

# Reconstruction Women's Fund– Belgrade

## STRATEGIC PLAN 2014-16

(January 2014 – December 2016)



### 1. About RWF

**Reconstruction Women's Fund (RWF)** was established in 2004 in Belgrade, with the main goal to support and maintain feminist political platform against war, nationalism, racism, militarism and any kind of discrimination and violence against women in Serbia, by collecting funds to provide grants and strategic linking of compatible initiatives.

Today, RWF is the only local organization specialized in collecting and distributing funds for supporting activities of women's non-governmental organizations (NGOs) and groups in Serbia. Aims of RWF are to support autonomy of women's groups, whose programs affect the public and lead to strategic changes, to strengthen their networking, cooperation, solidarity and visibility, to stimulate communication and exchange of women's activist, academic, artistic and pacifist experience and knowledge.

Main goals of RWF are achieved by:

- Program for collecting funds for direct financial support to particular women's NGOs, groups and initiatives, realized through the public call and awarding grants.
  - within the framework of „Women's Initiatives“ program (maximum grant amount is 300.000 RSD) to support autonomous actions of women's NGOs and groups working in the field of women's human rights.
  - within the framework of „Special focus“ program intended for additional development and building capacities, knowledge and skills of women's groups, their networking and interconnecting. This programs has several directions: Campaign „16 Days of Activism against Violence against Women“, „Roma Women's Initiatives“ and „Education for Critical Issues“.
  - within the framework of support of activism of young women, aged between 16 and 30, „Mirror“ (maximum grant amount of 150.000 RSD) directed at their real needs, interests, priorities, with the aim of social change in the environments in which they live, study, work and beyond.

- within the program „Rapid Response Grants" (maximum grant amount is 150.000 RSD), for support of short-term interventions in cases in which emerging situation was unpredictable and exigent.
- scholarship „□arana Papi□", as a support to women activists/scholars, for gaining knowledge and global exchange in the fields related to gender/women's issues (Women's Studies in Belgrade and Novi Sad, as well as significant gender and peace programs abroad with whom RWF has a long-term cooperation).
- Program for strategic connections of related initiatives is accomplished via:
  - Networking of women's NGOs and groups for gathering around joint platform
  - Support in designing and developing joint initiatives and campaigns (e.g. Campaign „16 Days against Violence against Women" etc.)
  - Public advocacy and lobbying in partnerships

During 10 years of its existence, RWF has awarded as support **105.145.023 RSD (or 1.483.710 USD), including 583 direct** grants and scholarships.

### **Greatest achievements**

- **Our place:** RWF is set and works as a part of the feminist movement. With its grassroots policy, it stimulated development of local groups, with special emphasis on activism of Roma women, and is also a reliable partner to the largest and oldest women's groups in Serbia, with whom we are also close in terms of politics.
- **Political legacy:** RWF has put to the fore in different forms testimony about political feminist activism via conservation and promotion of knowledge, analyses and ideas of scholar and activist □arana Papi□. RWF has awarded 84 scholarships, supported organizing of manuscripts and publishing of the book „Texts 1977-2000", produced a film with selected audio and written quotes of □arana Papi□.
- **Consciously quick:** From the beginning, RWF has set a program of grants for urgent support in situations of discrimination, violation of rights, spreading fear and insecurity of women. It is the only donor program of this profile in the country. Timely reaction is the basis of solidarity and awareness of reality in which we all live together.
- **Free education:** precise publishing of older and more recent books and texts of feminist literature, both printed and virtual. Positioning of current women theoreticians and topics from feminist environment in Serbia, with relatively large circulation, via promotion and distribution, including 52 libraries that receive books and materials related to women's groups' campaigns.
- **Engaged art:** "Joyfulness Craziness" is an annual event held by RWF, which opens different spaces, gathers new artists and creates special atmospheres. RWF has permanent partnerships and backing in independent cultural spaces, such as REX and Slobodna zona (Free Zone). As a part of such policy of RWF, the most complex project is one-hour long performance "Pasarela", created with participants of the program "Roma Girl's Solidarity"- young women and girls, women activists and artists, in cooperation with Columbian engaged theatre director Patricia Ariza, which was then documented in the artistic-engaged movie of the same name, made by Vladimir Šojat.
- **Among similar foundations:** RWF is an active and dedicated member of networks with which we share the closest policy– INWF (International Network of Women's Funds) and FFP (Foundations for Peace Network) where we have earned respect because of our policy and practice.

