



**Strategic Plan of the „United Women“ Foundation, Banja Luka
2019 - 2021**

December 2018

„In the Shelter, I finally got some rest in my first violence free night”, woman survivor of violence, beneficiary of United Women Foundation Shelter for Women and Children Victims of Violence.

Contents

Summary	4
1 „United Women“ Foundation	5
1.1 Development of the Organisation.....	5
1.2 Organisation structure	6
1.3 Fundraising and Financial Management	7
2. Context	8
2.1 Trends and Challenges	8
2.1.1 Prevention and combating violence against women and children	8
2.1.2 Achieving gender equality in public and political life	11
2.2 Strategic partnerships	13
2.3 SWOT analysis	14
3. Strategic programmes in the period 2019 – 2021	14
3.1 Vision statement	14
3.2 Mission statement.....	14
3.3 Key principles and values	14
3.4 Theory of change	15
3.5 Strategic objectives	17
3.6 Contribution of the UWF to global sustainable development goals	21
4 Annexes	22

Development of the Strategic Plan of the „United Women“ Foundation Banja Luka for the period 2019 to 2021 was supported by the institutional grant provided by the „Oak“ and „Trag“ Foundations.

Summary

Strategic plan of the „United Women“ Foundation (UWF) is based on the programme evaluation results covering the period 2016 – 2018 and the results of two strategic planning sessions in June and October 2018.

There is a constant need for support services of the UWF to women and children victims of violence and in some aspect it has even increased. Prevention and combating violence against women and children remains a priority in the coming three-year period. In addition to the SOS telephone line open 24/7, free legal and psychosocial support and provision of shelter to the victims, the UWF will intensify monitoring of conduct of the subjects of protection and the institutions in justice sector in cases of violence. New activities of economic empowerment and employment of women are envisaged, to overcome the challenge of economic dependency and increase chances for life without violence in the future. The UWF will continue to work on improvement of living conditions and rehabilitation programmes in the shelter in Banja Luka.

Policy advocacy actions to increase quotas in the Election Law and ensure equal representation in the governments by amending the Laws on governments at all levels haven't get sufficient support in the Parliaments over the last strategic period. These will remain priorities in the coming strategic period, however the UWF will focus more on strengthening the influence of women already positioned in decision-making. Such approach has already resulted in 23 actions by women from civil society organisations, government and parliaments, of which 7 ended in expected changes in the laws and regulations related to protection from domestic violence, gender based violence, criminal proceedings, health services, women's economic empowerment etc. Support, dialogue and integration of women victims of conflict related sexual violence will be continued and new measures have been designed to advance women's position in political parties.

With regards to organisational development, the UWF will improve its organisational structure and introduce the position of the programme manager. In synergy with further capacity building of the project coordinators in fundraising, this will free some resources to be invested in organisational sustainability development, diversification of sources of funding, promotion of services and continuous training of the UWF staff and volunteers.

Strategic plan is available in the form of logical framework matrix as well, with objectively verifiable indicators and baselines, that will support the UWF management in its more efficient and effective implementation.

1 „United Women“ Foundation

1.1 Development of the Organisation

The UWF was established in August 1996, in Banja Luka, Republic of Srpska, Bosnia and Herzegovina, with key objectives to support improvement of social position of women and their right to live free from violence in private and public life. Initially, the UWF focused on empowerment of women through humanitarian activities, civic education and capacity building programmes in the war affected country, both in rural and urban areas. After a short period, this was scaled up to more systematic support to political participation of women and combating gender-based discrimination and violence in both public and private spheres. Over the years, the UWF grew into a leading activist and resource organisation in Bosnia and Herzegovina in these areas. In addition to policy analysis, advocacy and monitoring, the organisation provides direct services to women victims of gender-based violence through free and gender sensitive legal counselling, SOS telephone, and runs a shelter for women and children victims of violence.

Overview of key developments and achievements the UWF contributed to:

Year	Result
1996	Establishment of the Association „United Women“
1997	Opened office for free legal assistance
1997	Opened SOS telephone line for victims of violence
2000	Incriminated domestic violence and marital rape in Criminal Code of RS, followed by other criminal codes in Bosnia and Herzegovina
2001	Stronger networking of women’s organisations started in Bosnia and Herzegovina
2003	The Law on Gender Equality in Bosnia and Herzegovina
2005	The Law on Protection from Family Violence in the Republic of Srpska
2007	Ensured financial sustainability of the shelter through adopted bylaws
2007	Shelter for women and children victims of violence bought and opened
2010	Gender Equality Law of the District of Brčko and established institutional gender mechanisms
2013	Key line ministries signed Protocol on institutional conduct in cases of domestic violence in the Republic of Srpska
2013	Istanbul Convention ratifies
2016	UWF started programmes of women’s economic empowerment (Fund for Economic Empowerment of Women)
2017	New Criminal Code of the Republic of Srpska harmonized with Istanbul Convention

1.2 Organisation structure

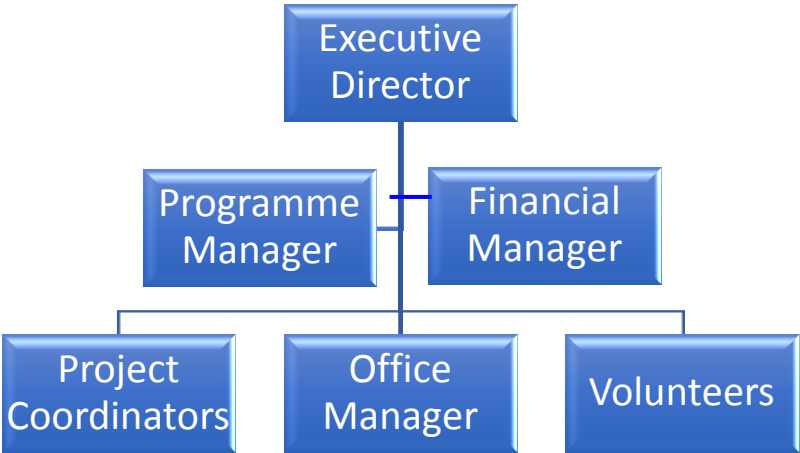
There are 14 employees at the UWF.

