

**ЛОКАЛЕН АКЦИСКИ ПЛАН ЗА ЕКОНОМСКО ЈАКНЕЊЕ
НА ЖЕНИТЕ ВО ОПШТИНА БИТОЛА**

2016-2017

**PLANI LOKAL I VEPRIMIT PËR FUQIZIMIN EKONOMIK TË
GRAVE NË KOMUNËN E MANASTIRIT**

2016-2017

**LOCAL ACTION PLAN FOR ECONOMIC EMPOWERMENT
OF WOMEN IN THE MUNICIPALITY OF BITOLA**

2016-2017



Local Action Plan for Economic Empowerment of Women in the Municipality of Bitola 2016-2017

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List of abbreviations:

EARM- Employment Agency of the Republic of Macedonia

AFSARD- Agency for Financial Support of Agriculture and Rural Development

COs- Civil Society Organizations

LEOWM- Law on Equal Opportunities for Women and Men

CEO- Commission for Equal Opportunities for Women and Men

MLSP- Ministry of Labour and Social Policy

NAPGE – 2013-2016 National Action Plan for Gender Equality

1. INTRODUCTION

The Republic of Macedonia is a democratic and welfare state, where all are equal before the law, while one of its fundamental values is respect for democratic principles and human rights of all its citizens.

The legal status and position of women in the Republic of Macedonia have been defined under the highest legislative document of the country, i.e. the Constitution, as well as in a number of laws incorporating the gender perspective. In addition to national legislation, international treaties that the Republic of Macedonia has signed and ratified and which in pursuance with the Constitution make an integral part of the national legal order also govern this issue.

Legal Framework for Gender Equality

Macedonia has a sound legal and strategic framework for promotion and protection of equal opportunities and the most important documents making up that framework are the Law on Equal Opportunities for Women and Men, the Law on the Prevention of and Protection against Discrimination, the Electoral Code and the Law on Labour Relations, which is of special significance in the context of economic empowerment of women and in the context of poverty reduction and reduction of the high unemployment rate among women.

Other important documents are the 2013-2020 National Strategy for Gender Equality, adopted by the Assembly of the Republic of Macedonia, which defines Sector Strategic Priorities and the 2013-2016 National Action Plan for Gender Equality, which, *inter alia*, defines specific strategic goals for advancing the gender equality level in thematic areas.

National Mechanisms for Gender Equality Promotion in the Republic of Macedonia

The Republic of Macedonia has established national mechanisms for equal opportunities for women and men, which are functioning at the national and local level. At the national level, the MLSP is the in-line Ministry, which has a Sector for Equal Opportunities and a State Counsellor for Equal Opportunities.

Furthermore, in pursuance with the LEOWM, at the MLSP, there is a civil servant working as a legal representative, who in accordance with Article 3 of the Law, assists in the submission of evidence for gender based discrimination, and is obliged to pursue proceedings for protection against discrimination on grounds of gender, discrimination which derives from activities of public or private entities.

In accordance with the LEOWM, all ministries have appointed from the ranks of civil servants coordinators and deputy coordinators for equal opportunities for women and men, who have legally prescribed duties and responsibilities. They are tasked with gender mainstreaming in the concerned ministry, as well as with implementation of the Strategy and of all other gender equality strategic documents, being also under the obligation to submit an annual report to the MLSP about undertaken activities.

An important element of the structure of national gender equality mechanisms is the Commission for Equal Opportunities of Women and Men at the Assembly of the Republic of Macedonia. This Commission and the Women's

MP Club are part of the mechanism implementing the gender perspective at the highest representative body in the policy design and decision-making processes.

Gender mechanisms at the local institutional level are made up of the following structures: Commissions for Equal Opportunities for Women and Men (as part of local self-government councils, composed of municipal councillors who have a four-year term of office) and Coordinators for Equal Opportunities for Women and Men (civil servants). It should be underlined that the legislation envisages an important role for the local self-government in the gender equality promotion efforts.

Despite the elaborate gender equality legislative framework and mechanisms, in reality there is a significant gap between the legally declared equality and the *de facto* status of women in the Macedonian society. Notwithstanding the progress achieved, women still remain in a less favourable position compared to men in many areas. One of the most important areas in which there are still significant differences in the position of women and men is economy: women are faced with a more difficult access to the labour market, and they also face gender-based discrimination in the labour market, much more often than men do.

