

TIIIT! INC. STRATEGIC PLAN FOR THE PERIOD 2023 – 2027

The structure of the strategic plan of Tiiit! Inc. for the next five-year period was laid out at the workshop that was held on March 4 and 5, 2023 in Hotel City Park in Skopje, with the participation of nine members of the organisation and the Management Board.

The process of formulating the strategic plan entailed an assessment of the organisation's capacities, opportunities and threats within the social landscape, through the utilisation of Spider Web and SWOT analysis. Additionally, PEST analysis was conducted to gain an insight into the political, economic, socio-cultural and technological trends prevalent in the country and the Southeast Europe region, which significantly influence the organisation's operation. The TOWS matrix was used to identify strategic challenges and strategic opportunities. They later helped in defining the strategic objectives for the upcoming midterm period, the appropriate activities aimed at achieving them, as well as the measurable indicators for gauging their realisation. The design of the strategic plan, which was drafted at the workshop, was subject to a public discussion held in Skopje on April 7, 2023. The comments and observations of the public discussion were thoughtfully integrated into the draft of the strategic plan, resulting in a finalised version.

Taking into account the organisation's recent access to diversified funding sources, achieving a certain level of financial stability and establishing a core operational team, the strategic plan seeks to elevate the operations of Tiiit! Inc. to a higher level, while cautiously navigating the challenges posed by the unpredictable social landscape.

The key pillars of this strategic plan are: enhancing the organisation's management (by strengthening the team, engaging volunteers, forming project teams for new projects, harnessing the team's potential and establishing the organisation's code of ethics); improvement of the financial stability through forging partnerships with new donors, exploring alternative funding sources and developing internal revenue streams (production, workshops, publishing, trainings, events); strengthening of the program capacities and expanding their reach (exploring new paths for substantial program development and openness to changes and development of organisation's own cultural programs and productions and enhancing the organisation's representative role); cultivating a broader audience for feminist content (by curating festival content, generating new productions, leveraging social networks and enhancing publishing); facilitating internal and external communication of the organisation (internal communication channels, communication with the members of the organisation and the Management Board, and developing a communication strategy); and strengthening of partnerships (with existing stakeholders and seeking collaborations with institutions, other civic associations, libraries and schools and developing cooperations and exchange programs in North Macedonia, the wider region and Europe).

Tiiit! Inc.

Tiiit! Inc. was founded as an informal group in January 2011 as a result of a shared passion for taking an active action in the field of women's rights, based on the founders' individual experiences in the non-governmental sector, culture, art and media. Recognizing the need to expand the impact and ensure sustainable results, in January 2014 Tiiit! Inc. officially registered as a non-profit organisation dedicated to promoting women's activity. The

organisation's core areas of interest and action encompass women's rights, intellectual and creative production by women, active engagement in fostering the independent cultural scene and civic activism in North Macedonia and the region. Tiiiit! Inc. achieves its mission and develops its activities by encouraging and affirming diversity, conducting research, offering informal education and promoting creative exchange and cooperation among actors in these areas.

Up to this point, the organisation has achieved fruitful partnerships with several regional collaborations, engaging in program exchanges and implementing culture-focused projects. Throughout its work, the organisation has fostered exceptional collaborations with various cultural institutions, receiving steadfast support since its inception. It enjoys backing from esteemed public institutions such as the Youth Cultural Center - Skopje (MKC), Cinematheque of Macedonia and the Museum of Contemporary Art, among others. The organisation's work has gained attention from both domestic and international donors, such as the Open Society Foundation of Macedonia, USAID, FRIDA Young Feminist Fund, Kvinna till Kvinna Foundation, Civica Mobilitas, the Creative Europe Program of the European Commission, Sigrid Rausing Trust, Equality Fund, the Embassy of the Kingdom of the Netherlands in the country, the Embassy of the United States of America, the Ministry of Culture of the Republic of North Macedonia, the City of Skopje and others.

Tiiiit! Inc. was the initiator of the establishment of Matka - a platform dedicated to ensuring free access to legal abortion together with 8 other civil society organisations that work in the field of reproductive rights, women's rights and the LGBTI community (HERA, LezFem, Reactor, Coalition for sexual and health rights of marginalised communities, Bori se Zhenski, Izlez and Kontrapunkt). Since 2014, the organisation has been a member of the regional network Gendernet - an informal network of organisations dealing with cultural gender practices through media, festival and production programs. Tiiiit! Inc. is also a member of the national informal network - Platform for Gender Equality, together with 28 other members - organisations that operate in the field of human rights and gender equality. The organisation is also a member of JADRO - Association of the Independent Cultural Scene, a network comprising over 60 organisations and individuals from cultural domains, all of whom represent the independent cultural sector. Tiiiit! Inc. is also a member of NNHT - National Network Against Homophobia and Transphobia.