Five of them (executive director, financial manager, office coordinator and two project coordinators) work at the UWF headquarters.

Nine employees (shelter coordinator, lawyer, two social workers, five nurses and occupational therapists) work at the shelter.

Headquarters staff in cooperation with shelter coordinator is are managing the organisational development, analytical and advocacy processes of the UWF.

During the last strategic cycle the UWF adopted the new Rule on Internal Organisation and Systematisation of Jobs. The executive director was in charge of overall organisation management, development of project proposals and fundraising. Project coordinators supported preparation of project proposals. After analysis of the functions and capacities of the employees it was concluded, more resources should be available for fundraising and project proposals preparation. Therefore, the UWF staff proposed introducing the position of the programme manager and further investment in project coordinators’ training and employment of the new ones. The executive director would be in charge of overall organisation management, financial and human resources management, outreach and development of strategic relations with partner organisations and institutions. She will be supported by the financial manager. The following structure will be proposed to the Steering Board for adoption:



The UWF has improved its internal procedures adopting The Rule on Protection and Safety of Children, The Rule on Data Protection and Use of Information and Communication Technologies, which are applied in its work.

In the period 2016 – 2017 the Strategy on Engagement of Volunteers was developed. It defines steps in selection of volunteers, their involvement in the organisational programmes and trainings, contracting, code of conduct, capacity building plan, supervision and evaluation, performance evaluation and appraisal and the action plan. 9 new volunteers have been engaged, students of social work, psychology, law and political science. In total, there are 15 volunteers actively engaged in the activities. Capacity building, supervision and evaluation aspects of the Strategy require further attention in the coming strategic period.

1.3 Fundraising and Financial Management

The UWF has diverse sources of financing, including: public budgets (Bosnia and Herzegovina, Republic of Srpska, local self-governments), bilateral and international donors (project based), citizens' and socially responsible companies financial and in-kind contributions.

Financial sustainability of the shelter is ensured to great extent on policy level (legal provisions on mandatory funding of shelters from municipal and entity budgets¹). Mandatory funding from public budgets prescribed by the law covers the staff and basic running costs. Additionally, a Fund for Employment of Survivors of GBV has been established by the UWF thanks to citizens and socially responsible companies' donations and matching funding by the OAK and Trag Foundations. The aim is to entirely round up the support to victims supporting their future employment and economic independence.

Except the shelter, the UWF programmes almost entirely rely on the project-based funding and in recent years on the institutional grant from the „Oak“ and the „Trag“ Foundations. The funding has been relatively stable over the past years with a variety of donors and agencies involved.

Table 3: Budget of the UWF in the period 2015-2018

Year	Planned budget (EUR)	Realised budget (EUR)	No. of planned projects	No. of approved projects	EU Funded projects	Donations by citizens and companies (EUR)
2015	307,000	350,403	6	7	1	0
2016	358,000	511,927	6	8	1	9376
2017	358,000	412,981	6	8	0	0
2018	358,000	306,489	6	9	1	0

Key challenge is a significant share of funding coming from activity focused calls for proposals, that allow very limited funding for human resources. Other opportunities, such as application to calls for services (tenders), experts and business oriented activities are still insufficiently explored.

Consequently, resource management was challenging as the personnel spread over various project activities. Limited resources remained for organizational management, in-depth policy analyses and advocacy. In such circumstances, the core institutional grant was approved timely providing partial funding for managerial positions (executive director, financial manager, project and shelter coordinator). This started to relieve pressure from part of the staff and allowed time and resources to focus on long-term development and policy advocacy. The relevance of the core support can be further enhanced as it can allow the management some time to explore and exploit other sources of funding.

¹ The Law on Protection from Family Violence (Official Gazette of the Republic of Srpska, 102/12, 108/13, 82/15); The Rule on Awarding Grants to the Shelters (Official Gazette of the Republic of Srpska, 62/13, 11/17),

2. Context

The UWF operates in Bosnia and Herzegovina, a country which, close to 30 years after the communism and 23 years after the devastating war, still faces the challenges of a transition to democracy and fails to ensure stable economic growth that will be tangible to its citizens. Furthermore, it is a highly traditional patriarchal society, with prevalent various types of discrimination in public and private life, including gender based violence.

Earlier and existing UWF programmes and projects have been developed based on the Strategic plan 2015-2017 and relevant national and entity strategies addressing gender equality and gender based discrimination and violence (the Framework Strategy for Implementation of the Convention on Preventing and Combating Violence Against Women and Domestic Violence in Bosnia and Herzegovina 2015-2018 and Gender Action Plan of Bosnia and Herzegovina 2013-2017, as well as with the entity strategies for combating domestic violence in the Republic of Srpska (2014-2019) and the Federation of Bosnia and Herzegovina (2013-2017).

The last Strategic plan defined three strategic areas: i) Preventing and combating violence against women and children; ii) Achieving gender equality in public and political life and iii) Implementing sustainable and autonomous organisational development. The context analysis is presented accordingly.

2.1 Trends and Challenges

2.1.1 Prevention and combating violence against women and children

A survey of 3300 women implemented by the Gender Equality Agency of Bosnia and Herzegovina and UN Women showed close to 50% of women experienced at least one form of violence from their age of 15². During the 12 months preceding the survey, 11.9% of women in Bosnia and Herzegovina had experienced some form of violence. The most frequent form of violence is psychological, and the second most prevalent form of violence is physical. Sexual violence has been experienced by 6% of women during their adult life, while 1.3% women have been victims of sexual violence in the year preceding the survey.

In addition to ratified international conventions integrated into its constitution, Bosnia and Herzegovina has a solid policy and legal framework for combating and prevention of domestic violence, to which the UWF and its partner organisations significantly contributed in the past.

The Foundation has promoted integrated and zero tolerance for violence approach providing direct services to women and children victims of violence through activities of the shelter, SOS helpline, legal assistance and psychosocial and legal on-line assistance.

In the last strategic cycle, efficient electronic data base on beneficiaries of the UWF services. It enables monitoring and more efficient management of this programme and reporting to public institutions.

