



# STRATEGIC PLAN

## OF THE ASSOCIATION OF ORGANIZATIONS FOR ASSISTANCE TO PERSONS WITH INTELLECTUAL DISABILITIES IN THE AUTONOMOUS PROVINCE OF VOJVODINA FOR THE PERIOD 2022-2025

**Novi Sad, September 2021**

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## List of abbreviations

<b>APV</b>	Autonomous Province of Vojvodina
<b>ASSOCIATION</b>	Association of Organizations for Assistance to Persons with Intellectual Disabilities in APV
<b>CSOs</b>	Civil society organizations
<b>EU</b>	European Union
<b>NOPWDS</b>	National Organization of Persons with Disabilities of Serbia
<b>TACSO</b>	Technical Assistance to Civil Society Organizations
<b>PWDs</b>	Persons with disabilities
<b>PWIDs</b>	Persons with intellectual disabilities
<b>SP</b>	Strategic Plan



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## **INTRODUCTION AND METHODOLOGY**

The Strategic Plan of the Association of Organizations for Assistance to Persons with Intellectual Disabilities in the Autonomous Province of Vojvodina for the Period 2022-2025 was created from April to September 2021 within the strategic planning process carried out with the help of TACSO<sup>1</sup>.

Mentor Ivana Koprivica was hired as an expert to facilitate the development of the Strategic Plan, while Zorka Raskovic was hired to develop the Funding Strategy. Initiation of the strategic planning process arose from the need of the Association to position itself better, act more focused and develop its potentials in a planned and well-defined manner in the following four-year period.

The Association of Organizations for Assistance to Persons with Intellectual Disabilities in the APV<sup>2</sup> is a voluntary, humanitarian, non-governmental, non-profit and non-partisan organization founded in 1967 and operating on the territory of the APV. It has 26 member organizations from the territory of the APV and is concerned with the improvement of the rights and position of persons with intellectual disabilities and their families. The Strategic Plan of the Association was developed through a highly participatory process in which representatives of the member organizations and collaborators from the Association's office were involved.

Members, activists, collaborators and stakeholders of the Association actively participated and contributed in various ways to the strategic planning in accordance with their knowledge of the work of the Association. Members of the Steering Committee were actively involved in the planning at the informative level, while the operational part was carried out by the Working Group formed in cooperation with the mentor. The existing documents of the Association (its founding act, reports, other relevant internal acts and documents that were available to the mentors during the process) were used as a starting point.

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<sup>1</sup> Technical Assistance to Civil Society Organisations (EU TACSO 3) in the Western Balkans and Turkey, project reference number EuropeAid/139494/DH/SER/MULTI

<sup>2</sup> Hereinafter: the Association



The methodology of drafting the Strategic Plan was based on the mentor's experience in conducting similar processes for other clients. Also, the methodology and the very product (i.e. the document) of the Strategy emphasize the connection with the current environment in which the Association is operating. They provide a clear and concrete connection with the Funding Strategy, which was created in parallel and for which this Strategic Plan was the basis. The goal of drafting these two documents is to further clarify the work of the Association, as well as to provide new funding sources for the period from 2022 to 2025. The Strategy has clearly defined measures and activities as a framework for the Association's future operation.

The Strategy foresees and clearly establishes a network of coordination amongst the current member organizations of the Association. The member organizations should be in charge of the implementation of the strategic goals, measures and activities. Also, this Strategic Plan will enable better communication with partners and stakeholders as important factors in the Association's sustainability. Additionally, the Strategic Plan will provide a solid basis for a further improvement of the quality of promotion, advocacy and reporting on the work of the Association at all levels.



## ACKNOWLEDGEMENTS

The Strategic Plan was designed owing to good practice in the past and positive experience in the implementation of strategic planning methodology at work. It will further enhance work and efforts to mobilize current resources and inner strengths to the maximum in order to seize opportunities in the environment and improve the Association's operation.

First of all, we owe a debt of gratitude to the employees, hired collaborators and colleagues from the Association for their help in the drafting of the document, as well as the Steering Committee members and the purposefully created Working Group.

All collaborators took this process very seriously and enriched the content of the document with their observations and ideas. We are very pleased to say that the Strategy Plan is the product of a well-run process, organized in a participatory, inclusive and transparent manner.

As President of the Association, on behalf of all its member organizations as well as beneficiaries and their parents, guardians and foster parents, I take this opportunity to thank the participants of all the relevant stakeholders who supported the creation and design of this document, representatives of national, provincial and local authorities, institutions from the social protection system and other systems, as well as civil society organizations and representatives of the for-profit sector.

We would like to express special gratitude to the TACSO office, which provided financial resources so that this process could be guided and directed professionally.

Finally, we would like to thank Zorica Raskovic and Ivana Koprivica for heading the process of strategic planning professionally and encouraging all participants in the process to actively contribute to the completion of this paper.

*Marko Kosutic, President*



## ABOUT US

The Association of Organizations for Assistance to Persons with Intellectual Disabilities in the Autonomous Province of Vojvodina was founded on April 2, 1967, in Novi Sad, as “Organization for Assistance to Persons with Intellectual Disabilities in the Autonomous Province of Vojvodina”. Members of the Founding Assembly were parents, experts and socio-political workers. During its long existence, the Association has changed its name several times, going through various developmental stages: from the medical to the social model of disability, from the concept of charity to the concept of human rights. The Association has always promoted associations of parents as partners (partnership mechanism) to state systems in the field of improvement of the position of persons with intellectual disabilities. By 1975, 11 municipal organizations (Novi Sad, Subotica, Becej, Zrenjanin, Sremska Mitrovica, Backa Palanka, Sombor, Kikinda, Vrbas, Ruma and Pancevo) and inter-municipal organizations (Stara Pazova and Indjija) were established in Vojvodina, so the organization changed its original name into the "Association of Organizations for Assistance to Persons with Intellectual Disabilities in the APV". One of the most important activities of the Association in this period was the strengthening and connection of existing and the opening of new municipal organizations. By 1995, the Association had 16 members. As of today (2021), it has 26 member organizations and works under the name "Association of Organizations for Assistance to Persons with Intellectual Disabilities in the APV", with its seat in Novi Sad, 6-8 Bulevar Oslobođenja.

In the very beginning, after its foundation, the Association focused its activities on highlighting the problems of PWIDs and their protection, in terms of providing education, medical and professional rehabilitation. In this period, the Association was engaged in establishing and developing cooperation with schools and institutions and it initiated the opening of special schools in places where they had not yet existed. It organized actions and events with the aim of improving the conditions of educational work in schools and homes (procurement of school supplies and textbooks, organizing zonal and provincial meetings of special schools and institutions, excursions, exhibitions, sporting events, cultural and artistic events, summer vacations, etc.).

