sustain development through providing a system for constant qualitative progress of the current and new programs end services of ARKA.

Objectives:

1. To build a system for internal evaluation of the staff and ARKA`s programme activities.
2. To provide external evaluation and audit for ARKA.

Objective	Activity	Responsible person	Timeframe	Resources available	Resources needed
1.To build a system for internal evaluation of the staff and ARKA`s programme activities	1.1To form evaluative three members ARKA team.	ARKA President	To 31.12.2007	Computers Internet Web-site Telephone	Computers Internet Web-site Telephone
	1.2 To start conducting regular monthly staff meetings.	ARKA President	From 01.01.2008 to 31.13.2008	Computers Internet	Computers Internet
	1.3 To conduct research of the methods for staff evaluation.	ARKA Presidency Board members	Second half of December	ARKA staff	Computers Internet Web-site Telephone
	1.4 To create annual calendar for the activities.	Ramadan Shakirovski	Every year	ARKA staff	Experienced staff Materials Information
2. To provide external evaluation and audit for ARKA.	2.1 To develop a strategy for approaching to different consultative houses.	ARKA Presidency Board members	From 01.01.2008 to 31.13.2008	Staff Information Relations	Experienced staff Information Relations Finances
	2.2 Organizing working meetings with managerial board members	ARKA Presidency Board members	To 15.12.2008	Human ARKA recourses	Audit expert
	2.3 Forming of Local Committee	Vasil Ramadanov	To 31.03.2008	Periodical /Annual Reports for activities	Business Sector , Local self-government, and governmental institutions representatives

	2.4 Developing plan for following information.(news, newspapers, media etc).	Albert Kamberovski	Till the end of this year	Technical Equipment	Daily news, bulletin, web-sites, magazines etc.
--	--	--------------------	---------------------------	---------------------	---

10.1 ARKA's program goals

Program Goal 1. Providing free legal help for the citizens

Objectives:

1. To conclude work contract with lawyers for representation of the client (social cases, single parents and disabled persons) in courts, authorities or social organs.
2. To provide free legal help for people caught by readmission.
3. To provide free legal help through advices and completing the documentation necessary for firms registration.
4. To provide free legal help for the persons without citizenship and refugees.
5. To provide free legal help of the persons who have lack personal documentation.
6. To open informative services (phone line) for free advices for the citizens.

Objective	Activity	Responsible person	Timeframe	Resources available	Resources needed
1. To conclude work contract with lawyers for representation of the client (social cases, single parents and disabled persons) in courts, authorities or social organs.	1.1 To hold a meeting with the president of the advocacy community in Kumanovo	Ramadan Sakirovski	01.01.08-01.02.08	Office	Human resources
	1.2 To hold a meeting with all interested citizens	Ramadan Sakirovski and Magdalena Zafirovska	01.02.08-01.03.08	Office	Human resources
	1.3 To conclude work contract with choisen lawyers	Magdalena Zafirovska	01.02.08-01.03.08	Work material	Human resources Financial resources
2. To provide free legal help for people caught by	2.1 Reception and evidence of the people caught by	Bojana Petrovic	01.01.08-31.12.08	Office	Human and technical resources

readmission	readmission				
3. To provide free legal help through advices and completing the documentation necessary for firms registration.	3.1 Reception and evidence of the people interesting in opening their own firms	Ramadan Sakirovski	01.06.08 - 31.12.08	Office	Human and technical resources
4. To provide free legal help for the persons without citizenship and refuges	4.1 Reception and evidence of the refuges and persons without citizenships	Magdalena Zafirovska	01.01.08-01.12.08	Office	Human and technical resources
	4.2 Completing the necessary documentation	Magdalena Zafirovska	01.01.08-31.12.08	Office	Office Human recourses and technical resources
	4. 3. Composing and submitting a complain	Magdalena Zafirovska	01.01.08-31.12.08	Human resources	Financial and human resources(lawyer from ARKA)
	4.4 Payment for the obtaining documents	Vasil Ramadanov	01.01.08-31.12.08	Human resources	Financial resources
	4.5Accompanying the clients and supporting with immediate legal help to the respective the institutions	Ramadan Sakirovski and Magdalena Zafirovska	01.01.08-31.12.08	Human resources	Financial resources
5. To provide free legal help of the persons who lack personal documentation	5.1 Reception and evidence of the people without personal documentation	Ramadan Sakirovski	01.01.08-31.12.08		Office and Human resouces
	5.2 Completing the necessary documentation	Bojana Petrovic	01.01.08-31.12.08		Finacial resources and Technical resources
	5.3 Supplying financial resources required for	Ramadan Sakirovski	01.01.08-31.12.08		Finacial resources and Technical resources