There is an increased number of women reporting violence for the 1st time (20% of cases in 2017 reported for the 1st time). Some of the reasons are estimations of the social welfare officers that the violence may be repeated and at the same time in 2017 there was an alarming increase of femicide cases. Increasing trend is evident in the number of children victims of violence in the UWF shelter in

² Babović, Marija; Pavlović, Olivera; Ginić, Katarina; Karađinović, Nina (2013.), Prevalence and Characteristics of Violence against Women in Bosnia and Herzegovina, Sarajevo: Agency for Gender Equality of Bosnia and Herzegovina

the last three years as well. Another visible trend is longer period of time spent in the shelter. In 6 cases women and children were allowed to use the shelter for more than 6 months. This resulted in more sustainable exit strategies for these beneficiaries. On the other hand, capacities of the shelter are full and new victims can hardly be accepted and services of other shelters are used.

The following table presents statistics of services the UWF provided to victims of violence:

Table 4: Planned and achieved results of the UWF services to the victims of gender based violence

Indicator	Plan	Total	2015	2016	2017	2018
Psychological support and assistance through SOS line provided	1500	4984	1307	1225	1244	1208
Free legal advice and information provided	800	1106	243	261	271	331
Free legal assistance provided	70	339	76	79	86	98
Women provided shelter	60	104	34	29	27	14
Children provided shelter	90	118	29	41	48	28
<i>Started independent life after shelter</i>	40	45	10	18	10	7
<i>Returned to abuser</i>		23	6	7	6	4
<i>Returned to shelter</i>		5	1	3		1

There were no shortcomings identified in performance of internal staff engaged on the activities of the shelter. Continuous professional supervision of the UWF has been established since 2017 as a practice of regular meetings with psychologist-supervisor.

Over the last years, some progress has been made in terms of institutional framework and collaboration of relevant stakeholders in public, police, social welfare and civil society sectors. An increase of number of good practices examples of efficiency of the relevant institutions (police, social welfare, health and education) in providing support to victims and combating gender based violence is evident as well. In terms of urgent protective measures for victims, there is some improvement in number of court decisions (e.g. in Višegrad), while some courts that didn't have this practice have recently started it (for example Banja Luka). These encouraging examples still cannot be taken for granted in general, as they are primarily based on the insight in limited scale monitoring of the court practice, insight in some of the individual cases or statements by the victims and other partner civil society organisations. On the other hand, occasional claims of unprofessional conduct particularly by the police are still present. Therefore, although improving, practice requires further advancement to provide swift and appropriate response to gender based violence.

In 2016 the UWF in collaboration with partner organisations³ monitored 155 court proceedings in gender based violence cases (both criminal and minor offence) in 22 courts in Bosnia and Herzegovina. Key findings and recommendations call for urgent addressing of: insufficient use of protection measures that are prescribed by the Criminal Code and The Law on Protection from Domestic Violence, inadequate assessment of the elements of criminal act in the process or neglecting of elements of criminal acts in minor offence proceedings, slow and delayed processes, missing the opportunity to offer the victims of gender based violence as witnesses special protection

³ Legal Aid Centre Zenica, Women's Association "Most" Višegrad, Citizens' Association „Budućnost“ Modriča, Foundation „Lara“ Bijeljina and Association „Woman of BiH“ Mostar

and support measures they are entitled to⁴⁴. Follow up meetings with the President of the High Judicial and Prosecutorial Council (HJPC) and the Director of the Centre for Education of Judges and Prosecutors of the RS resulted with inclusion of the monitoring report in education programmes of judges and prosecutors and engagement of the UWF in education of judges and prosecutors of RS on gender based violence in 2018.

Thanks to the same collaboration, methodology and tools for monitoring response of public institutions on gender based violence against women was developed entailing: 1. Revised methodology for monitoring criminal proceedings of gender based violence against women at courts in order to ensure its focus on position of a woman witness/survivor of gender based violence and protection of her safety/rights; 2. methodology for monitoring minor offence proceedings of domestic violence, with focus on issuing/implementation of protection measures; 3. methodology for monitoring role of centres for social work in prevention and combating gender based violence against women; and 4. advocacy strategy for joint data base on violence against women in Bosnia and Herzegovina.

Another relevant initiative to achieve comprehensive support to women victims of violence is the establishment of the Fund for Economic Empowerment of Women Survivors of Gender Based Violence at the end of 2016. In the initial fundraising campaign, a total of 18.000 BAM (9.200 EUR) was collected. Originally, the idea was to invest in establishment of women's cooperative and purchase of equipment and machines to employ women victims of violence. However due to changes in the labour market (increased availability of jobs, victims of violence are interested in and opportunities to emigrate) and consultations with other organisations that started similar programmes that continuously face challenges in sustainability of the cooperatives, additional analyses are required to define the most effective strategy of investing resources mobilised for economic empowerment of women.

Additionally, the UWF mediates in employment of the beneficiaries from the shelter supporting their exit strategy and economic independence. Over the last 3 years, 21 women were employed, mostly in processing industry and trade companies. Smaller amounts of the fund were used to support them in preparation of documentation required for employment. Systemic solutions for employment funding through public budget programmes have been discussed with the governments and parliamentarians at all levels and women victims of violence have been already recognized as priority beneficiaries in several calls for employment incentives by public employment agencies.

The UWF has also been engaged in establishment and strengthening of institutional networks of support for victims/witnesses of war related violence, gender based violence and other crimes in five regions of RS - Banja Luka, Bijeljina, East Sarajevo, Trebinje and Doboje regions, and actively participated in coordination process establishing/strengthening institutional networks in Brčko District of Bosnia and Herzegovina, Posavina Canton, through coordination meetings, education of professionals and public campaigns. The UWF signed Protocols and became a part of the institutional networks in all cantons of Federation of Bosnia and Herzegovina, committing to provide legal assistance, psychological support, and safe shelter for women victims/witnesses in need (cooperation with associations «Vive Žene» Tuzla, «Medica» Zenica and «ACED» Banja Luka). The

⁴⁴ Petrić, Aleksandra, Radončić, Dženana (2017), *Analitički izvještaj: Analiza praćenja krivičnih i prekršajnih postupaka u oblasti zaštite od rodno zasnovanog nasilja u Bosni i Hercegovini*; (Title translated into English: *Analysis of results of monitoring of criminal and minor offence court procedures related to protection from gender based violence*): Banja Luka, Zenica: Fondacija "Udružene žene" Banja Luka, Centar za pravnu pomoć ženama Zenica

organisation aims to continue this programme in the future focusing on development of practice based on the agreed protocols.