Taking into consideration the importance of strengthening the economic position of women with a view to achieving long term and sustainable gender equality, the Women's Civic Initiative ANTIKO has developed the project entitled *Economic Empowerment of Women in two Municipalities*, implemented in cooperation with the Municipality of Bitola and the Municipality of Kicevo, funded by the UK Embassy to Macedonia. The main goal of the Project is to prepare a model and pilot a participatory evidence based approach in designing effective policies for economic empowerment of women.

This goal is directly related to the NAPGE specific Strategic Goal 2.3.: Designed and piloted policies for overcoming of barriers/obstacles and increased employment rate of women, especially relevant in achieving the following envisaged results: 2. Improved access and conditions for women in starting up and developing entrepreneurship, 3. Improved access of women to employment policies, 4. Elimination of all forms of gender based discrimination in the labour market.

The Project enabled the Commission for Equal Opportunities for Women and Men (CEO) of the Municipality of Bitola, representatives of relevant public institutions, local civil society organizations, representatives of the business sector and unemployed women to jointly identify measures required for strengthening the economic position of women in the Municipality of Bitola. This Local Action Plan for Economic Empowerment of Women in the Municipality of Bitola covering the period from 2016 to 2017 is a result of such joint efforts and activities.

2. METHODOLOGY FOR DEVELOPMENT OF THE LOCAL ACTION PLAN FOR ECONOMIC EMPOWERMENT OF WOMEN IN THE MUNICIPALITY IN BITOLA

The Action Plan has been prepared in participatory manner, by involving all stakeholders in establishing the *de facto* situation and in developing and

planning measures for strengthening the economic position of women in the Municipality:

Before preparing the Action Plan, the *de facto* situation in Bitola was identified, by undertaking a comprehensive research based on three sources of information:

The focus group method was used to get information about the work of relevant local institutions (municipal authorities and regional offices of central authorities) in respect of development and implementation of gender sensitive policies and programs. The involvement of civil society organizations helped precisely determine their role and potential for contributing to reaching gender equality, with a focus on economic empowerment of women in the Municipality of Bitola.

The field survey research covering 150 unemployed women from rural and urban parts of the Municipality of Bitola provided information about experiences, opinions, and needs of the target group itself.

The third source of information was secondary information, i.e. information from previous studies, reports, analyses of laws and information published by in-line institutions.

Findings, conclusions, and recommendations resulting from the research are presented in the *Report on the Research of Opportunities and Barriers to the Inclusion of Women in the Labour Market in the Municipality of Bitola*, which is a separate publication enclosed with this Local Action Plan.

The next round of activities consisted of three cycles of trainings of representatives of all stakeholders on the following topics: Gender responsive policy design and budgeting for local self-government bodies, Regulatory impact assessment and monitoring and Evaluation of public policies. An additional support is provided by the *Guide: Gender Responsive Policies=Social Justice!*, which has texts that help acquire more knowledge and skills in areas elaborated at the three cycles of trainings.

The third step was to organize a participatory workshop for action plan development and planning. The workshop was held in November 2015. Relevant representatives of the public, civil, and of the business sector took part in the workshop, as well as representatives of fit-to-work unemployed women. The key findings of the above-mentioned research were used as an introduction to the discussion. The deliberations at the workshop were facilitated in a manner that enabled hearing different views, presentation of different interests and needs of participants, who were pro-actively proposing and defining required measures, activities, and steps. The solutions offered under this Local Action Plan are based on available local resources and possibilities and take into consideration limitations and difficulties, which involved stakeholders face in their every day work. As stated earlier, special attention was paid to harmonizing the solutions with applicable legal and strategic commitments of national and local authorities with a view to achieving synergy with the efforts of such authorities in promoting gender equality and in pursuing other relevant issues.

The consensus and mutual understanding reached among participants coming from different sectors preparing the Plan provide solid basis for the full implementation of the Action Plan and increase the chances for reaching the jointly defined goals.

3. GOALS AND PRIORITY ACTIVITIES

The main goal of this Local Action Plan is economic empowerment of women in the Municipality of Bitola.