	personal documentation				
	5.4 Accompanying the clients and supporting with immediate legal help to the respective institutions	Bojana Petrovic	01.01.08-31.12.08		Human resources
6. To open informative services (phone line) for free advices of the citizens	6.1 Opening a phone line	Sonja Arsovska	01.01.08-31.12.08	Phone	Finacial resources
	6.2 Appointing a responcable person	Feat Kamberovski	01.01.08-31.12.08		Human resources and financial resources
	6.3 Identifying the problems, providing legal advice and evidenting in data base	Ramadan Sakirovski	01.01.08-31.12.08		Office Human, technical and financial resources

Goal 2. Education of citizens and NGO for human rights

Objectives:

1. Continued education of the citizens for their rights through opening a training centre
2. Organizing public events for raising the awareness of the citizens for their rights.
3. Development of system of standards and procedures for respecting of the human rights.

Objective	Activity	Responsible person	Timeframe	Resources available	Resources needed
1. Continued education of the citizens for their rights through opening a training centre	1. Opening a training course for human rights	Orfej Ramadanov	20.05.08 - 01.09.08		Human resources
2. Organizing public events for raising the awareness of the citizens for their rights.	1. Organizing a tribune, debates and seminars for human rights	Orfej Ramadanov	05.04.08 - 08.04.08		- Human resources from the local self-government - Governmental institutions

					- NGO - Tehnical resources - Media
. Development of system of standards and procedures for respecting of the human rights.	1. Developing systems of standards and procedures for respecting human rights	Ramadan Sakirovski	01.01.08 - 31.12.08	Human resources	Office and Technical resources

Goal 3. Attending the implementation of the human rights

Objectives:

1. To monitor court procedures
2. To monitor police procedures
3. To attend the access of the citizens on accomplishing their human rights on the democratic institutions.
4. To monitor the progress of the Roma families followed by ARKA in excelling their problems
5. To monitor the implementation of human rights in rural environments

Objective	Activity	Responsible person	Timeframe	Resources available	Resources needed
1. To monitor court procedures	1.1 Preparation of form for criminal and civil proceedings	Feat Kamberovski	01.01.2008-31.12.2008	Office	Financial resources Human resources
	1.2 Monitoring and writing the conclusions	Feat Kamberovski	01.01.2008-31.12.2008		
2. To monitor police procedures	2.1 Evidence of a case	Magdalena Zafirovska	01.01.2008-31.12.2008	Human resources	Technical equipment Financial resources
	2.2 Writing and directing	Feat			

	complains to the relevant institutions	Kamberovski	01.01.2008-31.12.2008		Lawyers Materials
3. To attend the access of the citizens on accomplishing their human rights on the democratic institutions.	3.1 Direct contacts with the beneficiaries of the public institution services	Sonja Arsovska	01.01.08 31.12.08		Human resources Financial resources
4. To monitor the progress of the Roma families followed by ARKA in excelling their problems	4.1 Development of a questionnaires for pre and post evaluation	Sonja Arsovska	01.01.2008-31.12.2008	Financial resources Human resources	
	4.2 Interview	Tim of Case managers	01.01.2008-31.12.2008	Financial resources Human resources	
5. To monitor the implementation of human rights in rural environments	5.2 Direct meeting with the beneficiaries with the method "from door to door"	Sonja Arsovska	01.01.2008-31.12.2008		Human resources Financial resources

11. Evaluation

The strategic plan will be monitored and evaluated through the Action Plan. The action plan will be controlled through monthly meetings of the employers in ARKA. Because the Action plan is specific, it tells us, Who, What and When should be done. The president of ARKA should manage and to be sure that every subject from the Action plan is executed till the date that is quoted in the Action Plan. If there is not enough time to complete that subject or the necessary resources are not available, that for that subject, should be discussed. It could be removed or changed something that could move the organization forward. If there are not any available resources, than another subjects may be developed in order to supply the necessary resources.

The Strategic plan should be revised every year, on annual meeting of the Board, or external advisory Board. The President of ARKA should inform for which of the objects are completed. In case if the goal is not completed or it is not relevant anymore, it must be removed from the Action plan, and new goals can be added. Essential responsibility for failure of accomplishment of the Strategic plan lies on the President.