Public awareness campaigns on gender based violence: The UWF is very active in raising public awareness on VAW using various channels of communication: live media events, web-site, social networks, video products, printed materials and targeted communication with specific groups such as journalists and editors, decision-makers, social-welfare professionals and schools, school-children and general public through street campaign and protests etc. Tailored campaigns were organised around the International Women's Day – March 8th, International Day of Support to Victims of Torture, June 26th and the 16 Days of Activism against GBV – November 25th – December 10th. Activities are often organised in collaboration with civil society and women's organisations countrywide. All year round, the UWF activities are well promoted and well covered by the media.

The UWF's website has average of 700 visits per month, while Facebook page raised more than 2200 followers. Published photographs and links are seen by average of 1200 people, while 160 people visit the link or photographs and 80 share and comment on them. Overall, there is a need for increased effort in attracting general attention to published links and photographs. Public attention on Facebook was generally more attracted during the period of campaigns, when they were seen by total of 13189 users, 462 reacted to the posts and 25 shared them. Citizens are invited to join the campaigns and write messages of support to victims of violence or reminders to institutions to properly perform their mandates. Video clips "For safe life without violence" through social networks had 48000 views on Facebook and 223 on YouTube. They were broadcasted on ATV television and cinemas before the movie projections. Two governmental institutions for gender equality, the UN Women Country Office in BiH also supported the campaigns. Thanks to continuous and intensive training of media professionals from 2000 to 2010 the UWF activities have continuous and quality media coverage. Indicators of effects of the media campaigns are seen in the significant increase of calls to SOS line and requests for legal advice after each of the media appearances of the UWF.

Another interesting example is a continuous education of boys and girls, students of primary schools in urban and rural communities of Banja Luka region on GBV, gender stereotypes, and non-violence, strengthened capacities of peer educators, as well as school teachers, pedagogues, and school management to continue with GBV education on regular basis, and contribute to prevention. The action started in 2013 and until now involved 2573 girls and boys students, and 66 workers.

2.1.2 Achieving gender equality in public and political life

As in the area of combating GBV, the UWF was one of the leaders of civil society advocacy actions for introduction and enhancement of the policy and legal framework for equal participation and influence of women and men in public and political life. Thanks to affirmative measures in the Law, number of women in legislative bodies increased from 3% (1996) to cca. 20% (2014). Still, it is far below the minimum considered equal representation (40%)⁵. Along the key political and parliamentary discussions on changes on the Election Law in the last two years, the UWF through a network of CSOs, public officials and female parliamentarians advocated for provision of mandatory equal representation (50:50%) of women and men candidates on the lists. At the same time the objective was to preserve the quota in the election system and prevent its decrease of already established quota of less represented sex on the lists. Ultimately, the Parliament rejected the

⁵ Article 20, of the Gender Equality Law of Bosnia and Herzegovina, „Official gazette of Bosnia and Herzegovina“ no:16/03 and 102/09; Recommendation (2003)3 of the Committee of the Council of Europe to member states on balanced participation of women and men in political and public decision-making.

amendments, yet the existing quotas were preserved. Simultaneously, the initiative related to changes of the BiH Law on Council of Ministers to recognize mandatory 50% seats for women ministers was submitted. Although initial support was ensured by the Council of Ministers, Parliamentary Commission for Gender Equality and the Parliamentary Assembly in the 1st reading, the draft was rejected in the final reading in May 2016. Although this is one of the most challenging legislative changes to achieve, the raised support for the initiative should be acknowledged and collaboration of the UWF and its partners on tackling these issues should continue.

In addition to the advocacy for increase of number of women in decision-making positions, the UWF facilitates annual consultations over platforms for action, actively supporting stronger influence of public officials, parliamentarians, professionals already in decision-making positions. This informal network gets stronger over time and involves women from civil society organisations well. The network managed to bring some of the women's rights issues to the political agenda and integrate the gender perspective in key policy processes. In the last three years the organisation led or participated in 23 policy advocacy actions related to gender equality, combating GBV, support to women victims and support to disadvantaged and marginalised women and children were discussed in the national, entity and the Parliament of the District of Brčko of Bosnia and Herzegovina. Seven initiatives were successful with all or most of the recommendations integrated in the final legal documents. The UWF served as a think-tank and a resource organisation to female politicians involved and other decision-makers targeted.

For example, the UWF advocated for the implementation of the bylaws of the Law on Protection from Domestic Violence which resulted in more frequent financial transfers to shelters (quarterly, instead of semi-annually) and The Decision on Costs of Placing the Victims in the Shelters. The draft amendments to the Law on Protection from Domestic Violence were prepared and submitted to the Government. They cover enforcement of criminal sanctions against domestic violence perpetrators (instead of existing possibility of minor offence charges and sanctions), effectiveness of the institute of urgent protection measures and access of victims to all the rights prescribed by the CAHVIO. In the process of drafting the new Criminal Code of the Republic of Srpska the UWF advocated for its harmonisation with CAHVIO which resulted in incrimination of stalking, forced marriage, forced sterilisation and genital mutilation.

The UWF participated in drafting the Amendments of the Criminal Code in Federation of Bosnia and Herzegovina and its harmonization with the CAHVIO and the Convention of the CoE on Protection of Children from Sexual Exploitation and Sexual Abuse (Lanzarote Convention). The changes relate to definition of the child, limitation of the prosecution for criminal acts against sexual integrity of the child and increase of the minimum age in relation to voluntary sexual intercourse. Additionally, application of international standards related to criminal sanctions for acts of sexual violence against women and children, incrimination of specific forms of violence against women and children (sexual abuse of a child older than 16, attraction of children for satisfaction of sexual needs, abuse of a child for pornography, attack of privacy of a child, genital mutilation, forced abortion, forced sterilization, forced marriage) and prescription of additional protective measures against perpetrators was introduced. The Law hasn't been adopted yet, as the legislative procedure in this entity is dependent from the consent of the 10 cantonal authorities.