### Sources of financing and costs structure

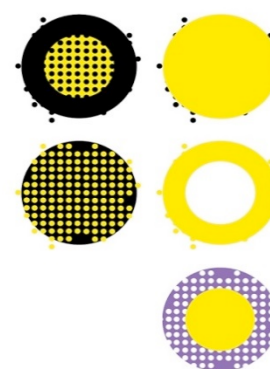
During 2010-13 key funders of RWF were foreign donors: **Mama Cash, Global Fund for Women, Oak Foundation, C.S. Mott Foundation**, and others

Review of donors and funds collected in the period 2010-13:

Donor	Year	Funds (USD)
<b>Mama Cash</b>	2010-13	275,143
<b>Global Fund for Women</b>	2010-13	259,880
<b>C.S. Mott Foundation</b>	2010-13	142,380
<b>Oak Foundation</b>	2011-12	149,980
<b>Rockefeller Brothers Fund</b>	2010	29,990
<b>Fillia die frauenstiftung</b>	2010-13	58,077
<b>Urgent Action Fund</b>	2011-13	30,000
<b>Balkan Trust for Democracy</b>	2011	21,626
<b>Rita Fund</b>	2011-13	25,115
<b>UN Women</b>	2011	9,386
<b>OSF Arts &amp; Culture Program</b>	2012	5,000
<b>Heart&amp;Hand Fund (Marta Drury)</b>	2011-13	1,465
<b>Community Foundation for NI</b>	2011	350
<b>Women's Funding Network</b>	2011	250
<b>Individuals</b>	2010-13	5,051
<b>Bank interest</b>	2010-13	328
<b>TOTAL 16 different sources</b>	2010-13	1,014,021

In May 2012, RWF designed and started an initiative called „Uncorking Action“ – *action of real care for social change, rights and position of women*, with the intention to educate and stimulate citizens, both men and women, to local philanthropy (investing in common good) and to invite them to donate for RWF programs.

During 2012 and 2013 an amount of 259.551 RSD (3,037 USD) was collected.



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Začepi sa lažnim obećanjima,  
ne baji se začepljenima,  
ne budi kuvana noža  
jer svaka ti je zlobna  
uici se gde treba!

**Costs structure:**

<i>Type of costs</i>	<i>Total amount (2010-13)</i>	<i>%</i>
Grants	45.370.503	57
Other programs	14.146.091	18
Institutional costs (Including salaries and rent)	19.612.784	25

**2. Activities context: organization and environment**External factors that are favourable for the mission accomplishment

- › Diverse communication, cooperation and political understanding with academic and activist feminist groups
- › Years long cooperation, trust and investments of foreign donors into RWF
- › Participation in the work of international networks

External factors that present risks for the mission accomplishment

- › Existential pressure on groups and activists
- › Closed media space and self-censorship in public discourse
- › Conformity of similar organizations with governing policies
- › Focus of non-governmental organizations on state, and not on society
- › Autonomy of action of women's groups is threatened because they have to cooperate with the state in order to survive

Organizational capacities for the mission accomplishment

- › Credibility and trust that RWF possesses with women's groups
- › Opening of RWF to different audiences– presence on local and international scene
- › Providing new donors and increased budget of RWF
- › Flexibility and persistence in designing and accomplishing new ideas

Organizational defects

- › Feminist platform is known and clear to a limited circle of people
- › Insufficient visibility of work of RWF as a foundation
- › Insufficient evaluation of impact of grant programs

**Statement on vision of the organization:**

By the end of 2016 RWF acts as a feminist political organization with developed long-term cooperation with current and new foreign donors, and with established basis for collection of local individual donations.