The economic empowerment of women will contribute to advancing the overall social and economic development of the Municipality. Equal opportunities and gender equality will enable including women in the social mainstream and their greater contribution to the overall progress of the Municipality.

The Local Action Plan is expected to enable the achievement of the following strategic goals:

Strategic Goal 1. Facilitated Access of Women to the Labour Market

This goal will be reached through the pursuance of the following activities and outputs:

1.1. Enhanced capabilities of women to adjust to the requirements of the labour market

In cooperation with the EARM and civil society organizations, the CEO will provide career counselling for unemployed women. An office will be provided and there will be professionals who will provide career counselling for unemployed women in line with the labour market demands and the personal features, capabilities and interests of counselled unemployed women. Civil society organizations will inform the target group that such a service is available. In addition, there will be two workshops for unemployed women in order to underscore the importance of career counselling and to provide advice for improving their employability.

In addition, a video clip will be produced and broadcast encouraging internship, which is to have a positive impact on the motivation both of employers and of unemployed women to take advantage of this possibility. The video clip will focus on the benefits for both parties. There will be cooperation established with local TV stations in order to ensure broadcasting of the video clip.

1.2. Reduced number of job announcements containing discriminatory elements

A campaign will be organized to improve the transparency of employment procedures. There will be debates organized and leaflets and brochures printed and distributed underlining the importance of transparency in the process of recruiting quality workers.

The CEO and civil society organizations will monitor job announcements published by the EARM, the media, and employment agencies and will prepare an analysis whether job announcements are harmonized with the applicable legislation for prevention of and protection against discrimination. The Report will contain recommendations for employers. The recommendations will be based on good practices. There will be a promotional event when the Report will have been published.

In cooperation with the EARM, civil society organizations and the Chamber of Commerce, a Guide for Effective Employment Based on Equality of Opportunities will be prepared, printed, and publicly promoted. The Guide will offer arguments according to which equal opportunities encourage profitable work, providing as well practical advice for employers as to how to provide

equal employment opportunities for all, as well as equal opportunities in the every day work. The Guide will also include examples of good practices of application of the principle of equal opportunities in the every day work.

1.3. Enhanced utilization by women of government employment measures

In cooperation with the EARM and civil society organizations, the CEO will raise an initiative for, conduct a research and prepare an analysis of the extent to which unemployed women are informed about available government employment measures. The extent to which women from rural areas are informed about these measures and their needs will also be part of the research. The research Report will be published and promoted. It will contain recommendations for the public and for the civil sector with respect to coordinating their activities with a view to better informing unemployed women about such measures.

In pursuance with the findings in the said Report, there will be activities implemented for affirmation and promotion of possibilities offered by government employment measures. This activity will be organized as a campaign, covering events such as debates, workshops, design and distribution of fliers, announcements, appearances on TV and radio shows, and cooperation with the media. The CEO, the EARM and civil society organizations will jointly pursue activities in this respect.

1.4. Enhanced trust in the EARM as an employment service for citizens

There will be measures implemented to raise the awareness of citizens about the role of the EARM, as an employment service. There will be attention paid to include non-active job seekers and unemployed women from rural areas. There will be explanations provided to interested men and women about the role of and services provided by the EARM, through a video clip and a series of informative events, and appearances on shows on local media. It is envisaged to directly include newly employed women, who have found a job with the mediation of the EARM, being presented as positive examples.

Strategic Goal 2. Increased Number of Women Entrepreneurs

There will be measures undertaken to encourage self-employment, i.e. starting one's own business and registration of women from rural areas as farmers. These activities will be implemented in cooperation with civil society organizations, the EARM, and the AFSARD, which will present existing possibilities. The following results are expected to be achieved:

2.1. Enhanced interest of unemployed women in starting their own business (self-employment)

Twice a year there will be open days for women entrepreneurs organized with the aim of promoting good practices and positive examples. These events will provide an opportunity to share and exchange information and experiences between unemployed and women entrepreneurs who have started and run successfully their own businesses. Special attention will be paid to presenting positive examples of women entrepreneurs, who have started their businesses with the support of government (or other) self-employment measures.