The UWF provided expertise and technical support to the Government of the District of Brčko of Bosnia and Herzegovina in preparation of The Draft Law on Protection from Domestic Violence as it was the only territory in BiH without such a law. It was adopted at the end of February 2018 and the Mayor appointed a task force for development of the Local Action Plan for Prevention, Protection

and Combating Violence Against Women and Domestic Violence. The group is tasked to develop the Local Action Plan and the Protocol on cooperation of all relevant institutional stakeholders in cases of domestic violence.

As the UWF counterparts in public institutions often lack expertise in the areas of gender responsive policies, the expertise from the civil society sector remains relevant as a valuable resource at the time of drafting or adopting policies and legal documents. Therefore, all UWF advocacy programmes have been supported with continuous training and capacity building of partner organisations, partner women in governments and parliaments as well as new target groups that are planned to get on board of the initiatives for gender equality and better prevention and combating gender based violence. Monitoring the performance of the institutions, courts and law implementation, synthesising the data with those of other civil society organisations, the UWF gathers reliable facts that serve as inputs for evidence based advocacy and reporting towards national and international institutions (UN CEDAW, CAHVIO etc.).

2.2 Strategic partnerships

The issues of gender based discrimination and violence are multi-layered and complex. The UWF staff is fully aware they cannot deal with them as an organisation, therefore the key principle in the work is partnership and team-work. The UWF join forces with other protection and prevention services in the local communities and on higher institutional levels in order to provide the comprehensive response and help the beneficiaries to fully and permanently escape from violence and threats in their lives. Stakeholder analysis defined the following functional partnerships and necessary synergies for the coming strategic period:

Networks of the civil society organisations in Bosnia and Herzegovina: Safe Network of Bosnia and Herzegovina, RING, Women's Network of Bosnia and Herzegovina, Wave –Women against violence in Europe, Global Network of Women Peacebuilders (GNWP), informal network for reporting to GREVIO for Bosnia and Herzegovina, Network of the organisations supported by the Kvinna till Kvinna Foundation Sweden.

Public institutions at all levels in Bosnia and Herzegovina: Gender equality commissions in all parliaments, Council of Peoples of Republic of Srpska, Ministry of Family Youth and Sports of Republic of Srpska, Ministry of Finance of Republic of Srpska, Ministry of Interior of Republic of Srpska, Gender centre of Republic of Srpska, Ministry of Human Rights and Refugees of Bosnia and Herzegovina, Ministry of Security of Bosnia and Herzegovina, Institution of Ombudsman of Bosnia and Herzegovina, Agency of Gender Equality of Bosnia and Herzegovina, City of Banja Luka, Council for Combating Family Violence in Republic of Srpska, Advisory Body of the Council of Ministers of Bosnia and Herzegovina for Cooperation with Nongovernmental Organisations;

Other institutions relevant for cooperation: State Investigation and Protection Agency of Bosnia and Herzegovina, High Judicial and Prosecutorial Council of Bosnia and Herzegovina, Judicial and Prosecutorial Training Centres in both entities, Ministry of education and culture of Republic of Srpska, Republic Educational Institute, Ministry of Justice of Republic of Srpska, other local self-government units, healthcare providers, social care centres, courts and prosecutorial offices in Bosnia and Herzegovina, Ombudsman for Children of Republic of Srpska.

2.3 SWOT analysis

Table 5. Analysis of internal strengths, weaknesses and external opportunities and threats

Strengths	Weaknesses
Extensive experience Capacities of staff Continuity, strategic focus Achieved results Expertise in relevant areas Support services for women Prompt reaction Commitment Activism Flexibility and tolerance Credibility	Lack of human capacities Unclear job descriptions and management systems internal documents Insufficient internal communication No system of appraisal (performance measuring, awards and sanctions) Lack of office space Focus on strategic programmes can limit fundraising possibilities Insufficient programmes to support children Underdeveloped volunteering service Underdeveloped supervision function
Opportunities	Threats
Regional cooperation Law on social entrepreneurship European integration Presence of international donors Participation in strategic development planning of the City of Banja Luka Cooperation with institutions and partners Positive image in the community Networking and cooperation with other CSOs Good cooperation with the media Cooperation with influential female and male decision-makers Socially responsible companies	Staff replacement in the institutions we cooperate with (cooperation requires time) Lack of awareness on the need for gender sensitive budgeting Dependence from international funding Changes of donor priorities Indirect funding of the CSOs through public institutions and international organisations as intermediaries Limited space for activism due to tensed political situation and pressures Inadequate cooperation with some institutions Patriarchalism and marginalisation of women's human rights Corruption and nepotism

3. Strategic programmes in the period 2019 – 2021

3.1 Vision statement

Woman aware of her power, equal, respected, employed and happy.

3.2 Mission statement

„United Women“ Foundation is committed to lives of women and children without violence, increased impact of women in public and political life through promotion and protection of women's human rights in Bosnia and Herzegovina.

3.3 Key principles and values

Principles of our work:

- Programmes tailored to the evidence based needs of women and children;

- Respect and confidence building;
- Sharing of information, knowledge and ownership of results;
- Team work and partnerships;
- Results oriented approach;
- Sustainability;
- Quality over quantity.