From the very beginning of its existence, Tiiiit! Inc. realises activities that focus on the active women's sphere, its support and promotion. The organisation curates and hosts conceptual events that celebrate independent culture, art and humanitarian causes, based on enthusiasm, friendly exchange and creative cooperation among representatives from the local and regional independent cultural scene and non-governmental sector. Tiiiit! Inc.'s events dedicated to advancing women's rights are characterised by a rich and interdisciplinary program, attracting a diverse and sizable audience. Central to the organisation's mission is activism and networking, where the activities serve as a focal point for fostering cooperation among organisations addressing related topics both within the region and across the EU. The event's program is consistently enriched through the participation of a growing number of regional and international guests.

FIRSTBORN GIRL stands as one of the organisation's main activities. It is a festival that celebrates feminist culture and activism that first graced Skopje's stage in 2013. This annual

event serves as a space that promotes diverse perspectives on gender representations in art and critical discourse. By daring to challenge dominant narratives and dismantling stereotypes, the festival creates a secure and welcoming platform where the voices of minorities and marginalised communities intertwine with the mainstream. As the nation's sole festival for feminist culture and activism, FIRSTBORN GIRL upholds the principles of feminism, contributes to essential recognition of women's intellectual and creative work, and supports the efforts of women's and LGBTI+ rights activists and acts as a catalyst for societal change. At the heart of this interdisciplinary festival lies a program that spans exhibitions, lectures, performances, concerts, presentations, panel discussions, book promotions, DJ sets, engaging activities tailored for children and youth, workshops, representing various reflections of feminism's multifaceted nature where theory and art harmoniously converge. Grounded in feminist values, the Festival promotes equality, inclusivity, non-discrimination, care, togetherness, solidarity, alliance and intersectionality as pillars of free, just and inclusive societies.

ANALYSIS OF THE ORGANISATION AND ITS ENVIRONMENT

The results of the spider web analysis reveal that Tiiiit! Inc. possesses several strengths, such as the adept management of the organisation, available office space and sufficient technical equipment, effective financial management and good human resources, while the weaknesses are related to interaction with the media and the engagement with decision makers.

The SWOT analysis highlights several strengths, such as skilled human resources and rich valuable experience of the team; commitment to consistency in the undertaking actions fostering gradual and sustainable growth of the organisation; recognition and trust in the community that has been gained through the outstanding track record of previous accomplishments of the organisation; financial independence from state funding sources and good cooperation with other organisations and cultural entities within both North Macedonia and the broader South-Eastern Europe region. The following weaknesses have surfaced from the analysis: the small operational team is subject to frequent changes and saddled with an extensive workload; there is an insufficient leveraging of the the assistance of volunteers, which may potentially lead to exhaustion and burnout among employees and contracted personnel; there is an unpreparedness to embrace changes and adapt to shifting circumstances; internal communication, communication between the membership and the Management Board is weak; and cooperation with minorities, networking with partners and presence in cities outside of Skopje are insufficiently developed.

The presence of substantial number of feminist initiatives and the increasing interest of the younger generations in feminist perspectives, both within North Macedonia and in the wider region are recognized as the main opportunities that hold a great potential for advancing the organisation's endeavours; the emergence of new donors and an upswing in grants specifically tailored to cultural projects; opportunities to broaden the organisation's scope of activities (research, education, development of commercial activities that could contribute to sustainability) and opportunities to strengthen existing collaborations and establish new partnerships on a regional level and extend the network of cooperation. Key threats that could potentially jeopardise the work of the organisation, however, are the rise of anti-feminist

mobilisation (anti-gender movement) and the spread of "facade" gender equality; disinterest displayed by stakeholders, instability of partnerships; risk of severing ties with long-standing institutional partners (such as the Youth Cultural Center and Cinematheque); the unfavourable media sphere in North Macedonia and the prevailing political and economic uncertainties.