Concurrently, but to a lesser degree, it conducted lectures and seminars for parents with the aim of strengthening their parenting capacities. Associations of parents actualized the need



to organize daily activities for moderately mentally developed children<sup>3</sup> who were not included in the education system. This is a precursor to the later established daycare centers and special classes in special schools for this category of children. Associations of parents also actualized the need for vocational training of students who finish special school, which has over time resulted in a large number of special primary schools developing and registering secondary education programs for students with intellectual disabilities.

Having established cooperation with health care centers, schools for children with disabilities and centers for social work, the Association created a database on PWIDs in Vojvodina.

Initiatives of the Association as essentially a parent association were at the same time an expression of the real needs of PWIDs and a response to the shortcomings of the systems of education, employment, health and social protection. In parallel with the process of development of international standards and the adoption of international documents pertaining to the rights of PWDs, the theory and practice of rehabilitation and education changed.

The statutory goal of the Association is to create conditions for a quality life without discrimination of persons with intellectual, combined or any other disability, appropriate to their abilities and capabilities, as well as raising awareness of their position and rights and promoting their inclusion in all aspects of social life. The Association is one of the first organizations to adopt the **social model of disability** thanks primarily to the influence of Save the Children UK. This had a key impact on future program commitments to develop community life support services.

Furthermore, the role of the Association was to introduce local organizations and the general public to international models and examples of good practice based on the principles of inclusion. With socio-political changes, over time, the system of support for the intellectually disabled and other persons with disabilities has changed at the level of attitudes, relations, laws and strategic documents. Political and strategic reform orientations of decision-makers have paved the way for deinstitutionalization and inclusive society based on equal rights for all. Strengthening of local member organizations became one of the major goals of the Association in this period, as it was vital to involve them and make them more effective in advocating for the rights of PWIDs.

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<sup>3</sup> This part of the text retains terminology that was once used when talking about children with disabilities and people with intellectual disabilities because in a way it reflects the direction in which the Association has developed to date.





In the last few years, the Association has carried out a series of training sessions for starting the following services: daycare, personal companion of the child, personal assistant, supported housing and short breaks in families of PWDs. After these incentives and knowledge gained in training, some of the Association member organizations became licensed providers of social protection services in their municipalities.

With its long-term engagement and commitment to improving the position of PWIDs, the Association has become a significant social actor in reform processes.



## **ORGANIZATION OF WORK**

The Association of Organizations for Assistance to Persons with Intellectual Disability in the APV is a legal entity, registered with the Business Registers Agency of the Republic of Serbia and positioned in the legal system under the Law on Associations ("Official Gazette of the Republic of Serbia", No. 51/2009, 99/2011 – other laws, and 44/2018 – other law).

The Statute is the highest act of the Association and it defines, among other things, the following governing bodies:

- Association Assembly, comprised of representatives of member organizations
- Steering Committee, comprised of 9 members elected by the Assembly
- Supervisory Board, comprised of 3 members
- President, as the person responsible
- Secretary
- Professional staff

The formal-legal organization of the governing bodies is based on the current legislation and this management structure has been functioning with minor changes since the Association was founded, and as such was defined in 2011.

The development and definition of the Association's position will condition the changes in its organization of work.



## TARGET GROUPS

From a strategic standpoint, the Association has three target groups:

- Founding organizations – Association members
- Final beneficiaries – persons with disabilities<sup>4</sup>: children and adults with intellectual disabilities, their families (parents, guardians, foster parents and siblings)
- Bodies, institutions and organizations of importance for the work of the Association (target groups at which the activities of the Association are aimed).

### **1. Member organizations**

The Association consists of 26 local organizations in 25 municipalities in the APV. Those organizations were founded in the course of the last sixty years. The oldest organization is the Association for Assistance to Persons with Intellectual Disabilities of the City of Novi Sad, which was founded in 1961, six years before the founding of the Association, while the youngest member organization is "We Live Together – Oasis". Most member organizations were founded prior to 2000.

1. Apatin: Association "Breza"
2. Backi Petrovac: Association of Parents and Children with special needs "We"
3. Backa Palanka: Municipal Association for Assistance to PWIDs "Backa Palanka"
4. Backa Topola: Humanitarian Association "Bethesda"
5. Bela Crkva: Municipal Association for Assistance to PWIDs "Bela Crkva"
6. Becej: Association for Assistance to PWIDs of the Municipality of Becej
7. Vrbas: Association for Assistance to PWIDs "Kucica"
8. Vrsac: Association for Assistance to PWIDs "Open Heart of the World"
9. Golubinci - Stara Pazova: Association "We Live Together – Oasis"
10. Zrenjanin: Association for Assistance to PWIDs "Suncokret"
11. Indjija: Association for Assistance to PWDs "My world"
12. Kanjiza: Association "With you, for them"
13. Kikinda: Association for Assistance to PWIDs of the City of Kikinda

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<sup>4</sup> A person with a disability is a person who has long-term physical, mental, intellectual or sensory difficulties, which in interaction with various barriers can hinder full and effective participation in society on an equal basis with others. This definition implies a **social approach to disability**, and apart from medical, includes social, psychological and other factors that affect the status of persons with disabilities.



14. Kula: Association for Assistance to PWIDs "Blue Bird"
15. Novi Sad: Association for Assistance to PWIDs of the City of Novi Sad
16. Odzaci: Association for Assistance to PWIDs of the Municipality of Odzaci
17. Pancevo: Association for Assistance to PWIDs of the City of Pancevo
18. Ruma: Association for Assistance to PWIDs of the Municipality of Ruma
19. Senta: Association for Assistance to Persons with Intellectual and Physical Disability "Hand in Hand"
20. Sombor: Association for Assistance to PWIDs of the City of Sombor
21. Srbobran: Association for Assistance to PWIDs "Pearl"
22. Sremska Mitrovica: Municipal Association for Assistance to PWIDs "Sremska Mitrovica"
23. Stara Pazova: Intermunicipal Organization for Assistance to PWIDs of Stara Pazova and Indjija
24. Subotica: Association for Assistance to Persons with Intellectual and Physical Disability "Together"
25. Mali Idjos: Association for Protection of Mothers and Children in the Municipality of Mali Idjos "Izida"
26. Sid: Association for Assistance to PWIDs of the Municipality of Sid.