Our values:

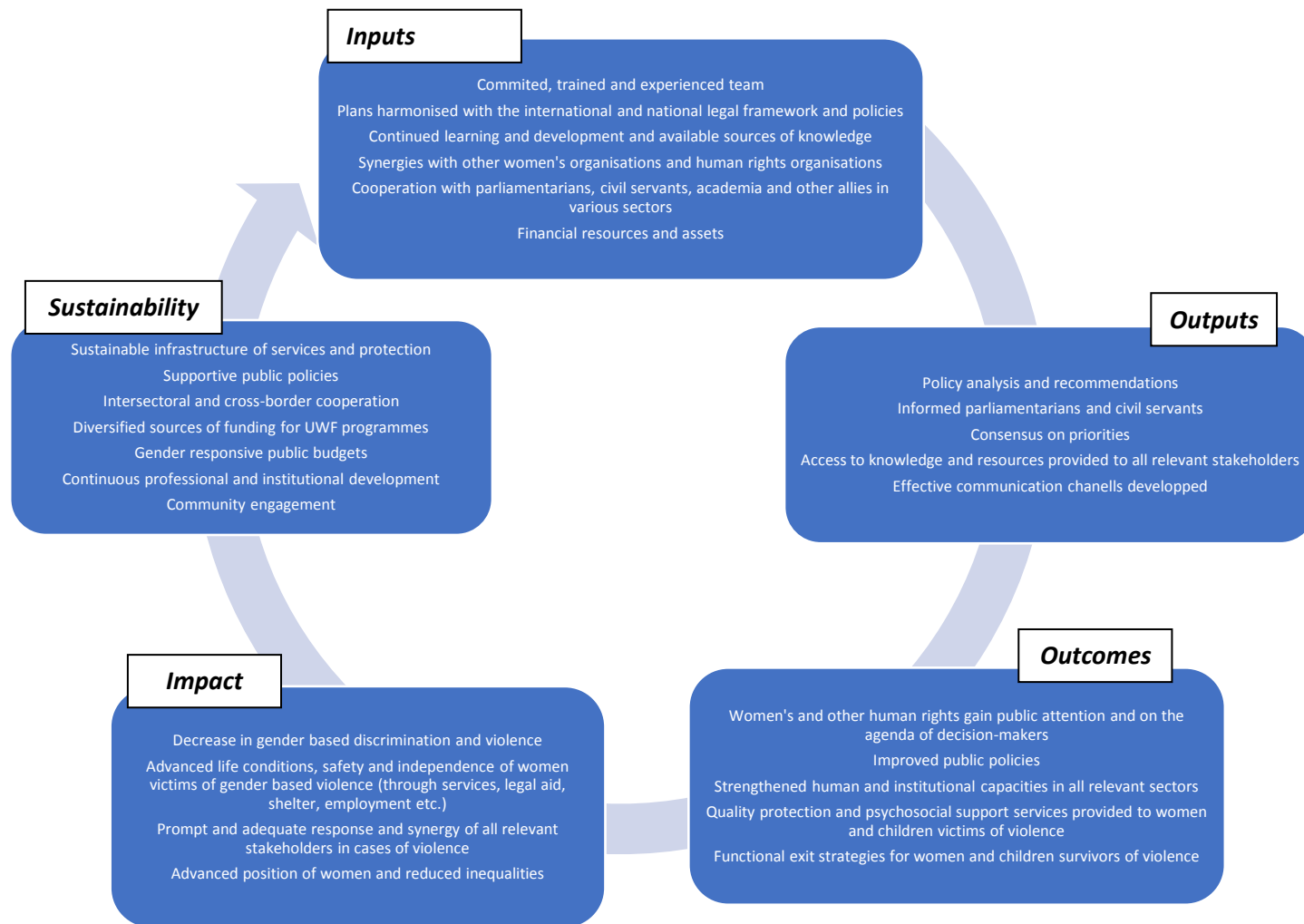
- **Activism:** Readiness to organise quickly and combat various forms of discrimination against women.
- **Professionalism:** We perform our mission as a team, professionally and by well trained staff.
- **Persistence and consistence:** Long term commitment to our vision. We finish what we start.
- **Feminism:** We respect feminist principles of action and focus on women and children's human rights and needs.
- **Solidarity:** We support each other and act in partnership with organisations and individuals..
- **Empathy:** We empathise with women and children in challenges they face.

3.4 Theory of change

Theory of change behind the Strategic plan for the period 2019-2021 can be synthesized as follows:

If there is a clear consensus among the organisations of civil society and committed and responsible individuals in decision-making positions on priorities for advancement and protection of women's human rights and gender equality; **If** the decision makers, subjects of protection, prevention and social services, judiciary and civil society organisations are exposed to continuous evidence based advocacy, capacity building programmes and technical and advisory assistance; **If** awareness is raised in the education sector, among socially responsible companies and wider public on key problems of gender based discrimination, violence, inequality and measurable benefits of equality;

Then we will create more friendly environment and synergy of all relevant stakeholders in advancing the status of women victims of violence and other forms of gender based discrimination and support their independent life and life without violence.



3.5 Strategic objectives

Strategic programme 1: Prevention and combating violence against women and children and overcoming of their consequences

The need for support services to women and children victims of violence has not decreased and in some aspects it is even increasing. Capacities of the shelter are constantly full. The UWF continues to manage SOS telephone line, legal and psycho-social assistance and provision of shelter to victims of violence. The UWF will continue to improve the facilities and rehabilitation services in the shelter in Banja Luka. Monitoring of conduct of the subjects of protection and judiciary in cases of violence will be intensified. In order to overcome the challenge of economic dependence, which is the most often barrier on the path towards life without violence, new activities of economic empowerment and employment of women victims of violence and discrimination will be designed as well as the advocacy for prioritisation of the victims of violence in employment and self-employment programmes financed from public budgets.

Strategic objective 1: Women and children victims of violence (beneficiaries of specialised services) empowered for life without violence

Result 1.1: Advanced efficiency of the existing services and protection measures

Measure 1.1.1: Regular informing of women victims of violence on specialised support services (direct contacts and media)

Measure 1.1.2: Provision of quality services (SOS telephone, legal assistance) and provision of the new separate office in the UWF for provision of legal services

Measure 1.1.3: Provision of quality professional support to women (victims of violence) placed in the shelter

Measure 1.1.4: Improvement of shelter facilities, repair of floor surfaces, carpentry repair and replacement, provision of a separate room for occupational therapy

Measure 1.1.5: Regular updating of electronic data base on provided services and reporting to relevant institutions

Result 1.2: Expanding support measures to beneficiaries through economic empowerment and employment

Measure 1.2.1: Needs and capacity assessment of beneficiaries of the UWF services and opportunities for their employment

Measure 1.2.2: Development of the beneficiaries' economic empowerment programme

Measure 1.2.3: Training of the UWF staff and beneficiaries in business starting and management