In cooperation with civil society organizations and the business sector, the CEO will offer support to women for business start-ups. Interested women will be offered trainings on business plan development. There will also be a competition for best start-up plans, and those who have prepared the best start-up plans will be financially rewarded (i.e. they will receive financial support

for the implementation of their business idea) and will be promoted.

2.2. Increased number of women registered as farmers

Promotional events will be organized to inform men and women in rural communities about possibilities offered to women farmers. Furthermore, education, i.e. practical trainings will be offered about steps that women are required to undertake in order to be registered as farmers and to apply for state subsidies and benefits.

Strategic Goal 3: Enhanced Possibilities for Career Development of Women

There will be activities to influence the public awareness, which often has a limiting effect on the career development of women. In addition, discussion will be encouraged about the support required by employed women for purposes of their career development. The following outputs will help attain this goal:

3.1. Enhanced awareness about the necessity and advantages of ensuring equal opportunities for women and men

There will be a mini campaign for overcoming stereotypes and prejudices against women based on tradition, religion, and ethics. Local media will be the key partners, which will facilitate the broadcasting of the video clip produced for this purpose. In addition, leaflets will be printed and distributed. Public events will be organized promoting positive examples of women, who have successful careers and who will exchange views and experiences with attending men and women.

3.2. Promoted need for available support services for employed women in fulfilling family duties

An analysis will be made of the need for available support services for employed women in fulfilling family duties (for example kindergartens with flexible working hours, care for the older members of the wider family and similar). The analysis report will contain recommendations about steps necessary to be undertaken in order to provide such services at the local level. On the other hand, the public and the business sector primarily will be informed about the need for and possibilities offered by available support services for employed women. Special attention will be paid to available government subsidies and to the possibility of establishing private-public partnerships in this area. These activities will be pursued in direct cooperation with the Chamber of Commerce and the business sector.

Strategic Goal 4. Improved Cooperation among Key Importance Gender Equality Stakeholders

The strengthened cooperation will enable coordination and synergy in the work of the Municipality of Bitola, public institutions in the municipality (local authorities and regional offices of central authorities) and the civil sector when it comes to gender equality at the local level. The better visibility of the CEO will encourage the cooperation with the business sector. The goal is expected to be achieved by pursuing the following activities:

4.1. Improved cooperation between the civil and public sector on the issue of gender equality

The CEO will organize regular meetings of representatives of the municipal administration, of public institutions in the municipality (local authorities and regional offices of national institutions) and the civil sector actively working on gender equality. Furthermore, the CEO will ensure inclusion

of civil society organizations in the decision making process at the municipal level on gender sensitive issues, by way of consultations and debates. The third measure envisages strengthening the capacities of the CEO, of the Municipality of Bitola and of public institutions for preparation, implementation, and administering projects financed under EU funds. Using external experts' support, applications (projects) will be developed which will be submitted to EU funding mechanisms. In addition, trained institutions and partnership civil society organizations will independently develop other projects (without expert support), which will enable practical application of acquired knowledge. All projects will be developed in partnership with civil society organizations, which will participate in their implementation.

4.2. Better Promotion of the CEO

The CEO will undertake several activities for its own promotion: a promotional leaflet will be printed explaining the role and tasks of the Commission. The CEO will establish a practice of preparing a quarterly e-newsletter distributed to a wide range of interested stakeholders at the local and national level. Some of the promotional activities will be implemented on social networks (Facebook). Finally, the CEO will continue the established good cooperation with local media in presenting its activities, including in promoting activities undertaken to implement this Action Plan.

4. IMPLEMENTATION PLAN

The CEO will be the responsible body to implement the Local Action Plan for Economic Empowerment of Women. The guiding principles in planning and implementing the specific operative steps will be a participatory approach, partnership with key stakeholders, especially with relevant civil society organizations, and transparency.

The first step to be undertaken by the CEO will be to present a proposal to the Council of the Municipality of Bitola for adoption of the Local Action Plan, which will consequently enable allocation of required municipal resources and funds. This will ensure the necessary institutional framework for the Plan's implementation and reaching the envisaged goals.

In implementing the Local Action Plan, special attention will be paid to coordinating activities set forth under economic and other relevant programs and activities of the Municipality of Bitola and local public institutions. This will provide synergy of action and building upon thus far achievements.

