

2017-
2020

Know How Center STRATEGIC PLAN



Know How Center
2017-2020



Strategic Plan of the ***Know How Center*** was made by the group for strategic planning, based on the contribution of the members, employees, volunteers and associates of the Center.

We would like to thank everyone who contributed to the preparation of this document!

Novi Sad, December 2016

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I. INTRODUCTION

The Know How Center (the “Center”) was founded in 2012. In the past five years, we have invested our energy in building an organization that will have a significant role in the civil sector and the community. The very name of the organization stands for what we could offer to the community and what we were best at when establishing.

Our five-year development path has not been an easy one. It was based on the first strategic plan we developed for 2013–2016 which contained basic ideas and guidelines for the development of our organization. It was then that we first defined the vision, mission and core values of our organization which we would be guided by in our work. During the implementation of the measures defined in the first strategic plan, we established a wide network of cooperation and support in the local community as well as at the provincial, national and regional level. We included experts in our work who contributed significantly to the recognition of the Center by different actors in the region.

We spent this period trying our hand at various things because we were trying to develop the organization's identity, build our own base of information and data in order to examine the environment and the needs of target groups we were focused on the most, and discover how we could contribute to society in accordance with our capacities and resources. Five years later we can say that the new strategic plan is mainly based on reflection, previous experiences and achieved project results.

The Know How Center implements direct activities with beneficiaries as well as research and advocacy activities. Our future intention is to connect and integrate these components into a program orientation, even though they may look different from how they are currently defined. Therefore, we consider this strategic plan a document on development that will continue to test us and give us new indicators and guidelines to strengthen the position of the Center in our society.

Founders and members of the Know How Center



II. ABOUT US

The Know How Center was officially founded on February 14, 2012, as an organization established by experts and practitioners in the field of non-profit management as well as in the field of political and social inclusion.

During the five years of its existence, the Center succeeded in launching significant initiatives, but also in reaching out to the population on the far fringes of society. The Center is completely open for cooperation, which is one of its principles.

The Know How Center is a voluntary, non-governmental and non-profit organization established to achieve objectives in the field of personal, organizational and social development. Its basic statutory objective is to contribute to the development of an inclusive society by improving personal and professional potentials and capacities of children, young people and adults. It also seeks to promote capacities on NGOs and other organizations and institutions in the region as well as to empower local communities and promote partnership and networking at all levels.

Our work is currently being implemented through the three strategic programs:

- ROMA INCLUSION SUPPORT PROGRAM
- PROGRAM FOR CHILDREN AND FAMILIES
- YOUTH PROGRAM.

In future work, we wish to continue working with the above-mentioned target groups, but we also wish to expand our operation by entering new areas such as culture, where we are becoming gradually involved in many projects and activities.



III. OUR HISTORY

The first project that our organization carried out in 2012 was "Review of Case Studies with Examples of Good Practice on Roma Inclusion at the Local Level." The project was organized under the **Roma Inclusion Support Program** as part of an MTM program ("Best Use of EU Funds").



Shortly after, in 2013, we started implementing the so-called PGF program ("Project Generation Facility" or "Component manufacturing projects") funded by the Open Society Institute – Budapest. During the years of the PGF program implementation, we have worked on empowering Roma civil associations as well as organizations and institutions that work for the benefit of Roma in Vojvodina. The team of PGF consultants has been continuously providing free support to institutions and associations in writing high-quality projects for international, EU and national donors. The PGF program has contributed to strengthening our competence and knowledge in preparation and management of projects, and it has brought us significant regional experience. Thanks to the PGF program our organization has significantly strengthened both its material and human resources, and on this occasion, we would like to highlight the fact that two certified experts who attended the "EU Funds 2014–2020: How to Apply" training in Brussels have been added to our team. In 2013 and 2014 the Know How Center worked as a partner in the "Strengthening Capacities" projects carried out by the following associations: Center for Education of Roma and Ethnic Communities – Belgrade, Roma Cultural Center, BIBIJA – Roma Women's Center from Belgrade and Roma Association from Novi Bečej. The projects under the "Strengthening Capacities" program were supported by the Open Society Foundations.