Measure 1.2.4: Development and implementation of the beneficiaries' economic empowerment programme (define in first semester of 2019 and subsequently specify in the Strategic Plan)

Measure 1.2.5: Promotion of the programme

Measure 1.2.6: Strengthening cooperation with more socially responsible companies, associations and vocational education and training centres to support beneficiaries' economic empowerment

Result 1.3: General public sensitised on gender based violence

Measure 1.3.1: Media statements, regular updating and promotion of web site and social networks pages through innovative approach (e.g. YouTube legal advice)

Measure 1.3.2: Coordination of campaigns related to international dates of women's human rights and combating gender based violence in Bosnia and Herzegovina (activity calendar, media

statements, street campaigns, video-clips)

Measure 1.3.3: Fundraising campaigns for beneficiaries' economic empowerment and occupational therapy (selling their products, crowdfunding, public events)

Measure 1.3.4: Implementation of socially responsible local actions to make violence and combating possibilities visible

Measure 1.3.5: Attracting socially responsible companies and institutions to support the activities of the UWF and its shelter

Measure 1.3.6: Integration of beneficiaries' perspective, potential and achievements in public relations

Result 1.4: Advanced systemic protection focused on the needs of women and children victims of violence

Measure 1.4.1: Monitoring of conduct of subjects of protection

Measure 1.4.2: Advocacy for advancement of institutional support and practice and introduction of continuous quality training of the institutions based on evidences

Measure 1.4.3: Development and delivery of trainings related to systemic protection of victims of violence in the judicial, prosecutorial, police and social-welfare training institutions

Measure 1.4.4: Signing the protocol on cooperation with subjects of protection in the City of Banja Luka

Measure 1.4.5: Collection, processing and promotion of good practices and lessons learned from the Western Balkan region and other countries

Strategic programme 2: Achievement of gender equality in public and political life

Activities of strengthening women's influence in public and political life were far more effective than advocacy for increase of the quotas in the Election Law and representation in the executive power institutions through the Laws on Governments. In the previous strategic period, in joint action of women parliamentarians, civil servants and activists from civil society organisations, 23 advocacy actions were designed, of which 7 resulted in changes and amendments of the laws related to protection from domestic violence, gender based violence, criminal legislation, health care, women's economic empowerment etc. Advocacy for remaining goals of women's action platforms will be continued and their priorities updated. Support, dialogue and integration of women victims of sexual violence in the war and other activities contributing to reconciliation will be continued. Measures to improve position of women in political parties are proposed as well. Activities for equal representation of women in candidate lists and in the institutions of executive power will be continued in line with dynamics of consultations on the Election Law and the Laws on Government at all administrative levels.

Strategic objective 2: Increased influence of women on social cohesion and decision-making processes through joint initiative of women in legislative, executive institutions and civil society

Result 2.1: Women's human rights prioritised in decision-making processes

Measure 2.1.1: Updating platforms of action for the levels of Bosnia and Herzegovina, Republic of Srpska, Federation of Bosnia and Herzegovina and District of Brčko

Measure 2.1.2: Implementation and monitoring of initiatives to advance legal framework in priority areas of intervention

Measure 2.1.3: Informing the public and the media on women's achievements and contribution in public and political life

Measure 2.1.4: Model of the Action Platform replicated to the local level in at least 5 local governments

Measure 2.1.6: Activities for involvement of men from all three sectors to support implementation of the Platforms

Measure 2.1.5: Designing and development of socially responsible community actions to increase visibility of defined projects and priorities

Measure 2.1.6: Monitoring and alternative reporting on implementation of the CEDAW, GREVIO and EU policies

Measure 2.1.7: Advancement of collaboration with other civil society organisations in Bosnia and Herzegovina and regionally through networks

Result 2.2: Created conditions for improvement of women's position in political parties

Measure 2.2.1: Analysis of position of women in political parties and evidence based advocacy for its improvement

Measure 2.2.2: Strengthening capacities of young women politicians to participate in decision-making

Result 2.3: Created conditions for economic empowerment of women, women from vulnerable groups, including victims of violence

Measure 2.3.1: Gender analysis of programmes of employment and self-employment incentives, impact assessment of the selected programmes, including focus on support to women from marginalised groups

Measure 2.3.2: Advocacy for policy and legal framework to priorities women's entrepreneurship and entrepreneurship of women from marginalised groups in the public budgets

Measure 2.3.3: Establishment of cooperation with more socially responsible companies and vocational and educational training centres

Measure 2.3.4: Strengthening capacities of institutions, agencies and vocational and educational training centres for gender responsive management of employment policies

Result 2.4: Contributing to conflict prevention, sustainable peace development and social cohesion

Measure 2.4.1: Work with youth and overcoming transgenerational trauma

Measure 2.4.2: Programmes of support to victims / witnesses of war crimes and other serious crimes

Measure 2.4.3: Support to dialogue across various social groups to support overcoming of consequences of the last war

Measure 2.4.4: Development and participation in peace initiatives in Bosnia and Herzegovina and the region and promotion of diversity and peace as values

Measure 2.4.5: Advocacy for marking of days in support to women civilian war victims

Strategic programme 3: Sustainable organisational development

Aiming for sustainable organisational development, the UWF will focus on creating the possibilities for continuous learning and development of its staff, particularly in the areas of fundraising,

organisational development and human resource management, project cycle management and project evaluation. By the end of strategies period improvement of these functions in the organisation is expected as a result of advancement of knowledge and skills, their adequate application, internal reorganisation or employment of new staff based on the needs. Although, the UFW funding has been relatively stable over the last years, financial sustainability is one of the priorities of this programme area. It has been largely achieved for the activities of the shelter, while further efforts should be invested in economic empowerment and employment of women survivors of gender based violence. Another challenge is financing of the 2nd programme area, as it mostly comes from internationally funded projects. Therefore the intention is to diversify sources of funding, develop and offer of services and apply to calls for provision of expertise and technical assistance (tenders) and business oriented activities.