## 2. Final beneficiaries

The Association's final beneficiaries are people with intellectual disabilities and their families: parents, guardians, foster parents, adoptive parents and siblings. They are direct beneficiaries and members of local organizations that are part of the Association. The following is an overview of the structure of beneficiary groups by municipalities<sup>5</sup>:

Municipality	Number of beneficiaries	Children beneficiaries (0-18 yrs)	Adult beneficiaries (over 18 yrs)
Apatin	25	0	25
Backa Palanka	50	13	37
Backa Topola	113	50	63
Backi Petrovac	52	6	46
Bela Crkva	45	10	35

<sup>5</sup> According to a 2019/2020 research



Becej	30	22	8
Vrbas	49	0	49
Vrsac	40	7	33
Zrenjanin	29	0	29
Indjija	120	12	108
Kanjiza	72	2	70
Kikinda	30	13	17
Kula	190	105	85
Mali Idjos	34	7	27
Novi Sad	203	60	143
Odzaci	50	0	50
Pancevo	30	0	30
Ruma	102	25	77
Senta	60	3	57
Sombor	83	56	27
Srbobran	457	70	387
Sremska Mitrovica	100	0	100
Stara Pazova	34	2	32
Golubinci	65	5	60
Subotica	146	79	67
Sid	34	11	23
<b>Total</b>	<b>2243</b>	<b>558</b>	<b>1685</b>

Table 1: Number of members of organizations by municipalities and number of beneficiaries with intellectual disabilities by age

Out of the total of 2243 members and beneficiaries, the largest number comes from the group of adults – 1685 in total, which makes up 75% of the total number of beneficiaries, while there are 558 (25%) beneficiaries under 18 years of age.

### **3. Bodies, institutions and organizations of importance for the work of the Association**

This target group consists of actors at which the Association's activities are aimed and which are stakeholders for issues of importance for the people with intellectual disabilities.

1. Association of Organizations for Assistance to Persons with Intellectual Disability of Serbia
2. National Organization of Persons with Disabilities of Serbia (NOPWDS).
3. Provincial Secretariat for Social Policy, Demography and Gender Equality
4. Ministry of Labor, Employment, Veteran and Social Affairs of the Republic of Serbia



5. Local self-government units, particularly where there are associations for people with intellectual disabilities
6. Media (local, provincial and national)
7. Other CSOs dealing with human rights and PWDs
8. International organizations and donors
9. Private/business sector
10. Associations dealing with specific types of disability such as Down syndrome, autism, etc.

## **PRINCIPLES AND VALUES**

During the process of drafting the Strategic Plan, the involved representatives of member organizations defined basic principles on which the Association will formulate its work, as well as key values that the Association will identify as specific and make them special and recognizable in the environment.

The principles and values listed are not presented by hierarchy or degree of their significance, but are considered as a whole that represents a unique basis for the Association's future action:

- **Exchange of knowledge, resources and good practice examples** among the member organizations, as well as other similar and related organizations and institutions, will contribute to better connectivity and networking among members.
- **Knowledge and monitoring** of relevant international conventions and documents (on the rights of PWDs, conventions on the rights of the child, etc.) and their **integration** into the actions, work and daily activities of the Association, so that the Association operates in line with current policies and regulations.
- **Decentralization** is accepted as a principle of a general approach to work and it primarily pertains to the creation of programs that meet the needs of local organizations, as well as to the respect for the integrity of the member organizations.
- **Togetherness – we are stronger together; unity and solidarity!** This principle refers to the possibility for all members to take an active part in the work of the Association,



but it also implies that the Association is the organization that can offer activities/projects to local organizations for joint realization and in a common interest.

- **Delegating jobs and clear tasks to member organizations** is a principle through which a horizontal structure of equality is ensured, without demonstrating power. Cooperation among the member organizations takes place in an assertive and mutually beneficial and motivating way, and the flow of information among them is accurate, transparent and timely.
- **Teamwork and joint work** are, as a principle, highly valued in the work of the Association and imply that the members of the Association work in the common interest and for the benefit of persons with intellectual disabilities. We emphasize that the work of the Association's office is professional, operational and based on the teamwork of engaged collaborators and experts with high professional capacities.
- **Active participation** is a principle related to the fact that the organizations, as members of the Association, actively participate in its work and in consonance with their possibilities, with greater initiative for the benefit of the Association itself. Active participation includes PWDs and their families as primary target and beneficiary groups.
- **Respect for ethics and code of ethics** is a vital principle of the Association's operation, implying respect for all moral and ethical norms and standards in working with PWDs, as well as in cooperation with relevant stakeholders.
- **Non-discrimination, tolerance and empathy, as well as the principle of equal rights and opportunities for all** show that the Association is aimed at creating an accessible environment for PWIDs. By respecting this principle, the Association wishes to point out to the general public, stakeholders and decision-makers that not every disability is visible, and that it is necessary to ensure equal rights and opportunities for PWIDs and their families.
- **The needs of members and final beneficiaries, people with intellectual disabilities,** are recognized as a priority of the Association's work. The Association will work to represent PWIDs, strive for their exercise of rights and create a better position for



them in society. We believe that every person with an intellectual disability and their family members have the right to a quality life.

- **Accessibility** for the Association means that PWDs have access to the physical environment, means of transport, information and communication technologies and systems, as well as other facilities and services, on an equal basis with other citizens. The Association believes that accessibility is a prerequisite for participation in society and economy and therefore promotes it as a value wherever necessary. The introduction of accessibility and universal design for all in programs and training for relevant actors will contribute to the visibility of PWIDs and their needs to be recognized and properly met. Accessibility as a value and principle will contribute to the recognition and visibility of PWIDs and their families in the environment.





## OUR VISION

A society in which persons with disabilities exercise human rights to the fullest

## OUR MISSION

The Association is a professional and modern organization that creates conditions for social inclusion and dignified life of persons with intellectual disabilities in Vojvodina



## CONTEXT DESCRIPTION

Defining the strategic orientation of the Association of Organizations for Assistance to Persons with Intellectual Disabilities in the APV builds on an analysis of aspects of the current political, legislative and socio-economic framework/context, both at the international and national levels. Additionally, within the context, findings are presented in which the current problems and needs of the target/beneficiary group, the Association and its members and bodies, institutions and organizations important for work on improving the position of PWIDs are analyzed.

### POLITICAL, LEGAL AND SOCIO-ECONOMIC CONTEXT

#### Elements of international context:

Most strategic and legal documents in Europe, including the Republic of Serbia, prohibit all forms of discrimination on grounds of disability. Statistics say that one in six people in the European Union lives with some form of disability that ranges from mild to severe, which is about 80 million people who are often prevented from taking a full part in society and whose poverty rate is 70% higher than average.