We have improved the quality of institutions and organizations dealing with Roma issues through other, less comprehensive projects. Many of the organizations that we worked with extensively in the past have become our project and program partners. Their members have become our associates, empowered to submit applications independently and manage projects financed by the EU and other donors.

We have achieved remarkable results thanks to a three-year program of the Open Society Institute from Budapest, which we have been a partner to in the PGF project. Since the beginning of 2013, our team has supported more than 200 Roma civil society organizations and institutions engaged in improving the status of Roma. Thanks to its results the Know How Center has been recognized as a key partner and provider of mentoring support in preparing project proposals, transfer of knowledge and skills,



advocating for Roma inclusive policies and greater absorption of EU funds earmarked for Roma inclusion. We have also been recognized as a key provider of mentoring support in monitoring and managing projects. In 2016 the Know How Center was awarded a Letter of Thanks from the Office for Roma Inclusion for our contribution to the integration process and raising the status of Roma in the Vojvodina Province. We have become recognized by all relevant actors dealing with Roma issues. In 2015 and 2016, together with the Roma Cultural Center from Belgrade, we organized the Festival of Roma Culture and Activism (FRKA) with the support of many partners, organizations and individuals. The FRKA festival sparked great public interest and is crucial for our further growth and development as an organization.

As part of the **Program for children and families**, we have dealt with innovations in existing and initiated new systems of support for children and families at the local, provincial and national level. Since the beginning of 2014, we have implemented programs to support early childhood development through several components. These programs have been supported by different donors such as UNICEF (through "Parent" association), Office for Human and Minority Rights, City of Novi Sad, Provincial Secretariat for Economy, Employment and Gender Equality and many others.

Since May 2016 the Program for children and families has been partly funded by the Global Fund for Children, a fact which we are very proud of. A significant part of support for children and families is comprised of fieldwork done in informal Roma settlements and performed by trained fieldworkers — volunteers. The purpose of the fieldwork is to reach out to the most isolated and excluded families. In addition to the fieldwork, we have provided direct support to families with small children in their settlements, thus empowering parents to take a more active role in stimulating the development of their children and set a good example of parenting practices to other parents as well as take initiative to involve their children in the educational system at as early an age as possible.





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In early 2014 we initiated a local intersectoral network for children called the “Novi Sad Network for Children NSMEDE.” It was formally established by the Protocol on Networking, on April 28, 2015. This network consists of more than 20 institutions and civil society organizations, and the goal of the networking is to improve the quality and availability of services for children in Novi Sad. As one of the very few organizations working in Novo Naselje (a Novi Sad neighborhood), we have recognized the importance of organizing free content for children and young people.

In 2014/2015 an expert from our organization participated in the creation of the Children's Protection Index. The Index was designed to monitor and influence policies for children at the national level so that the whole civil society could be active and influence the policies and implementation of changes at the national, regional and international level, in a region that includes Child Pact, an international network of national associations for children.

In 2013 we initiated "Naselje School Break", an important program for us, intended for children and young people during the summer and winter holidays. The program is focused on organizing quality leisure time of children and youth as well as organizing content that would otherwise be unavailable to them. These are some of the topics we've covered in the past in these free workshops for children and young people: protecting mental health; developing skills of overcoming stress through emotional literacy; developing a culture of non-violence, civil values, tolerance and activism among children; and improving communication and management skills. In the three-year period, we have covered more than 100 children from Novo Naselje, but also from other parts of the city. In 2016 we had an increase in the number of children from other parts of the city. The children were brought by their parents knowingly to participate in our activities. It is very important that the local media have been very willing to promote our activities.

The **Youth program** of our organization was largely based on voluntary work in the previous period. The smallest funds were raised for projects under this program. Nevertheless, in recent years we have established cooperation with many elementary and high schools as well as other institutions and organizations in the city of Novi Sad and the area. Through this cooperation, we have developed accredited training programs for teachers in schools and manuals for work with young people.