### 3. Strategic directions of activities in the period 2014-16

RWF's vision can be developed via several parallel courses of action

#### 1. Support to women's groups working in the field of human rights via

- a) Direct financial support (awarding grants through the program „Women's Initiatives"), primarily to groups and initiatives with authentic, creative projects, who do not have sufficient financial and organizational possibilities, due to underdevelopment of the environment in which they work, or are discriminated because of the contents of their work. As of 2014, RWF enters the test phase of partnership with particular groups (from 3 to 5) which will be awarded annual general support for further development of programs that have been continually supported by RWF so far. Criteria for the selection of groups, as well as the selection itself, were approved by the Managing board of RWF. Other funds for program of Women's Initiatives will be awarded in the regular way – via open call and decision-making of the Managing Board three times a year.
- b) Urgent financial support (awarding grants from Rapid Response Grants program) for short-term interventions in cases of unpredicted and most severe violations of women's human rights, such as violence and discrimination on all grounds. Focused promotion of the program during 2014.
- c) Additional contribution to mutual connecting and networking and experience exchange of women's groups, as well as development and building capacities, knowledge and skills of particular women's groups (awarding grants within the „Special Focus" program)
- d) Direct help in approaching and connecting with other donors and other social actors, as well as in writing applications to other donors

#### 2. Promotion and visibility of feminist activism/politics and support to education for critical topics via

- a) Collecting, publishing and archiving of 8th of March activities of women's groups (map, printed and virtual)
- b) Individual financial support (scholarships) to women for gaining knowledge on master and doctoral Women/Gender studies in the country, as well as on significant gender and peace programs abroad, and for regional and global exchange

- c) Printed and virtual editions of publications that are to serve as educational materials to women's groups and wider audience about opposing to conservative tendencies, public presentations and lectures.
- a) **Support, education, activation and connecting of young women and girls** via  
Direct, available, flexible and strategic financial support (awarding grants within the „Mirror“ program) to non-profit, non-governmental organizations and informal groups ran by young women between 16 and 30 years, initiatives and wide scope of activities directed at their real needs, interests, priorities, with the aim to achieve social change in the environments in which they live, study, work, and beyond.
- b) Continual development of educational-artistic programs for youth, with the aim to create an active space for learning, exchange, socializing, connecting (such as, for example, Roma Girls` Solidarity)
- Networking, cooperation and public advocacy** via
- a) Campaign“16 Days of Activism against Violence against Women“
- b) Membership in international networks (such as FFPN, INWF, WFN etc.) and cooperation, exchange, learning from/with other women's funds
- c) Cooperation with artistic-activist collectives and scientific and cultural institutions

#### 4. Strategic goals and expected results

##### **Strategic goal no. 1: Support to women's groups working in the field of women's human rights**

###### *Specific goals*

1.1 Minimum 36 grants awarded to women's groups and NGOs for realizing projects and initiatives aimed at advancement of women's human rights in Serbia, via regular calls, and minimum 12 partnerships via general support

###### *Expected results*

- Minimum 12 grants per year (grant value is approx. 3.500 USD) from the program „Women's Initiatives“ awarded to women's groups and NGOs for realizing projects and initiatives in the field of women's human rights and 4 grants per year of general support
- Minimum 10 women's groups and NGOs (with authentic, creative projects/programs that do not have enough financial and organizational capacities) kept their autonomy and continuity of work.

1.2 Minimum 15 grants awarded to women's groups and NGOs for realizing interventions in cases of harshest violations of women's human rights

###### *Expected results*

- Minimum 5 grants a year (grant value is approx. 1.700 USD) from the „Rapid Response“ program awarded to women's groups and NGOs for accomplishing interventions in cases of unexpected harshest violations of women's human rights
- Minimum 5 women's groups and NGOs a year able to react in cases of unpredicted harshest violations of women's human rights

1.3 Minimum 45 grants awarded to women's groups and NGOs for additional development of mutual cooperation and for building capacities, knowledge and skills of specific women's groups

*Expected results*

- Minimum 15 grants per year from the „Special Focus“ program awarded to women's groups and NGOs for development of mutual cooperation and capacity building
- Minimum 10 women's groups and NGOs (with authentic, creative projects/programs, that do not have sufficient financial and organizational possibilities) advanced their capacities for action

1.4 Minimum 9 one-day consultation services provided to women's groups and NGO's, in order for them to receive grants from other donors

*Expected results*

- Minimum 3 one-day consultation services and 100 short-term consultations per year provided to women's groups and NGOs in order for them to receive grants from other donors and on other grounds
- Minimum 3 women's groups per year supported in applying for a grant from other donors