The new European Strategy for the Rights of Persons with Disabilities 2021-2030 aims to ensure full participation of PWDs in society, in 3 spheres:

- 1) The uniqueness of rights of PWDs in the EU
- 2) Independent living and autonomy, which implies guidelines and initiatives for the improvement of social service for PWDs
- 3) Non-discrimination and equal opportunities

The Republic of Serbia is a member of the Council of Europe, so the European Convention for the Protection of Human Rights and Fundamental Freedoms, which regulates the prohibition of discrimination, is of great importance for the position of PWDs. Also important is the Revised European Social Charter, which is a fundamental document of the Council of Europe in the field of labor and social rights of PWDs. Other important documents are the Council of Europe Disability Action Plan 2006-2015 and the new Council of Europe Disability Strategy 2017-2023, which sets as a general goal the achievement of equality, dignity and equality for persons with disabilities, through five priority areas: equality and non-discrimination,



awareness-raising, accessibility, equal recognition before the law and freedom from exploitation, violence and abuse.

Disability is also mentioned in the Sustainable Development Goals of the UN 2030 Agenda, particularly in the sections pertaining to education, growth and employment and equality. On the whole, the current international framework is stimulating from the aspect of giving additional impetus to the work on improving the position of PWDs in Serbia, and the Association will use it in its strategic activities.

#### Elements of context in Serbia:

The Republic of Serbia is a member of the United Nations (UN) and a signatory to the United Nations Charter (1945), the Universal Declaration of Human Rights (1948) and eight of the nine fundamental international human rights treaties which also affect the position of persons with disabilities. The Republic of Serbia has signed and ratified the UN Convention on the Rights of Persons with Disabilities (2009), which is the first legally binding international instrument for the protection of human rights and fundamental freedoms of PWDs.

The Republic of Serbia has taken over a large number of provisions of the revised European Social Charter of the Council of Europe, which ranks it among the countries that are at the top of the scale in terms of the number of provisions accepted by the instrument of ratification. Based on these and other international documents, and in accordance with positive legislation and public policies that include the processes of comprehensive reforms, the Republic of Serbia has adopted the national Strategy for the Improvement of the Position of Persons with Disabilities 2020-2024<sup>6</sup> with the aim of improving the overall social and economic situation of PWDs and ensuring their equal participation in society by removing obstacles in the field of accessibility, participation, equality, employment, education and training, social protection, health and other aspects that contribute to equalizing their opportunities and achieving inclusive equality.

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<sup>6</sup> <http://www.pravno-informacioni-sistem.rs/SlGlasnikPortal/eli/rep/sgrs/vlada/strategija/2020/44/1/reg>



Other strategic documents of the Government of the Republic of Serbia in various areas also indicate the need to improve the position of PWDs, which indicates a considerable presence of the topic on the Serbian political agenda.

On the other hand, the socio-economic context in which PWDs live is still neither favorable nor stimulating, despite solid legislation. In the Republic of Serbia, as well as in the EU, PWDs are one of the most vulnerable groups in terms of poverty, as well as the risk of poverty and the degree of social exclusion.

## **PROBLEMS AND NEEDS**

### a) Position and needs of PWIDs as a beneficiary group

In the Republic of Serbia, persons with disabilities are generally still recognized as a category of the population on the lower ladder of poverty and social exclusion. In addition to widespread material poverty, many issues such as the environment and inaccessibility of basic services further worsen the living conditions of PWDs. Despite solid legislation and regulations, in reality, people with disabilities are still not equal with other citizens, especially people with intellectual disabilities. Women and children with intellectual disabilities are in an even worse position as they face double and multiple marginalizations and are exposed to a high risk of poverty. Women are less educated and more often unemployed than men. They are invisible to the public. They are exposed to violence and denied the right to marriage, sexuality and parenthood.

Currently, the concept of universal design and accessibility for PWDs is imperative for all programs and projects. All state structures – such as the Ministry of Labor, Employment, Veteran and Social Affairs, Ministry of Education, Science and Technological Development, Ministry of Health, Ministry of Construction, Transport and Infrastructure, as well as other relevant ministries – are familiar with this concept and integrate it to some extent into all of their activities.

However, **what has further increased the inequality of PWIDs compared to other groups of PWDs is the lack of recognition of accessibility issues related to their intellectual capacities.** Notions of accessibility and universal design recognize sensory, physical (bodily) and motor limitations and modifications and adaptations to them, as well as communication barriers,



but the issue of barriers in terms of misunderstanding of context, reality and environment as well as spatial and temporal dimensions remain largely neglected.

This is where the paradox arose: a society that is becoming more accessible to all people with disabilities has shown that it does not recognize the challenges and difficulties faced by the target group of PWIDs.

**There is a clear need to improve the understanding of this issue, i.e. the position of persons with intellectual disabilities as a very vulnerable group of citizens. There is also a need to promote the idea that accessibility, as a prerequisite for independent living, applies to people with all types of disabilities, including intellectual disabilities.**

b) Position and needs from the perspective of capacities of the Association and its member organizations

The Association has many years of experience and rich history, good reputation and communication with the relevant Ministry and Provincial Secretariat, great territorial coverage in the APV, commitment and motivation for development, a small but expert team, workspace and relatively stable resources for basic maintenance.

On the other hand, these strengths are burdened by weaknesses such as dependence on projects – a large number of members associations with expectations, yet relatively insufficient engagement in the work and development of the Association; the Association's identity, its insufficient visibility and lack of communication with external actors and its consequent poor recognition by organizations dealing with PWDs, as well as by organizations dealing only with PWIDs – the Association of Organizations for Assistance to Persons with Intellectual Disabilities of Serbia and NOPWDS; insufficient funding and material resources – non-diversified sources of income and reduction of certain activities; low financial reserve of both the Association and its member organizations; low level of involvement in the work and activities of the republic Association; and meager involvement in public forums on important issues for PWDs in the field of advocacy.

Circumstances that are favorable for the Association are illustrated by the fact that at the global level more and more attention is paid to the problems of PWIDs and their families and that their issue is becoming more visible and present in public. This climate is slowly being



reflected in Serbia, which has a positive effect on the planned proactive action of the Association in the coming years.

On the other hand, the local member organizations have a partially developed awareness of the Association's role, which is often perceived only as a catalyst for funding from the budget. At the same time, they are fighting for their own survival, as they have limited capacities to fight for their cause at a "higher level". Nevertheless, the cooperation between the Association and its members has been very active, regular and of high quality lately. Most local associations lack experience and capacity to prepare and implement the EU and international projects. Some member organizations are rather passive and focus only on receiving funds from state sources, which is often a consequence of the lack of strategic approach and deliberation. The degree of involvement of PWIDs in the process of planning, decision-making and implementation is low. On the whole, the local organizations are focused on the needs of their beneficiaries and are mostly led by parents. This is why it is vital that the Association develops and strengthens the capacities of the local member organizations by motivating them to get involved in its actions and projects.