STRATEGIC PROGRAMING

Drawing from the analysis of strengths and opportunities, as well as weaknesses and threats, the organisation employs the TOWS matrix to discern strategic opportunities and challenges. By juxtaposing these factors, the organisation identifies its strategic goals. The challenges entail the inadequacy in good management and the underutilization of existing human resources. Conversely, a strategic opportunity arises in the enhancement of organisational management and the bolstering of the team, by incorporating interns and volunteers. Financial instability poses a critical strategic challenge, while simultaneously, the presence of potential new donors and diversified funding sources presents a promising strategic opportunity. The organisation faces strategic challenges in the form of reluctance to adapt and embrace change, alongside an insufficient recognition and utilisation of opportunities. In contrast, strategic opportunities lie in expanding the scope of activities, encompassing research and education, forging new partnerships and collaborations, and venturing into commercial ventures to broaden sustainability prospects. Prominent strategic challenges are evident in poor internal communication, insufficient communication between the membership and the Management Board, and deficient outreach to media and decision-makers. A significant strategic opportunity emerges in the development of a comprehensive communication strategy. Insufficient networking and limited presence in other cities, besides Skopje, also present strategic challenges. A strategic opportunity lies in establishing a robust cooperation and exchange program in North Macedonia and the region. Furthermore, one of the prominent strategic opportunities lies in capitalising on the increasing prominence of feminism as a current and relevant topic. Consequently, the organisation aims to cultivate a broader audience for feminist issues through its efforts. By recognizing and acting upon these strategic opportunities and challenges, the organisation can forge a path towards sustainable growth and meaningful impact.

MISSION OF THE ORGANISATION

MISSION OF THE ORGANISATION: The fundamental purpose of the organisation's existence is to promote visibility and representation, with a primary focus on women and feminist creativity. The organisation is dedicated to enriching the public sphere through culture that embodies feminist values at its very core. Central to its mission is the endeavour to expand the current available resources while also establishing fresh, liberated, and secure spaces and conditions conducive to critical cultural and social engagement. The organisation seeks to foster connections among women involved in cultural endeavours and those dedicated to advancing gender equality in various cultural domains. By doing so, it aims to empower and amplify the voices of women, catalysing positive change in society.

Tiiii! Inc. is dedicated to raising awareness and promoting feminist values within society through proactive activism and the creation of meaningful cultural and artistic content. Our primary mission revolves around nurturing critical thinking and challenging the prevailing patriarchal norms. Central to our purpose is providing support to women and LGBTQ individuals facing socio-economic challenges and marginalisation. We take the initiative to establish and maintain fruitful collaborations with like-minded individuals, groups, and organisations, as well as relevant institutions and stakeholders. Our aim is to foster an environment of continuous learning, knowledge sharing, and networking, which enables us to make a more profound impact in the pursuit of our goals. Operating predominantly within the independent cultural domain, we endeavour to carve out a space that enables the unfettered expression and self-realisation of women from the realms of intellect, culture, and art. By doing so, we strive to amplify the voices of underrepresented groups, empowering them to create a lasting impact on society's perception and acceptance of feminist principles.

PROBLEMS WE SEEK TO ADDRESS: We are committed to tackling the pressing issues of limited and endangered spaces that hinder critical cultural and social action, and inhibit the connection of women and marginalised communities within the framework of prevailing power structures, both structural and symbolic. Additionally, we endeavour to combat the pervasive invisibility and underrepresentation of women, their creativity, and their contributions in cultural realms and areas concerning gender equality.

CORE VALUES: We hold a strong commitment to envisioning and advocating for shared strategies that pave the way towards feminist futures.

WHAT MAKES US UNIQUE: What distinguishes us, is our approach to gender rights, which centres on the transformative power of culture.

ACTIVITIES: Tiiii! Inc. realises its mission by curating and implementing a diverse range of public programs encompassing culture, education, research, publishing, and promotion of feminist values. Our initiatives challenge and interrogate patriarchal and other oppressive power structures, creating innovative spaces for collaboration, experiential learning, critical reflection, and the genesis of new forms of resistance.

Tiiii! Inc. is dedicated to establishing the conditions necessary for critical cultural and social action, while also providing liberating, inclusive, and safe havens for women and other systematically marginalised groups who share our unwavering commitment to feminist principles. Our transformative goals come to life through public programs spanning culture, education, research, publishing, and various other ventures that confront and question prevailing patriarchal and power systems. By doing so, we open the doors to fresh opportunities for cooperation, connection, self-expression, critical contemplation, and the forging of innovative paths towards resistance.