Strategic programme 3: Sustainable organisational development

Strategic objective 3: Created conditions for sustainable and autonomous organisational development

Result 3.1: Improved human resource management function

Measure 3.1.1: Updating of rulebook on internal organisation and systematisation of jobs in line with findings and recommendations of the strategic planning process

Measure 3.1.2: Annual planning, monitoring and self/assessment of employees' performance

Measure 3.1.3: Learning and development of staff (preparation of project proposals focused on EU calls, monitoring and evaluation, human resource management, fundraising – diversification of sources of funding, business English – adapted to communication in civil society organisations)

Measure 3.1.4: Monthly supervision of staff

Measure 3.1.5: 2 new project coordinators employed at the UWF

Measure 3.1.6: Design, delivery and regular updating of programme for volunteers

Measure 3.1.7: Teambuilding activities

Result 3.2: Advanced function of planning, monitoring and evaluation

Measure 3.2.1: Annual planning and reporting, against the monitoring and evaluation framework

Measure 3.2.2: Advancement of internal communication (regular weekly office meetings, monthly with the shelter coordinator, use of google drive for internal communication and monitoring)

Measure 3.2.3: Quarterly analysis of data on provided support services

Measure 3.2.4: Internal evaluation in the shelter (biweekly), internal evaluation of achievements against the Strategic plan, external periodic review of achievements (mid-term), external comprehensive evaluation (at the end of strategic period as an input information for the new strategic period).

Result 3.3: Established educational and resource centre

Measure 3.3.1: Systematisation of resources, knowledge, case studies, good practice examples

Measure 3.3.2: Development of educational and resource centre business plan

Measure 3.3.3: Development of the training and technical assistance offer

Measure 3.3.4: Promotion of the offer

Measure 3.3.5: Systematisation and keeping records on available literature and opening of the library to public

Result 3.4: Increased effectiveness of fundraising activities of the UWF

Measure 3.4.1: Mapping of potential sources of funding in line with strategic programmes

Measure 3.4.2: Continuous application to calls in for project proposals in line with strategic plan



Measure 3.4.3: Development of new partnerships with institutions and organisations of civil society with purpose of fundraising

Measure 3.4.4: Crowdfunding

Measure 3.4.5: Application to calls for service providers, experts and technical assistance that are in line with strategic programmes of the UWF

3.6 Contribution of the UWF to global sustainable development goals

 <p>1 NO POVERTY</p>	<p><i>Poverty is more than the lack of income and resources to ensure livelihood. Its manifestations include hunger and malnutrition, limited access to education and services, social discrimination and exclusion as well as the lack of participation in decision-making.</i></p>	<p>The UWF offers protection and psychosocial support to women and children victims of violence. In cooperation with institutions it ensures access to basic services, continued education to children and life-long learning and empowerment to women. The UWF added measures for women's economic independence and social integration of victims to its programme, such as advocacy for their prioritisation in employment programmes, facilitation of employment and providing financial support for employment and self-employment of victims of violence.</p>
 <p>3 GOOD HEALTH</p>	<p><i>The objective is to achieve universal health coverage and access to safe and effective essential medicines and vaccines for all.</i></p>	<p>In collaboration with health care providers, the UWF supports advancement of health protection and provision of health care after the acute violence. In the shelter, a team of health workers provide continuous support and recovery. Through the programme of strengthening the influence of women on decision-making processes, the UWF raises awareness on health protection of women and children and advocates for better quality of health care and scope of health coverage.</p>
 <p>5 GENDER EQUALITY</p>	<p><i>Women's empowerment, promotion of gender equality and elimination of all forms of discrimination is of essential importance for faster achievement of sustainable development goals.</i></p>	<p>Women's empowerment and achievement of gender equality is a core of all UWF programmes. From combating and overcoming severe forms of discrimination and violation of women's rights such as gender based violence and violence against women in conflict, to participation in public and political life. Through its programme area of strengthening women in public and political life, the UWF works on elimination of discrimination and achievement of equality at all levels of social life, affirming advancement of both legal framework and practice.</p>
 <p>10 REDUCED INEQUALITIES</p>	<p><i>Achievement of social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status. Reducing inequalities within and between countries.</i></p>	<p>Independently and in cooperation with partner organisations, the UWF implements activities to reduce inequality, implement antidiscrimination laws, particularly those related to multiple discrimination of women (women in rural areas, women with disability, long term unemployed women, minorities, etc.). The UWF advocates for advancement of public policies to recognise these groups and reduce negative effects of multiple social marginalisation.</p>
 <p>11 SUSTAINABLE CITIES AND COMMUNITIES</p>	<p><i>Ensure access for all to adequate, safe and affordable housing, settlements arrangement, investment in public services, better urban management, with participation and engagement of all.</i></p>	<p>The UWF got involved into development planning processes at all levels, including the local governments. In cooperation with local communities we support citizens' initiatives and socially responsible actions to advance life conditions and quality of public services at the local level.</p>

 <p>16 PEACE AND JUSTICE</p>	<p><i>Peace, stability, human rights and efficient and responsible management based on rule of law are key catalysts of sustainable development.</i></p>	<p>Since its establishment, the UWF and its programmes support peacebuilding and dialogue among various social groups. Ever since its first afterwar programmes of support to return of refugees and support to settlement of displaced persons, their integration, through continuous dialogue of women originating from different ethnic groups, communities, political parties, to empowerment of women victims of war related sexual violence. The UWF actively monitors the performance of public institutions and judiciary, advocating for responsible and professional conduct based on the rule of law.</p>
 <p>17 PARTNERSHIPS FOR THE GOALS</p>	<p><i>Today's world is interconnected more than ever. Sustainable development goals can be achieved only with strong commitment for global cooperation. The objective is to improve South-South and North-South cooperation and support the countries to achieve sustainable development goals.</i></p>	<p>One of the key values of the UWF is partnership. We establish partnerships within Bosnia and Herzegovina, with similar organisations in the Western Balkans, Europe and worldwide. The UWF has been actively involved in dialogue on measures to achieve gender equality organised by the United Nations, the Council of Europe, European Union and other international organisations and regularly contributes to alternative reports on CEDAW and CAHVIO implementation.</p>

4 Annexes

Annex 1: Logical framework matrix with financial plan

Annex 2: Stakeholders analysis

Annex 3: Programme evaluation of the UWF