The CEO will ensure transparency and public insight in the implementation of the Action Plan through direct contacts with concerned stakeholders and in cooperation with local media.

5. IMPLEMENTATION TIMEFRAME

The Local Action Plan for Economic Empowerment of Women in the Municipality of Bitola will be implemented in the period from 2016 to 2017.

The schedule of implementation of specific activities is presented in the section called Review of Goals and Activities for Economic Empowerment of Women to be found below in this document.

The exact period of implementation of specific activities will be determined in cooperation with involved stakeholders and in following with needs and possibilities of the target group.

6. BUDGET

The implementation of the Local Action Plan for Economic Empowerment of Women in the Municipality of Bitola requires a total of MKD 1,900,000. The review of funds and other resources required for the implementation of each envisaged activity is presented in the Review of Goals and Activities for Economic Empowerment of Women to be found below in this document.

Funds will be allocated under the budget of the Municipality of Bitola. However, domestic and international donors such as USAID, available European funds, UNDP, Embassies to Macedonia, the Foundation Open Society Macedonia, the CIVICA Program, etc, will also provide necessary funds. The CEO and involved civil society organizations will prepare applications for funds (project) to this end. In addition, it is expected that the local business sector, including the Regional Chamber of Commerce and other associations of employers and businesspersons will provide material, i.e. financial contribution for the implementation of the Plan, depending on their possibilities.

Resources and funds required for implementation of each specific activity are presented in the Review of Goals and Activities for Economic Empowerment of Women to be found below in this document.

REVIEW OF GOALS AND ACTIVITIES FOR ECONOMIC EMPOWERMENT OF WOMEN IN THE MUNICIPALITY OF BITOLA

Desired Goal	Envisaged Measures and Activities	Responsibility of	Time Frame	Resources	Sources of Funding	Success Indicators	Implementation Monitoring Activities
Strategic Goal 1: Facilitated Access of Women to the Labour Market							
1.1. Enhanced capabilities of women to adjust to the requirements of the labour market	1.1.1. Provision of career counselling	CEO EARM Civil Society Organizations	On continual basis 2016-2017	Office (once a week) Venue for organizing 2 workshops Experts MKD 200,000 for experts and for organization of 2 workshops	Municipality of Bitola Civil Society Organizations	Each year, 50 women have been provided career counselling 2 workshops for 50 women each Number of news stories on the local media about provided career counselling	Monthly reports about the work of the Career Counselling Office Report about the two organized workshops, including a list of participants and an analysis of questionnaires
	1.1.2. Promotion of possibilities for internship by broadcasting a video clip to this end	Civil Society Organizations	2 years 2016-2017	MKD 50,000	Civil Society Organizations Municipality of Bitola	Produced video clip encouraging internship Broadcasting of the video clip at least once a week by local TV stations	Report about the preparation of the video clip Contracts with local TV stations for broadcasting the video clip

Desired Goal	Envisaged Measures and Activities	Responsibility of	Time Frame	Resources	Sources of Funding	Success Indicators	Implementation Monitoring Activities
1.2. Reduced number of discriminatory practices in employing women	1.2.1. Campaign for improving the transparency of employment procedures	Civil Society Organizations The media	6 months January-June 2016	Venue for debates MKD 90,000 for: - Lecturers, keynote speakers, and refreshments during the debates, - Preparing and distributing leaflets / brochures	Municipality of Bitola Civil Society Organizations	3 debates having been held covering 30 employers each 1,000 copies of prepared and printed leaflets / brochures	Reports about debates, including a list of participants and an analysis of questionnaires Report about the preparation of the leaflet / brochure
	1.2.2. Monitoring of job announcements (published by the EARM, media outlets, employment agencies, etc.)	CEO Civil Society Organizations	6 months January-June 2016	MKD 120,000 for: - monitoring job announcements, - Experts for analysis of announcements from the discrimination viewpoint, - Printing of the monitoring Report Venue for a promotional event upon the publication of the Report	Municipality of Bitola Civil Society Organizations	Prepared Report / Analysis of job announcements from the discrimination viewpoint At least 50 people attending the promotional event following the publication of the Report Number of news stories on local media about the publication of the Report	Report about the preparation of the Report List of people having attended the promotional event upon the publication of the Report Number of news stories on local media about the publication of the Report
	1.2.3. Preparation of a Guide for effective employment based on equal opportunities	EARM Civil Society Organizations Chamber of Commerce CEO	1 year January - December 2016	MKD 150,000 for: - Experts preparing the Guide, - Preparation and printing of 300 copies of the Guide Venue for a promotional event upon the publication of the Guide	CEO EARM Civil society Organizations Chamber of Commerce	Distribution reaching 300 employers	List of entities to which the Guide has been distributed List of people who have attended the promotional event upon the publication of the Guide

