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Organizational Capacity Assessment Report

Loud Textile Workers

This report resulted from a discussion with the following representatives of **Loud Textile Workers** on **20th and 21st October 2021**:

- Kristina Ampeva – President
- Blagojce Disoski – Finance Manager
- Bisera Kaftanova – PR
- Silvija Kostovska – Legal Advisor
- Ivan Nikolov – Legal Advisor

In addition to noting the areas where Loud Textile Workers excels as an organization, the report identifies some areas where perhaps the organization can become stronger. This report seeks to inform the organization's personalized Capacity Development Plan for the future.

Organizational Strengths

1. Undertake Organizational Review and Self-Assessment

Board, management, key staff meet periodically to assess the strengths and weaknesses of each element of the organization. Problems are identified and suggestions from others solicited.

They've had a previous OACA session with Kosovo Women's Network in Jan 2020, and a follow up OACA at the end of the project in May 2021.

2. Governance, Leadership and Decision-Making

Written statutes exist, are upheld, and are periodically reviewed and improved upon.

The roles of the governing body and management are clearly defined in an organizational chart, understood, and functionally practiced by all parties. Governing body meets routinely and fulfils all functions, including strategic guidance, hiring of executive leadership, recruitment of new members of the governing body, and financial oversight.

Management is consultative and authority is regularly delegated. Leadership is a shared function, transparent and accountable. Staff, volunteers & members contribute to policy development. All have a clear understanding of their roles.

Entry-level staff and mid-level management are diverse and balanced, but top management and governing bodies are not.

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3. Strategic Analysis and Planning

Vision and mission are articulated and written, clear to staff, volunteers, members, and key stakeholders. All planning, budgeting, decision-making, and organizational activities are in line with vision and mission.

A thorough 3-year plan is developed through internal/external analysis and written in such a way that all can understand the background, strategies, and action plan. This plan is updated at least annually and circulated to the entire organization. Stakeholders participate in formulating the plan. All members of the organization formally meet to initiate plans and are able to solicit full support and implementation within the organization.

A thorough plan has been developed through a planning process and written in such a way that all can understand the background, strategies, and action plan. This plan is circulated to the entire organization, used as a roadmap for activities, and is routinely reviewed and adjusted.

4. Human Resource Management

Clear job descriptions are regularly updated. Review of human resource requirements is regularly undertaken, and this is linked to strategic needs of organization. Roles and responsibilities are clearly understood by all throughout the organization.

Organization adheres to labour laws and has written policies that are distributed to all staff members. Practices are generally perceived to be fair, and diversity and equality are encouraged.

Positions are filled based on set criteria and through open interviews. Diversity is encouraged. Promotion is based on performance and standards are equally applied to all.

There is no salary scale established. Salaries/benefits may be low by market standards, but the organization can attract and retain key staff. Guidelines for expenditures exist and all necessary and approved expenditures are reimbursed. Cash advances are available for anticipated expenses.

Teamwork is valued; work is coordinated within project areas and reporting. Time and other resources are invested to resolve overlap and conflict on an as-needed basis. Organizational culture is highly team oriented, with formal mechanisms to facilitate coordination between levels and projects. Communication channels and skills lead to early identification/resolution of overlap or conflicts.

Leadership routinely and fairly expresses appreciation for exceptional work and tries to motivate low performers, but only sometimes rewards those in the middle of the performance continuum. Several people are selected to participate in outside training or development activities, but selection criteria usually relates to language skills or other factors instead of concrete needs.

A variety of motivating factors (praise, compensation, perks, counselling, etc.) are judiciously and fairly distributed at regular intervals based on performance. Motivational strategies are contoured to both highlight excellent work and improve poor performance. A specific training and development plan exists for each individual based upon role and needs. Organization designates resources for career development.

CSO has 6 permanent paid staff members, which is a sufficient number to carry out activities towards its strategic plan.

5. Project Design, Management, Monitoring and Evaluation

Organization carries out a comprehensive needs assessment involving staff, members, beneficiaries and other stakeholders. Project design and baseline for monitoring is tied to their findings. Gender and minority needs are incorporated at every stage.

Goals and objectives are clearly defined and relevant. Indicators are realistic, specific and reflect both qualitative and quantitative targets.

Regular monitoring is carried out and linked to performance indicators. Organization maintains good records and data and is able to evaluate some outcomes.

Organization 'packages' and disseminates results to all members, supporters, networks, media, and appropriate government bodies. It uses data for annual reports or other publications. Results are used to improve ongoing/future programs.