STRATEGIC GOALS FOR THE PERIOD 2023 - 2027

1. Strategic Goal: Improving the organisation's management (strengthening the team, engaging volunteers, establishing specialised project teams to cater to newly acquired

projects, unlocking the team's untapped potential and establishing the organisation's code of ethics)

The proposed activities aimed at attaining this goal encompass the following:

- A.1. Systematization of work positions in the first year of implementation of the strategic plan
- A.2. Employment of two assistants for a period of five years
- A.3. Involvement of intern(s) and volunteer(s) as required
- A.4. Creating project teams as necessary
- A.5. Active participation in organisational management trainings
- A.6. Performance evaluation for all organisation participants, ensuring mutual satisfaction with their work (executive office, assistant(s), volunteer(s), project teams)
- A.7. Creation of the organisation's code of ethics in the first year of implementation of the strategic plan

Indicators for the achievement of this strategic goal will be:

- I.1. A comprehensive document outlining the systematisation of the working positions adopted by the Management Board by the end of 2023.
- I.2. Success of Executive Office operations: assessing the efficacy of the executive office's functions, including the timely fulfilment of responsibilities related to workplace organisation, financial management, communication oversight, and the number of successful new projects undertaken.
- I.3. Number or participation in organisational management training sessions and evaluating the calibre of knowledge assimilation.
- I.4. Number of employed assistants over a five-years period and evaluating their mutual satisfaction with their work and the organisation.
- I.5. Number of engaged interns and volunteers and gauging their mutual satisfaction with their roles and experiences within the organisation.
- I.6. Number of Project Teams formed and gauging their mutual satisfaction with their collaborative efforts and accomplishments.
- I.7. Adoption of Code of Ethics by the assembly or Management Board by the end of 2023. Subsequently, the application of the code of ethics will be assessed at the conclusion of the strategic plan implementation period.

2. Strategic Goal: Enhancing financial stability through diversified funding streams, including forging alliances with new donors, seeking opportunities for alternative funding sources, and cultivating self-sustaining financial resources (leveraging revenue from productions, workshops, publishing, training, events, etc.).

The proposed activities aimed at attaining this goal encompass the following:

- A.1. Mobilising funds and crafting compelling project proposals for submission to both domestic and foreign donors.
- A.2. Identifying and engaging with potential new donors, cultivating meaningful communication with them.
- A.3. Exploring opportunities for accepting private donations and integrating them into the organisation's communication strategy.

A.4. Identifying viable sources to develop self-sustaining financial resources and augmenting the volume of resources generated internally through productions, workshops, publishing, training sessions, and events.

A.5. Actively participating in specialised training sessions focused on project writing and fundraising.

The indicators to gauge the attainment of this strategic goal will be:

I.1. Demonstrable growth in the organisation's available funds.

I.2. Total volume of institutional grants secured throughout the 5-year strategic planning period.

I.3. Number of newly identified donors and the number of donors with whom fruitful communication has been established.

I.4. Percentage of projects successfully secured and funds raised from new donors.

I.5. Identified opportunities for receiving private donations.

I.6. Percentage of financial resources generated internally.

I.7. Number of participation in training sessions and the number of participants, along with the degree of knowledge development achieved through these training sessions.

3. Strategic Goal: Empowering program capacities and expanding the scope of impact (pioneering innovative avenues for substantial program development, embracing adaptability, fostering proprietary program and cultural production, and fortifying the organisation's representative role).

The proposed activities aimed at attaining this goal encompass the following:

A.1. Formulating guiding principles for program development.

A.2. Crafting a comprehensive work plan with a well-defined timeline for annual implementation.

A.3. Actively engaging in training sessions focused on curating cultural content.

A.4. Identifying program focus areas and cultivating a distinct in-house program.

A.5. Establishing dedicated program teams and fostering fruitful collaborations within specific domains.

A.6. Enrolling in training programs to enhance advocacy skills.

A.7. Advocating for gender equality in targeted areas.

The indicators to gauge the achievement of this strategic goal will be:

I.1. Adoption of a development document outlining well-defined principles.

I.2. Evident advancements in program creation practices.

I.3. Number of organisation members (assistants, program associates, volunteers) who have undergone relevant training sessions, showcasing enhanced knowledge in cultural content programming.

I.4. Number of program teams and collaborators, with a focus on mutual job satisfaction.

I.5. Success of program activities measured by audience attendance, media coverage, critical evaluations, program and audience satisfaction.

I.6. Number of organisation members (assistants, program associates, volunteers) who have participated in relevant training sessions, exhibiting advanced advocacy skills.

I.7. Demonstrable success of advocacy activities.