**Strategic goal no. 2: Promotion and visibility of feminist activism/policy and support to education about critical topics**

*Specific goals*

2.1 Developing a model for collecting and archiving 8th of March activities of women's groups

*Expected results*

- Publishing printed and virtual map of 8th of March activities of women's groups from the country and abroad, on a yearly basis

2.2 Minimum 15 scholarships (in the amount of tuition) awarded to women, for gaining knowledge at gender and peace master and doctoral studies in country and abroad

*Expected results*

- Minimum 5 one or two-semesteral scholarships (in the amount of tuition) per year awarded to women for gaining knowledge at gender and peace master and doctoral studies

2.3 Minimum 6 printed or virtual publications produced and presented at public events or lectures

*Expected results*

- Minimum 2 printed or virtual publication per year
- Minimum 2 promotional events or public lectures with 30-100 guests accomplished

### **Strategic goal no. 3: Support, education, activation and connecting of young women and girls**

#### *Specific goals*

3.1 Minimum 54 grants from the „Mirror“ program were awarded to women's groups and NGOs ran by young women, between 16 and 30 years of age, for realizing initiatives aimed at social changes

#### *Expected results*

- Minimum 18 grants per year (grant value is approx. 1.700 USD) from the „Mirror“ program awarded to women's groups and NGOs ran by young women, for realizing initiatives aimed at social changes
- Annually, minimum 18 women's groups and NGOs ran by young women advanced their capacities for action

3.2 Minimum 45 young persons attended educational-artistic workshops and realized 6 joint local actions.

#### *Expected results*

- Minimum 15 young women per year attended educational-artistic workshops within the program “Roma Girls` Solidarity” and other educational programs
- Minimum 3 joint local actions per year realized by participants of these programs.

### **Strategic goal no. 4: Networking, cooperation and public advocacy**

#### *Specific goals*

4.1 3 campaigns “16 Day of Activism against Violence against Women“carried out in partnerships

#### *Expected results*

- On a yearly level, a minimum of 70 groups and NGOs, and a minimum of 10 different types of cultural institutions, included in the campaign“16 Days of Activism against Violence against Women ”

4.2 Membership maintained in at least 3 international networks and a minimum of 3 meetings of experience exchange held with other women's funds

#### *Expected results*

- Membership maintained in at least 3 international networks (FFPN, INWF, WFN)
- Annually, 1-2 meetings of experience exchange held with other women's funds

4.3 Cooperation maintained with at least 3 artistic-activist collectives and scientific and cultural institutions, and at least 3 joint activities realized

#### *Expected results*

- Annually, at least 3 artistic-activist collectives and scientific and cultural institutions participated in the realization of a joint activity. The aim of the cooperation is to open up space for the contents offered by RWF and exchange of contents. Joint actions and creation of programs in order to collect funds as a part of individual philanthropy.



## 5. Financial plan

In the following period, it is necessary to provide additional funds, in order for all the planned activities to be realized.

Strategy for collecting funds will be based on:

- establishing long-term cooperation with the existing foreign donors, in order to provide their general support
- finding new foreign donors for continual support of RWF work
- public advocacy and lobbying in partnerships, for support of local women's funds and program of re-granting by EU funds
- continual and gradual development of local philanthropy, as the basic aspect of self-sustainability and new resource of funds for supporting RWF programs.

Plan for developing local philanthropy is comprised of several stages:

- research and test phase of funds collecting possibilities
- establishing of stable resources of funding phase
- expansion of stable resources of funding phase

Research and test phase of possibilities to collect funding includes different activities::

- a) Organization of public events – Joyfulness Craziness, auctions
  - Three public events will be organized per year, that should enable direct collecting of funds or to help find 5 potential donors
- b) Advancing, re-design of website, so that possibilities for donating become more visible
- c) Using social networks facebook/twitter/linkedin, as well as Serbian Philanthropy Forum (in accordance with needs)
- d) Circles of friends, where priority is given to small donations from as many people as possible, with the aim to get 5 stable donors through regular monthly donations

## 6. Organizational development

A clearer work and responsibilities distribution was completed in December 2013.

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*Strategic Plan for 2014-16 was adopted at the RWF Managing Board meeting held on February 10, in Belgrade.*

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