Desired Goal	Envisaged Measures and Activities	Responsibility of	Time Frame	Resources	Sources of Funding	Success Indicators	Implementation Monitoring Activities
1.3. Enhanced utilization by women of government employment measures	1.3.1. Research and analysis of the level to which unemployed women are informed about offered government measures	Civil Society Organizations EARM, CEO	6 months January-June 2016	MKD 60,000 for: - External researchers, - Printing of the Research, - Refreshments at the promotional event following the publication of the Research Venue for the promotional event following the publication of the Research	Municipality of Bitola (20%) Donors to be found by civil society organizations (80%)	Prepared Report about the analysis of the level to which unemployed women are informed about offered government measures At least 50 people attending the promotional event following the publication of the Research Report Number of news stories on local media about the publication of the Report	Report about the conducted research List of people who have attended the promotional event for the Research Report List of news stories on local media about the publication of the Report
	1.3.2. Affirmation and promotion of possibilities offered by government employment measures (debates, workshops, fliers, the media)	Civil Society Organizations EARM CEO The media	On continual basis 2016-2017	MKD 150,000 for: - Organization of debates and workshops, - Preparation and distribution of fliers, Announcements in the media, - Other informative activities jointly designed by involved stakeholders.	Municipality of Bitola (30%) Donors to be ensured by civil society organizations (70%)	Number of organized events and participants in the events Number of prepared and distributed leaflets Number of announcements in local media	Reports about events, including a list of participants and an analysis of questionnaires Report about the preparation and distribution of leaflets Contracts with local media for publication of announcements

Desired Goal	Envisaged Measures and Activities	Responsibility of	Time Frame	Resources	Sources of Funding	Success Indicators	Implementation Monitoring Activities
1.4. Enhanced trust in the EARM as an employment service for citizens	1.4.1. Activities for strengthening the public awareness about the role of the EARM as an employment service	EARM Civil Society Organizations	On continual basis 2016-2017	MKD 150,000 for: - Production of a video clip, - Organization of informative events – 12, - Travel costs for organization of events in rural areas, - Inclusion of newly employed women as positive examples, - Appearances on local electronic media, etc.	Municipality of Bitola (30%) Donors to be ensured by civil society organizations (70%)	Produced video clip about the role of the EARM Number of broadcasts of the video clip by local TV stations Number of appearances on local electronic media, etc. Number of organized informative events Number of newly employed women included as positive examples	Report about the preparation of the video clip Contracts with local TV stations for broadcasting of the video clip List of appearances on local electronic media, etc. Reports about events, including a list of participants and an analysis of questionnaires

Desired Goal	Envisaged Measures and Activities	Responsibility of	Time Frame	Resources	Sources of Funding	Success Indicators	Implementation Monitoring Activities
Strategic Goal 2. Increased Number of Women Entrepreneurs							
2.1. Enhanced interest of unemployed women in starting their own business (self-employment)	2.1.1. Organization of open days for women entrepreneurs (including promoting good practices)	CEO EARM Civil Society Organizations	Twice a year 2016-2017	Room MKD 80,000 for: - Invitations, - Fliers, - Refreshments. (MKD 20,000 per event)	Municipality of Bitola	4 events –open days for women entrepreneurs Number of people attending: at least 100 per event Number of news stories in the media about the events	Report about events- open days for women entrepreneurs List of people attending Photographs of events List of media news publications/broadcasts about the events
	2.1.2. Support to women's start-up businesses: Selection of candidates, training about business plans, awards	CEO Civil Society Organizations Business sector	6 months January- June 2016	MKD 300,000 for: - An announcement for women to apply for start-up businesses - Training about preparing a business plan (experts, room, materials), - Ceremony of award presentation, - Awards for best business plans	Funds from donors ensured under joint applications for funds by the CEO and civil society organizations	Number of candidates applying Number of selected women candidates who have successfully completed the training on preparing business plans Number of developed business plans Number of people attending the ceremony of award presentation Number of news stories published/ broadcast about the ceremony of award presentation	Report about the applications and selection of candidates Report about the conducted training Report about the presentation of awards Photographs List of news stories in the media covering the presentation of awards