6. Financial Planning and Management

Cash controls are in place to limit access and provide dual oversight over petty cash, ATM, deposits, expenditures, bank accounts, and reconciliation of bank balances and payroll totals. Transactions are done in writing, approved by appropriate personnel, monitored by management, and documents are stored in locked spaces where access is limited and specified. Cash advances are reconciled to actual receipts. Cash flow is planned and anticipated, and adequate cash (in petty cash and bank accounts) is available at all times.

Procedures and policies to track income and expenditure are clear, written, and followed. Organizational budget and cash flow are approved by management and rigorously monitored.

Project budgets are developed in detail including direct and indirect costs, with full consideration of funder and match requirements. Budgets are reviewed each month. Predicted surpluses or deficits are clearly understood and interventions are routinely made to ensure breakeven. Variance from budget (more than 5% + or -) is unusual. Variances by budget category are donor approved in advance of project termination. Organization is able to accurately assign income and expense, analyse variance, and evaluate and report on fiscal performance by project or donor. A combined organizational budget is done according to purpose and category of expense, routinely updated, and used by management for planning, fundraising and cash flow purposes. Organization has a system designed to allocate accurate portions of staff time and overheads within each grant period to each funder.

Organization uses accounting and allocates expenses to each funder based on an estimated, fair assignment of actual expenditures that occurred within the grant period. Can produce accurate financial reports using manual systems or Excel only. Basic software and protocols are used by an external accountant.

External audit performed, but only on project basis. Multiple non-material exceptions noted on the audit report, but the organization is working to implement suggestions.

7. Public Image

Organization is working on a public relations plan. They produce written materials, invite local press to special meetings or events, and participate in other promotional events. The CSO receives coverage from multiple media each year.

CSO thinks some of the following have a positive perception, some negative, and some a neutral perception of CSOs: government, public, business sector.

CSO always publicizes and promotes its public image via diverse means. Organization is present in the news, at community meetings or gatherings and actively recruits community involvement through a highly targeted outreach plan. A formal mechanism for two-way dialogue with the community is in place. Well-designed and well-aligned professional materials exist for every program and for each target audience, as well as a newsletter and other targeted publications or journals, and an up-to-date website, including links to references and partners.

CSO always produces an annual report with program and financial data and analysis. Report is broadly distributed to all stakeholders and is available to the public, including online.

Opportunities for Strengthening

1. Facilities, Equipment and Technology

CSO has an office space with basic furniture and equipment, but it's not big enough to accommodate all current employees. There are also some maintenance issues, but the location is great, and they wouldn't want to change it.

Organization doesn't have enough IT equipment (only 2 laptops, and the rest use personal laptops). Up to 50% know how to use these. Maintenance may be problematic from time-to-time. Data access and knowledge management are shared with all staff appropriately.

We provided laptops and technical equipment for 4 employees.

Documents: available on the following link:

2. Fundraising and Financial Sustainability

Organization has no ongoing debt, but also no current surplus. Funding is secured for the next 6-11 months. The organization has a few prospects for future funding of at least 30% of budget needs.

Funding is limited to three or four sources. Organization has 3 or more funders and is familiar with a few others (international and local). Relationships are maintained and new ones are being developed.

Organization takes advantage of known funding opportunities and has one person tasked with fundraising.

Membership fees do not exist, and the organization is not interested in implementing this.

Organization has a few friends who occasionally donate time, supplies or other goods. Organization has no community fundraising events.

Organization has some regular volunteers. Other colleagues or supporters occasionally donate space, supplies or other goods or services (under 10% of budget). Organization occasionally organizes small-scale community fundraising events for specific projects.

CSO does not get any revenue for goods and services but has the capacity to develop them as they work as intermediaries between businesses and individual textile workers. They should also look into the opportunities to give consulting/expert's services in order to add to the financial sustainability of the organization.

Through the project financed by the Swedish Foundation Kvinna till Kvinna, we are working on the economic empowerment of women and textile workers. This year we will also form an online cooperative to offer our products to the labor market. We have implemented 2 trainings on economic strengthening and textile cooperatives and we have prepared a comparative analysis of the law on Textile cooperatives in the EU and North Macedonia, as well as training on finding finance to support and start up a textile cooperative. [https://glasentekstilec.mk/wp-content/uploads/2021/10/4.2.-Analysis-MK OK.pdf](https://glasentekstilec.mk/wp-content/uploads/2021/10/4.2.-Analysis-MK_OK.pdf)

3. Service Provision

CSO's goods and services address many of the needs/priorities of constituents/communities. CSO offers some services on demand, but they are on a voluntary basis.

Government never offers grants/contracts to CSO for services. Businesses do not contract CSO for services.

In progress, for the past two years we have held 2 trainings for women textile workers on the formation and determination of roles within textile cooperatives. In the coming period, we plan to create an online cooperative, where various products can be sold through an online platform.