It is evident that the COVID-19 pandemic can slow down or modify the strategic measures of the Association that arise from the previously elaborated position and needs. Unfortunately, there is not much that the Association can do about this other than adapt to new circumstances with the use of modern IT technologies.

A mitigating factor is the existing readiness of the Ministry of Labor, Employment, Veteran and Social Affairs to support the work of the member organizations in and through the Association, although this support is still limited and insufficient. Also, it is estimated that the general social and political climate is not completely in favor of the issues that the Association is dealing with because it is more declaratory than essential.

#### c) Needs from the perspective of the relevant bodies, institutions and organizations

Analysis of the problems, interests and needs of stakeholders is the key element in defining the strategic interventions aimed at them.

**The Association of Organizations for Assistance to Persons with Intellectual Disabilities of Serbia** is a partner organization that was established to cover the territory of central Serbia.



The provincial Association cooperates with the republic Association, but it would certainly be necessary to improve and plan joint activities and projects. Also, advocating for decision-makers and lobbying for changes related to improving the quality of life of PWIDs and their families should be a joint effort.

**The National Organization of Persons with Disabilities of Serbia (NOPWDS)** is an umbrella organization representing over 870,000 PWDs and their legal representatives included in alliances of organizations of persons with individual disabilities, organizations of legal representatives of PWDs and interest organizations that bring together persons with various disabilities (the so-called “cross-disability organizations”). It was established with the aim of representing **the united movement of persons with disabilities in Serbia**, speaking on behalf of the majority of PWDs and their legal representatives and representing the most important political force which puts forward their common interests and needs. In this regard, the role of the NOPWDS is not to replace individual organizations of PWDs (e.g. the Association or other organizations), but to focus on joint actions, initiatives and issues of general interest. It is important for the Association to further develop cooperation with the NOPWDS.

As decision-makers for the APV, provincial secretariats, particularly the **Provincial Secretariat for Social Policy, Demography and Gender Equality**, are of great importance for the future work and development of the Association. Analysis of the state of affairs indicates that the secretariats do not have sufficient knowledge nor are adequately informed about the work of the Association. Thus, it is necessary to intensify the activities of promotion, lobbying and advocacy within the line secretariats in areas important for improving the quality of life of beneficiaries (social policy, employment, education, health and other areas). It would be useful for the Association to identify secretariats as possible partners in its activities and projects.

The situation is somewhat similar with relevant ministries, primarily the **Ministry of Labor, Employment, Veterans and Social Affairs** and the **Ministry of Demography and Population Policy**. At the national level, ministries as decision-makers are not sufficiently aware of the difficulties faced by PWIDs and their families. Also, they are not motivated to work and cooperate, which is an important working guideline for the Association, especially when it comes to influencing the ministries.

**Local self-government units** in the Autonomous Province of Vojvodina are a very important stakeholder for the member organizations, especially for those that are recognized at the local level as providers of social protection services and can partner with local self-



government. During an analysis of the situation, it was noted that LSGUs are highly influenced by politics and that there is poor understanding on their part for organizations that deal with PWDs. However, decision-makers at the local level are available to the Association through its member organizations and are willing to cooperate.

The **media** is a very important stakeholder in increasing the visibility of the Association and its member organizations. At the moment, the media are in part interested, but are poorly informed and need knowledge about adequate, politically correct reporting when it comes to people with intellectual disabilities and their families. On the other hand, the media is available at the local level and cooperation with them is positive, except when stories about PWDs are used for sensationalism.

**Other CSOs** dealing with human rights and the rights of PWDs are different from the Association and cooperation with them is also different. There are CSOs in good standing, such as Children's Heart, Trag Foundation and others that are visible and financially powerful. There are also small ones, functioning at the level of local communities, with modest means of work and modest results. Unfortunately, there is a rivalry among CSOs, because they receive meager funding. Local CSOs should have a non-competitive interest in the Association and realize that there is a need to cooperate with it, as well as for networking and joint representation. They could also use the Association's references to raise funds.

As far as **international and national donors** are concerned, the Association is poorly visible. It takes a lot of effort to reach even the most modest means. Individual citizens find it difficult to decide on financial donations to the Association and similar organizations. International organizations demand extensive work on project preparation. They have clear requirements and procedures, but they also provide greater resources that would help the Association to strengthen its capacity and sustainability. It is particularly important to identify international and national donors through the Funding Strategy and diversify the sources of funds to make the Association sustainable.

Finally, in the matter of the **business sector**, the analysis has confirmed that the private sector does not have enough information about the Association's work, role and plans. They are open to some ad hoc donations, but work should be done to promote corporate social responsibility, encourage philanthropy and altruism and motivate the private sector to recognize the possibility of helping and supporting the Association.





## STRATEGIC DIRECTIONS AND GOALS

STRATEGIC DIRECTIONS	STRATEGIC GOALS
<p><b>1. PROFESSIONALIZATION AND POSITIONING OF THE ASSOCIATION</b></p>	<p>Strategic goal 1.1.:</p> <p>Increasing visibility and strengthening the Association's capacity through the improvement of material and human resources, management functions of the Association's office and continuous promotion</p> <p>Strategic goal 1.2:</p> <p>Strengthening the capacity of the member organizations through the dissemination of information, education, joint projects and other forms of their connection and cooperation</p> <p>Strategic goal 1.3:</p> <p>Improving the financial sustainability of the Association through diversification of funding sources</p>
<p><b>2. CONTRIBUTING TO THE CREATION OF AN ACCESSIBLE ENVIRONMENT FOR PWIDs</b></p>	<p>Strategic goal 2.1.:</p> <p>Increasing visibility, recognition and respect of PWIDs through the dissemination of information, education and cooperation at the international, national, provincial and local levels</p> <p>Strategic goal 2.2.:</p> <p>Creating a more accessible context for exercising the rights of PWIDs through advocacy</p>



## STRATEGIC MEASURES

**Strategic goal 1.1.:** Increasing visibility and strengthening the Association's capacity through the improvement of material and human resources, management functions of the Association's office and continuous promotion

Indicator:

- Number of published information on the Association in each year of the Strategic Plan's implementation
- Amount of funds provided, number and type of new donors
- Number of newly hired collaborators in the Association's office