4. Strategic Goal: Developing an audience for feminist content (through festival content, new productions, social media and publishing)

The proposed activities aimed at attaining this goal encompass the following:

- A.1. Consultations with the target groups when preparing the programs
- A.2. Including the aspect of audience development in the program (determining the target group, identifying the type of audience for specific activities)
- A.3. Audience development activities in primary and secondary schools and colleges
- A.4. Inclusion of the aspect of audience development in festival activities
- A.5. Developing an audience through a publishing program
- A.6. Audience development through social media activities

Indicators for the achievement of this strategic goal will be:

- I.1. Successful consultations with the target groups during the preparation of the programs (through the response of the representatives of the target groups, information obtained from them and application of their suggestions during the creation of the programs)
- I.2. Documented aspect of audience development in the program
- I.3. Number and quality of audience activities in primary and secondary schools and colleges
- I.4. Increasing the number of audiences in primary and secondary schools and colleges
- I.5. The aspect of audience development is visible in the festival activities
- I.6. Number of publications downloaded from the website
- I.7. Increasing the number and reactions of the audience on social networks

5. Strategic Goal: Enhancing internal and external communication of the organisation (focusing on internal communication, interaction with the membership and Management Board, and developing a comprehensive communication strategy).

The proposed activities aimed at attaining this goal encompass the following:

- A1. Regular monthly meetings of the extended organisational team.
- A2. Sending reports on monthly meetings to participants.
- A3. Meetings with the Management Board twice a year.
- A4. Developing a communication strategy in collaboration with an external expert by the end of 2023.

Indicators for the achievement of this strategic goal will be:

- I.1. Number of monthly meetings successfully held and number of participants in the meetings.
- I.2. High quality of reports on monthly meetings and satisfaction of the recipient(s) of the information.
- I.3. Minutes of the meetings verifying the implementation of meeting conclusions and resolutions.
- I.4. Evaluation of the communication strategy's effectiveness, with emphasis on its quality and coherence achieved with the input of an external expert.

I.5. Marked improvement in external communication with the public, reflected in an increased number of audiences and followers on social media platforms, positive reactions from the public and donors, and greater media presence.

6. Strategic Goal: Strengthening Partnerships (forging collaborations with existing and prospective partners, including institutions, fellow citizens' associations, libraries, schools, and fostering development, cooperation, and exchange programs in South Macedonia, the region, and Europe).

The proposed activities aimed at attaining this goal encompass the following:

A1. Conducting a comprehensive mapping of potential partners across various domains, including institutions, citizens' associations, libraries, schools, and exploring opportunities for development, cooperation, and exchange programs within South Macedonia, the region, and Europe.

A2. Initiating and nurturing communication channels with identified potential partners.

A3. Executing project activities in novel public spaces, such as libraries, primary, and secondary schools, to widen the organisation's reach and impact.

A4. Cultivating connections and networking with civil society organisations from the country, region, and Europe.

A5. Deepening cooperation through reciprocal program exchanges with partner organisations in the region and Europe.

A6. Engaging in joint project proposals and bidding endeavours with collaborative partners.

A7. Implementing shared projects in partnership with collaborating entities.

Indicators for the achievement of this strategic goal will be:

I.1. Number of potential partners successfully mapped and effective communication established with each.

I.2. Quantity and calibre of project activities executed in new public spaces, reflecting the organisation's adaptability and community engagement.

I.3. Membership in new networks, reflective of the organisation's regional and European program specifics.

I.4. Increase in the number of program contents realised through program exchanges with partner organisations in the region and Europe.

I.5. Success of joint project proposals, measured by their number and positive outcomes.

I.6. Effective implementation of joint projects, measured by their number and successful execution.

ACTION PLANS

Under the framework of this strategic plan, Tiiit! Inc. entrusts the operational management with the responsibility of formulating annual operational plans. These comprehensive plans shall serve as the bedrock for the organisation's day-to-day functioning. They will delineate the specific objectives to be accomplished in each successive year, thus propelling the realisation of strategic goals by the target year of 2027. Moreover, the plans will encompass

a detailed breakdown of the activities to be undertaken, their respective timeframes, and the designated individuals responsible for their successful execution.

MONITORING AND EVALUATION

The monitoring and evaluation of the strategic plan's implementation lie within the purview of Tiiit! Inc.'s management and the Management Board. Emphasising the four crucial domains of monitoring the results, processes, context, and impact, special focus shall be dedicated to result-oriented monitoring. This entails comparison between the planned objectives and the actual achievements, utilising input-output indicators and input-output benchmarking. To ensure comprehensive evaluation, two distinct cycles will be organised to appraise the attained outcomes, with the involvement of external experts. A mid-term evaluation will take place during the midpoint of 2025, followed by a final assessment at the inception of 2028, at the conclusion of the strategic plan implementation period. These evaluations will enable a comprehensive understanding of progress and pave the way for informed decision-making to further enhance the organisation's impact and effectiveness.