"Culture of Communication among Young People" is a manual we made with the support of the Culture Directorate of Novi Sad in order to support young people in their development and strengthen their daily life competencies. The project was realized in two cycles, in 2013 and 2014. We empowered a group of peer educators — 11 elementary and high school pupils — who covered their peers from more than 15 Novi Sad elementary and high schools in workshops. We organized two campaigns for the promotion of cultural values and work ethic in young people; we also engaged numerous young associates who contributed to the project.



At the level of participation in policy-making, our member was the author of a chapter on health and social policy of the Action Plan of Policy for Youth in Vojvodina 2015–2020. She was part of an expert team who created the Action Plan through a participatory process.

Furthermore, we have successfully cooperated with faculties, especially in the voluntary engagement of students and implementation of their internship. Youth projects that we have implemented have been aimed at improving the quality of life of young people in the broadest sense.



Through the "Three Cheers for Health at School!" project that took place for two years in a row (2012 and 2013), organized with the support of the Directorate for Sport and Youth of the City of Novi Sad, we worked on increasing competencies for the prevention of stress among students of high schools in Novi Sad by training teachers, expert associates and students in preventive work in the field of mental health. We also worked to develop an understanding of a school model focused on health among high schools in Novi Sad. During the project, expert associates and teachers of the Novi Sad high schools were covered by a cycle of workshops on the subjects of mental health protection among young people and a World Health Organization school model focused on health. Through these workshops, teachers and expert associates were trained to transfer knowledge to their students and colleagues. In addition, campaigns were carried out on the protection of mental health of young people.



In 2015 we carried out extensive research in elementary and high schools of the Province of Vojvodina, and as a result of this research we published a monograph "Mental Health of Young People in Vojvodina — Status and Perspectives."

In 2015 the Know How Center achieved all standards in working with young people stipulated by NAPOR (Serbian acronym meaning "ERRORT", standing for "National Association of Men and Women — Youth Work Practitioners"), and it became an associate member of the network. Furthermore, the Center was granted a license for further work with young people, as required by the Ministry of Youth and Sports. In 2016 we participated in many other activities carried out by NAPOR. We partnered with "Libero", a Belgrade-based association of citizens, on a project that initiated an information portal intended for high school students and youth organizations (www.aktivirajse.info).

In the upcoming period, the Youth program will need strengthening and require our best attention. Accordingly, our volunteers and youth activists have recognized the importance of participation in various events in the city, where it is possible to present the work of our organization and promote the services it offers. To get closer to the community and present ourselves in the best possible light we have participated actively in the EXIT Festival, the Festival of Street Performers, Bazaar of Mental Health and other local events.



IV. OPERATIONAL CONTEXT

Social inclusion is defined as a process that allows all individuals and social groups to participate fully in the economic, social and cultural trends, and to be able to achieve an adequate living standard. The process should provide greater participation of citizens in decision-making processes, especially in the ones that affect their well-being and enjoyment of human rights.

At the Lisbon European Council held in March 2000, the European Union declared social cohesion as one of three key strategic objectives. Common objectives were set in the fight against poverty and social exclusion in Nice, by the end of 2000. In 2001, in the Belgian town of Laeken, a set of indicators was adopted on the basis of which the EU monitors social inclusion (Laeken indicators). A plan of implementation of national



policies was created to increase social inclusion through the development of national plans of action to increase the level of social inclusion. It was also agreed that the member countries should report regularly on the state of common indicators defined at the EU level as well as on the state of specific national indicators that each member country is developing in the context of its own environment. After that, the EU strategy “Europe 2020” was recognized as a continuation of the Lisbon Strategy.

The Republic of Serbia has also created a national framework relating to social inclusion. In the past, social policy in the Republic of Serbia was led by Social Welfare Development Strategy 2005–2009 which advocated better social protection for the poorest citizens through a more efficient system of financial support, development of a network of integrated services in the community and quality assurance. Specific strategies and action plans have been committed to improving the situation of vulnerable and deprived groups, including children, women, persons with disabilities, senior citizens, Roma, refugees and migrants. Efforts are currently being invested in the implementation of the Law on Social Welfare (2011) which attempts to secure better protection of the poorest citizens through a more efficient financial support, promotion of active inclusion and effective implementation of the decentralization of services. Despite the progress made to decentralize social protection in the past decade — including major reforms in the work of social welfare centers, development of regulatory framework and transformation of institutions for permanent accommodation — the range of services in the community is still not sufficiently developed to be able to adequately respond to a wide range of needs of vulnerable groups. Support is needed within the implementation of the system of licensing, but support is also necessary for the development of standards for new social services. We recognize as a special challenge posed by the current trend of reducing funding for local services and the general prohibition of employment in the public sector, which prevents engagement of experts in the provision of local services.