<b>MEASURES:</b>	<b>Annual indicators until the end of 2025</b>
1.1.1. Continuous activities of informing and communicating with the media through an intensive and planned informative-educational campaign	<ul style="list-style-type: none"> <li>• 2 printed thematic informative-educational publications per year (one for International Day of Persons with Disabilities and one for Mental Health Day)</li> <li>• At least one guest appearance in the media quarterly, thematically, during the year</li> <li>• Website created by the end of 2021 – number of posted pieces of information, number of followers</li> <li>• Blog created by mid-2022 – number of publications and number and type of published texts</li> <li>• One newsletter per year on the work of the Counseling Center/Association and member organizations published on the Center's website and distributed through mailing lists</li> </ul>
1.1.2. Recruiting new collaborators to strengthen the Association's office (use NES programs)	<ul style="list-style-type: none"> <li>• Number of hired collaborators – at least 1 new paid collaborator per year included in the work of the Association's office</li> <li>• Increased number of paid collaborators on occasional/short-term engagements</li> <li>• Number of students and volunteers – at least 1 volunteer per year included in the Association's work</li> </ul>
1.1.3. Modernizing governance and management structure and functions of the Association; redefining the Statute	<ul style="list-style-type: none"> <li>• Revised Statute and adopted necessary internal acts that define an efficient management structure of the Association by mid-2022</li> <li>• Created and functional thematic teams – number and type of teams by the end of 2025 (for PR, FR, PA<sup>7</sup>)</li> </ul>

<sup>7</sup> PR – public relations, FR – fundraising, PA – public advocacy



<p>1.1.4. Creating from the Association's own resources (membership fees) a permanent alternative fund for disbursing the staff of the Association's office</p>	<ul style="list-style-type: none"> <li>• Created permanent alternative fund for disbursing the staff of the Association's office</li> <li>• Defined rules (rulebook) which regulate the fund's purpose – for what purposes and under what conditions funds are allocated</li> <li>• Number of collaborators disbursed from the fund and type of their engagement on an annual basis</li> </ul>
<p>1.1.5. Providing technical means for a smooth operation of the office</p>	<ul style="list-style-type: none"> <li>• Procured at least 2 new computers by the end of 2022</li> <li>• Procured a new air conditioner for the office by the end of 2023</li> </ul>
<p><b>Strategic goal 1.2:</b> Strengthening the capacity of the member organizations through the dissemination of information, education, joint projects and other forms of their connection and cooperation</p> <p>Indicator:</p> <ul style="list-style-type: none"> <li>- Number and type of informative/educational activities in the course of 4 years</li> <li>- Number of included member organizations of the Association</li> <li>- Satisfaction of participants in informative/educational activities</li> </ul>	
<p><b>MEASURES:</b></p>	<p><b>Annual indicators until the end of 2025</b></p>
<p>1.2.1. Ensuring continuity and increasing reach of beneficiaries of the Counseling Center for PWIDs and their families</p>	<ul style="list-style-type: none"> <li>• From the beginning of 2022: at least 2 professional meetings per year held with collaborators engaged in advisory activities in the member organizations led by experts from the Association's Counseling Center</li> <li>• Number of beneficiaries of the Counseling Center per year</li> </ul>
<p>1.2.2. Organizing professional thematic educational programs for representatives of the member organizations in the period 2022-2025<sup>8</sup>.</p>	<ul style="list-style-type: none"> <li>• Created and confirmed a list of priority topics/ areas of importance and interest for the Association members during 2022</li> <li>• Conducted one thematic educational program per year for the member organizations with agreed models of</li> </ul>

<sup>8</sup> The starting point for prioritizing the topics is the research into the needs and capacities of the member organizations as well as the newly identified topics, following the needs of the member organizations or the Association's office.



	<p>application of newly acquired knowledge</p> <ul style="list-style-type: none"> <li>• Number of educational programs (at least 4), number of participating organizations (at least half of the total number of members in each program) and number/type of conducted activities after educational programs (at least 20% of participants have taken initiative in line with the topic of the educational program)</li> </ul>
1.2.3. 2022-2023: creation and implementation of a joint project of the Association and its 26 individual member organizations to introduce the concept of cognitive accessibility to the public opinion	<ul style="list-style-type: none"> <li>• By the end of 2022: submitted a project proposal to at least one donor</li> <li>• By the end of 2023: submitted project proposals more intensively (at least 3) to different donors</li> </ul>
1.2.4. 2024-2025: identification, creation and implementation of a joint project of the Association and its members on a jointly agreed topic	<ul style="list-style-type: none"> <li>• By the end of 2024: submitted a project proposal to at least one donor</li> <li>• By the end of 2025: submitted project proposals more intensively (at least 3) to different donors</li> </ul>
1.2.5. Supporting the member organizations in the implementation of innovative projects by the Association	<ul style="list-style-type: none"> <li>• Number of organizations and types of projects with which they have addressed the Association for support</li> <li>• Two organizations per year (2022, 2023, 2024 and 2025) receive financial support from the Association to develop social entrepreneurship as part of an internal competition for member organizations of the Association</li> </ul>
<p><b>Strategic goal 1.3:</b> Improving the financial sustainability of the Association through diversification of funding sources</p> <p>Indicator:</p> <ul style="list-style-type: none"> <li>- Number and type of new donors</li> <li>- Number and type of projects funded from new sources</li> <li>- Percentage of diversification of funding sources concerning the base year of 2021</li> </ul>	
<b>MEASURES:</b>	<b>Annual indicators until the end of 2025</b>



<p>1.3.1. Resolving the property and legal position of the Association's office and expanding the office space by 2023 at the latest</p>	<ul style="list-style-type: none"> <li>• By the end of 2023: resolved the property and legal position of the premises used by the Association</li> <li>• By the end of 2025: ensured the use of a larger office for the work of the Association</li> </ul>
<p>1.3.2. Implementing the fundraising campaign for the Association</p>	<ul style="list-style-type: none"> <li>• By the end of 2021: created the Association's Funding Strategy with a draft multi-annual plan and a precise plan for 2022</li> <li>• By the end of 2022: identified and used at least 1 additional source of funding</li> <li>• By the end of 2025: ensured diversification of funding sources of the Association – at least 3 new different donors</li> </ul>
<p>1.3.3 By the end of 2023: improving cooperation with the Provincial Secretariat for Social Policy, Demography and Gender Equality through the implementation of a project related to the improvement of the position of PWDs in the APV</p>	<ul style="list-style-type: none"> <li>• By the end of 2022: made contract/communication agreement in the field of improving the position of PWDs with the Provincial Secretariat for Social Policy, Demography and Gender Equality</li> <li>• By the end of 2023: implemented at least 1 joint project on the current topic of the position of PWIDs</li> </ul>
<p><b>Strategic goal 2.1.:</b> Increasing visibility, recognition and respect of PWIDs through the dissemination of information, education and cooperation at the international, national, provincial and local levels</p> <p>Indicator:</p> <ul style="list-style-type: none"> <li>- Number and type of conducted campaigns that ensure increased visibility, recognition and respect of PWIDs</li> <li>- Type of informative, educational and other activities at the international, national, provincial and local levels</li> </ul>	
<p><b>MEASURES:</b></p>	<p><b>Annual indicators until the end of 2025</b></p>
<p>2.1.1. Establishing partnership with the republic Association as part of the “Not all disabilities are visible“ campaign and maintaining it continuously</p>	<ul style="list-style-type: none"> <li>• By mid-2022: created a joint long-term plan of cooperation between the provincial and republic Associations</li> </ul>