Desired Goal	Envisaged Measures and Activities	Responsibility of	Time Frame	Resources	Sources of Funding	Success Indicators	Implementation Monitoring Activities
2.2. Increased number of women registered as farmers	2.2.1. Organization of promotional events about possibilities offered to women farmers	CEO Civil Society Organizations AFSARD	2 years continually 2016-2017	Venue MKD 40,000 for: - Materials, - Refreshments, - Travel costs for organization of 8 meetings in rural communities (MKD 5,000 per meeting)	Municipality of Bitola Civil society organizations (donations from donors)	8 organized promotional events At least 30 women participating in each event	Reports about promotional events, including a list of participants and an analysis of questionnaires List of news stories in the media about the events
	2.2.2. Education of women farmers	CEO Civil Society Organizations AFSARD	2 years continually 2016-2017	Venue MKD 120,000 for: - Experts, - Materials, - Travel costs for experts, - Refreshments for 8 one-day practical trainings for women farmers	Municipality of Bitola Civil society organizations (donations from donors)	8 one-day practical trainings for women farmers organized At least 15 trained women at each training	Report about trainings, including a list of participants and an analysis of questionnaires

Desired Goal	Envisaged Measures and Activities	Responsibility of	Time Frame	Resources	Sources of Funding	Success Indicators	Implementation Monitoring Activities
Strategic Goal 3: Enhanced Possibilities for Career Development of Women							
3.1. Enhanced awareness about the necessity and advantages of ensuring equal opportunities for women and men	3.1.1. Media campaign (video clip, fliers) about overcoming stereotypes and prejudices against women (rooted in tradition, religion, ethics)	Civil Society Organizations CEO	6 months January-June 2016	MKD 100,000 for: - Production of a video clip, - Preparation and distribution of a leaflet	Municipality of Bitola International donors working on gender equality	Produced video clip Broadcasting of the video clip 3 times daily in a period of 3 months Prepared and distributed leaflets	Report about the preparation of the video clip Contracts with local TV stations for broadcasting of the video clip List of entities to which leaflets have been distributed
	3.1.2. Promotion of positive examples of women who have successful careers	CEO Civil Society Organizations	2 years 2016-2017	MKD 40,000 for promotional events Positive examples of women who have successful careers	Municipality of Bitola International donors working on gender equality	Organized 4 events promoting positive examples of women who have successful careers	Report about organized promotional events List of news stories in the media about the promotional events
3.2. Promoted need for available support services for employed women in fulfilling family duties	3.2.1. Analysis of the need for available support services for employed women in fulfilling family duties, including recommendations	CEO Civil Society Organizations	6 months July-December 2016	MKD 90,000 for: - Experts preparing the analysis, - Survey research among employed women, - Printing of the Report, - Promotion of the Report Venue for the promotional event	Municipality of Bitola International donors working on gender equality	Prepared analysis of the need for available support services for employed women in fulfilling family duties Number of people attending the promotional event following the publication of the Analysis Number of media news stories in the media about the published Analysis	Report about the preparation of the Analysis List people attending the promotional event following the publication of the Analysis List of news stories in the media about the publication of the Analysis

Desired Goal	Envisaged Measures and Activities	Responsibility of	Time Frame	Resources	Sources of Funding	Success Indicators	Implementation Monitoring Activities
3.2. Promotion of the need for available support services for employed women in fulfilling family duties	3.2.2. Informing the business community about the need and possibilities for available support services for employed women, including government subsidies and possibilities for public-private partnerships	CEO Civil Society Organizations Cooperation with the Chamber of Commerce	3 months January-March 2017	MKD 30,000 for: - Preparation of promotional leaflets (including review of possibilities for support to the establishment of services required) - Promotional event. Venue for the promotional event	Municipality of Bitola International donors working on gender equality	1,500 copies of the leaflet printed and distributed Number of people attending the promotional event Number news stories in the media about the promotional event	Report about the preparation of the leaflet List of entities to which the leaflets have been distributed List of people attending the promotional event List of news stories in the media about the promotional event