	<ul style="list-style-type: none"> <li>Starting from 2023: conduct at least 1 joint project/action/campaign a year with the republic Association</li> <li>2022-2025: number of joint projects, announcements, actions and public appearances annually</li> </ul>
<p>2.1.2. Conducting educational programs on cognitive accessibility within the Association and for actors outside the Association</p>	<ul style="list-style-type: none"> <li>By mid-2022: created educational program on cognitive accessibility</li> <li>By mid-2023: educated all presidents and secretaries of the member organizations as well as all members of the Steering Committee</li> <li>At least 1 educational program on cognitive accessibility per year for actors outside the Association</li> <li>By the end of 2022: submitted for accreditation the training program of professionals for work in the social welfare system on cognitive accessibility</li> </ul>
<p>2.1.3. Increasing the understanding of the concept of cognitive accessibility (accessibility from the perspective of persons with intellectual disabilities) through the production and distribution of informative-educational and promotional material</p>	<ul style="list-style-type: none"> <li>By the end of 2022: created informative-educational materials (definitions of terms, slogans, visuals) suitable for use through various channels of communication with the public and stakeholders</li> <li>Materials are used in advocacy campaigns for PWIDs throughout the strategic period</li> <li>Types and quality of produced informative-educational and promotional materials; scope of use and distribution</li> </ul>
<p>2.1.4. Presentation and distribution of the Association's materials/products in an easily understandable form</p>	<ul style="list-style-type: none"> <li>By the end of 2022: created easily understandable versions of informative, educational and promotional materials</li> <li>Materials distributed every year on International Day of Persons with Disabilities and World Mental Health Day, in printed and electronic form</li> </ul>



	<ul style="list-style-type: none"> <li>• By mid-2022: the Strategy of the Association written in an easily understandable form is available for use</li> </ul>
<p>2.1.5. Establishing partnerships with organizations in the region</p>	<ul style="list-style-type: none"> <li>• By the end of 2022: mapped first similar organization in the region and established contact with it to develop cooperation</li> <li>• By the end of 2025: number of mapped organizations and number of organizations in the region with which cooperation has been established (at least 3 partnerships)</li> <li>• By the end of 2025: number of joint projects submitted every year and number/type of conducted projects (at least 1 joint project submitted)</li> </ul>
<p><b>Strategic goal 2.2.:</b> Creating a more accessible context for exercising the rights of PWIDs through advocacy</p> <p>Indicator:</p> <ul style="list-style-type: none"> <li>- Number and type of implemented advocacy initiatives for exercising the rights of PWIDs</li> </ul>	
<p><b>MEASURES:</b></p>	<p><b>Annual indicators until the end of 2025</b></p>
<p>2.2.1. Cooperation with the NOPWDS (provincial and republic Associations together), transferring the understanding of the accessibility concept to the NOPWDS so that they could include it in their public appearances</p>	<ul style="list-style-type: none"> <li>• By spring 2022: created specific requirements/suggestions of the Association in concerning the NOPWDS</li> <li>• Held meetings with the President and Director of the NOPWDS – number of meetings</li> <li>• Number of joint actions that are in line with the principles and goals of the Association</li> </ul>
<p>2.2.2 Organization of a thematic conference on cognitive accessibility at the end of each year</p>	<ul style="list-style-type: none"> <li>• Starting from 2023: held conference on cognitive accessibility – 1 per year (in April, the month when the Association was founded)</li> <li>• Number of participants at the local, national and</li> </ul>



	international levels
<p>2.2.3. Cooperation with the line ministries and advocacy on the topic of cognitive accessibility</p>	<ul style="list-style-type: none"> <li>• At least 1 meeting per year with the Ministry of Public Administration and Local Self-Government and Ministry of Human and Minority Rights and Social Dialogue on the topic of accessibility</li> <li>• By the end of 2022: made 1 specific suggestion for a change in policy and practice or the introduction of new elements in the existing policy and practice for each of the two above ministries</li> <li>• By the end of 2022: made contact with the Ministry of Labor, Employment, Veteran and Social Affairs with the proposal that the national strategy for PWDs be made in an easily understandable form (submitted suggestions by the Association related to the design of the document)</li> <li>• By the end of 2025: at least 2 more relevant national documents created in an easily understandable form</li> </ul>
<p>2.2.4. Organizing an online campaign on cognitive accessibility in which PWIDs take part</p>	<ul style="list-style-type: none"> <li>• Mapped at least 3 member organizations and 3 PWIDs to participate in the campaign</li> <li>• Number of recorded amateur messages made by representatives of the member organizations (at least 2 per year): short video messages, videos and teasers in which people with intellectual disabilities talk about the problems they face (e.g. when others do not understand them or when they do not understand others or misinterpret them)</li> <li>• Number of media and online platforms which posted or broadcast these materials (websites and social network accounts of local associations, partner organizations and the media)</li> </ul>





<p>2.2.5. Ensuring the transfer of good practice in the implementation of accessible support programs for PWIDs (online workshops, video materials, electronic posters, etc.) – once per year</p>	<ul style="list-style-type: none"> <li>• By the end of 2022: designed educational program and defined topics, prepared channels of communication</li> <li>• 2023, 2024 and 2025: 1 workshop per year</li> <li>• Number of online posters and videos posted on the Association's website and social networks</li> </ul>
<p>2.2.6. Participating in public discussions when adopting relevant national documents</p>	<ul style="list-style-type: none"> <li>• At least 1 per year – Law on Social Protection, Social Protection Strategy, Accessibility Strategy (announced)</li> <li>• Took part in various campaigns to change the law and regulations for exercising the right to assistance and care of other persons, Law on Pension and Disability Insurance, etc.</li> </ul>
<p>2.2.7. Conducting advocacy to create an inclusive culture at schools in the AP of Vojvodina</p>	<ul style="list-style-type: none"> <li>• During 2023: conducted initial analysis and examination of the state of affairs in order to find out the topics that are already covered in schools</li> <li>• Starting from 2023: at least 1 meeting quarterly with the Provincial Secretariat for Education with the aim of addressing the topic of disability in all primary schools in the APV through student parliament and the subject of citizenship</li> <li>• During 2024: development of programs and methodologies on inclusive culture in schools</li> <li>• By the end of 2024: piloting the programs in several schools</li> </ul>



## **IMPLEMENTATION ARRANGEMENTS**

The Association will implement the Strategic Plan in line with the defined goals, measures and set indicators, whilst respecting all regulations relevant to its work.