Desired Goal	Envisaged Measures and Activities	Responsibility of	Time Frame	Resources	Sources of Funding	Success Indicators	Implementation Monitoring Activities
Strategic Goal 4: Improved Cooperation among Key Importance Gender Equality Stakeholders							
4.1. Improved cooperation between the civil and public sector on the issue of gender equality	4.1.1. Organization of regular coordination meetings	CEO Public institutions in the Municipality Civil Society Organizations	On continual basis 2016-2017	Venue for meetings	Municipality of Bitola Public institutions in the Municipality	Number of organized coordination meetings Number and structure of participants in coordination meetings	Minutes of coordination meetings List of people attending the coordination meetings
	4.1.2. Inclusion of civil society organizations in the decision making process on gender sensitive issues in the Municipality	CEO Civil Society Organizations	On continual basis 2016-2017	Venue for meetings Responsible persons from the Municipality and from civil society organizations	Municipality of Bitola	Relevant civil society organizations included in at least 5 decision making processes on gender sensitive issues in the Municipality Number of organized consultative meetings	Minutes of consultative meetings List of people attending consultative meetings
	4.1.3. Strengthening the capacities of the CEO, of the Municipality of Bitola and of public institutions in the Municipality for preparation, implementation and administering EU funded projects	CEO Public institutions in the Municipality Civil Society Organizations	3 months January-March 2016	Venue for three-day training MKD 60,000 for: - Trainers, - Materials for work, - Refreshments and food	Municipality of Bitola	At least 16 persons from public institutions and civil society organizations in the Municipality have been trained about preparation, implementation and administering EU funded projects	Report about the conducted training List of participants who have successfully completed the training

Desired Goal	Envisaged Measures and Activities	Responsibility of	Time Frame	Resources	Sources of Funding	Success Indicators	Implementation Monitoring Activities
4.1. Improved cooperation between key gender issue stakeholders from the civil and the public sector	4.1.4. Preparation of joint applications (projects) for funds from international donors for gender issues	CEO Civil Society Organizations	On continual basis April-December 2016	Venue for workshops for participatory project planning MKD 60,000 for: - External experts for participatory project development, - Materials for work, - Refreshments and food	Municipality of Bitola	At least 4 joint applications (projects) for gender issues already developed and filed with international donors	Reports about workshops for participatory project planning List of participants in workshops for participatory project planning
4.2. Better promotion of the CEO	4.2.1. Preparation of a promotional leaflet about the CEO	CEO	On continual basis 2016-2017	MKD 10,000 for: - Preparation of the leaflet	Municipality of Bitola	The promotional leaflet about the CEO has been prepared	List of entities to which the leaflet has been distributed
	4.2.2. Preparation of a quarterly e-newsletter about the activities of the CEO	CEO	On continual basis 2016-2017	Computer, internet link Responsible person	Municipality of Bitola	The quarterly e-newsletter about the activities of the CEO has been prepared	Mailing list of recipients of the quarterly e-newsletter about activities of the CEO
	4.2.3. Presentation of the CEO on social networks and on the internet	CEO	On continual basis 2016-2017	Computer, internet link Responsible person	Municipality of Bitola	Opened profile of the CEO on Facebook Regular updating of the CEO Facebook profile Number of followers of the Facebook CEO profile	Review of contents published on the CEO Facebook profile Monitoring the number of followers of the CEO Facebook profile

Desired Goal	Envisaged Measures and Activities	Responsibility of	Time Frame	Resources	Sources of Funding	Success Indicators	Implementation Monitoring Activities
4.2. Better promotion of the CEO	4.2.4. Presentation of activities of the CEO on the local media	CEO	On continual basis 2016-2017	Members of the CEO Cooperation with local media	Municipality of Bitola	At least once a month CEO members present the CEO activities on local media	Lists of appearances on local media by CEO members

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