The Strategic Plan will be adopted by the Steering Committee of the Association.

Starting from 2022, the year for which the Action Plan was developed during the process of drafting the Strategic Plan, the practice of reporting on the previous year and what was planned and achieved will continue, as well as the planning and drafting of a new Action Plan for the following year.

An operational action plan will be made for every year, with clearly defined activities, indicators, necessary resources and responsible actors.

The working group formed for the development of the Strategy will be responsible for its implementation and reporting on the results of the implementation.

The levels of responsibility for the achievement of the strategic goals, measures and activities will correspond to the levels of responsibility of particular job positions.

This Strategic Plan also envisages the formation of a number of teams in order to delegate jobs and do them as a team. That structure will see the creation of the following teams by the end of 2022:

- A public relations team that disseminates information and communicates with the media, the public and institutions
- A fundraising team that always keeps track of the ongoing competitions, drafts project proposals, submits them to various donors and implements approved projects
- An advocacy team that continuously networks the Association with organizations from abroad to carry out joint projects

Since the Association does not have a sufficient number of active staff, some interested collaborators may be found in more than one team. Also, the Association will appreciate the



volunteer contribution of all interested in its work and development. In addition, external collaborators and supporters will be invited to the teams.

## **MONITORING AND EVALUATION PLAN**

The Association of Organizations for Assistance to Persons with Intellectual Disabilities in the APV will carry out the Strategic Plan for the Period 2022-2025 with the use of available human resources and material resources owned by the Association or its member organizations. Also, the Association's Office will be strengthened by externally hired persons – collaborators and volunteers.

To successfully implement this Strategic Plan, the Association has created a plan of realization of the measures pertaining to the specific goals for each strategic goal, as well as indicators for monitoring the achievement of the measures and goals. In addition to this, a detailed Action Plan for 2022 has been developed which defines indicators, responsible stakeholders, time frame and necessary funds.

The Assembly/Steering Committee of the Association will adopt the Strategic Plan at the next session, and the formed Working Group will bear the main responsibility for its implementation and inform the Steering Committee.

Apart from its own internal resources, the Association will hire external collaborators for the implementation of certain expert tasks, and the Steering Committee will be in charge of their engagement and monitoring of their work.

To monitor the achievement of measures and goals from this Strategic Plan, the Association will perform an annual analysis, which it will present in its annual work report. The annual work report will contain an overview of the implementation of the Action Plan for the previous year, but also information on other programs and activities that were not foreseen in the Strategic Plan, but have been implemented.

If funds are sufficient, external collaborators will be hired for external evaluation so that the Association may provide the most objective recommendations for improving its work, after the expiration of this Strategic Plan.



Arrangements to implement the Strategy, as well as monitor and evaluate the implementation process, will be strengthened by introducing the practice of informing interested parties and the general public about the basic elements of the Strategy and its implementation periodically (at least once a year).

This approach seeks to strengthen the base of support for the work of the Association, as well as achieve more efficient implementation of the strategic goals and tasks.

## COMMUNICATION AND VISIBILITY PLAN

Since one of the strategic goals is to increase the visibility of the Association as well as its beneficiary group (persons with intellectual disabilities and their families), communication with the internal and external public will be one of the Association's priorities in the strategic period.

Positioning of the Association depends to a great extent on the manner of communication with stakeholders. Through clear and specific messages prepared by its PR team, the Association will promote its goals, measures and activities that will contribute to the creation of a more positive image and a more affirmative attitude towards PWIDs.

In its annual action plans, the Association will unmistakably foresee activities related to the increase of visibility and communication of the Association with its stakeholders (external communication) and collaborators, hired individuals and volunteers within the Association (internal communication).

### EXTERNAL COMMUNICATION

TARGET GROUP	GOAL OF COMMUNICATION	CHANNEL OF COMMUNICATION
Beneficiaries (PWDs, PWIDs and their families)	Introduction to the Association Establishment and development of partnership and cooperation	Direct contact Print and electronic media Training Printed materials



Member organizations and other CSOs	<p>Establishment of partnership and joint implementation of activities and projects</p> <p>Development of joint understanding of the role of the Association</p> <p>Strengthening of the Association</p>	<p>Meetings</p> <p>Various public events, expert meetings</p> <p>Printed materials</p> <p>Website</p> <p>Print and electronic media</p>
Citizens	<p>Development of a positive attitude towards the role and meaning of the Association</p>	<p>Print and electronic media</p> <p>Printed materials</p> <p>Website</p> <p>Social networking sites (Facebook)</p>
Governments at all levels	<p>Contribution to the establishment of a legal framework that is conducive to the topic of accessibility (rulebooks, local decision/competitions, etc.)</p> <p>Procurement of funds to support the Association and its member organizations</p>	<p>Meetings, expert meetings, written materials</p> <p>Print and electronic media</p> <p>Website</p>
Experts in the systems of social protection, education, health care, employment, etc.	<p>Establishment of cooperation, introduction to the role and meaning of the Association</p> <p>Sensitization to the position and needs of PWIDs and their families</p> <p>Contribution to the improvement of services from other systems for PWIDs and their families</p>	<p>Meetings, expert meetings, written materials</p> <p>Print and electronic media</p> <p>Website</p>

#### INTERNAL COMMUNICATION

TARGET GROUP	GOAL OF COMMUNICATION	CHANNEL OF COMMUNICATION
The Association's staff and collaborators	<p>Ensuring the highest quality service</p> <p>Achieving the output set by the indicators</p> <p>Exchange of information on ongoing activities</p>	<p>Meetings</p> <p>Phone</p> <p>Email</p>



	Making plans and reporting	
Volunteers, practicing students, etc.	Work on improving competence to work with foster families and children	Direct mentor support, participation in outreach work with beneficiaries Phone Email