In addition to the above, it is important for our organization to analyze the situation related to the position of the Roma national minority in the Republic of Serbia, which is still recognized as the most vulnerable and marginalized ethnic minority. Problems faced by Roma are present in almost every aspect of public and private life: the Roma population often does not have the ability to meet basic needs such as housing, adequate social protection, health care or elementary education, whereas barriers in employment are perhaps the greatest. The actual situation of the Roma community in Serbia is very problematic. Thus, in Serbia, there are still cases of legally invisible persons or persons without personal documents, mostly Roma. Segregation of Roma children is a burning issue in education.



Employing Roma is also a major problem, especially bearing in mind that over 85% of Roma are in the records of the National Employment Service. The area of employment is one of the most interesting areas for further work of the Know How Center with the Roma population. Problems that affect a large number of Roma arise from inadequate housing, including basic hygiene, water and electricity. Life in informal settlements, with a constant risk of forced evictions, prevents or significantly hinders access to other economic and social rights. We must point out that a negligible number of Roma is employed in the public sector. Unprofessional and negligent reporting by print and electronic media is also evident. They often accuse the Roma community and call it abusive and colloquial names without ever being prosecuted.

The Framework Convention for the Protection of National Minorities is the first comprehensive regional agreement and first legally binding international instrument completely dedicated to the protection of national minorities. The Framework for National Roma Integration Strategies until 2020 was adopted by the European Union in May 2011 in order to support countries in achieving significant changes in the lives of Roma through their social inclusion. The Framework is in line with the Europe 2020 development strategy and suggests that national development and reform processes be aligned with the fundamental principles provided by these documents. This framework for national strategies has gained even greater political weight by the adoption of the European Council Conclusions of June 2011 which require that the member countries create new or improve existing national strategic documents relating to the inclusion of Roma by the end of 2011.

In 2016 the Government of the Republic of Serbia passed a new document based on the experiences of implementation of the previous strategy — *Strategy for Social Inclusion of Roma in the Republic of Serbia 2016–2025*. In addition to the above documents, negotiating chapters for EU membership are of great importance in the coming period for the Roma inclusion process. Also, Action Plan for the implementation of Chapters 23 and 24, relating to the judiciary and fundamental rights (Chapter 23) and justice, freedom and security (Chapter 24), is also hugely significant.

As part of this plan, it is important to analyze the results of the 2011 census of population, households and dwellings which says that Serbia has almost 1.5 million families with children who make up 70 percent of the total number of families.¹

The City of Novi Sad has a population of 341,625. According to the 2011 census, it is one of the few cities which had an increase in population in 2011 compared to the

¹ Statistical Office of the Republic of Serbia



2002 census. There are 27,228 children aged 0-6 years in Novi Sad, which makes up 7.81% of the total population. Out of this number 16,000 children were enrolled in kindergartens in 2015/2016, which means that the preschool system coverage in Novi Sad is around 58.78%.² However, data on the number of enrolled Roma children are either non-existent or scarce, according to the city administration, whereas the MICS 5 shows only 6%. The city significantly subsidizes accommodation of children in kindergartens, and since 2013 it has even subsidized accommodation in private kindergartens to reduce the number of children on waiting lists. Even though the Know How Center has not conducted research on this subject it is estimated that parents of children from vulnerable groups, especially parents from groups with lower socioeconomic status and Roma parents, are insufficiently informed about the possibilities of enrollment and benefits that their children may have when they enroll. This is confirmed by field data that we have collected over the last three years through work in informal Roma settlements. In Novi Sad, there are four major Roma settlements, with an estimated population of 3,500. The number of young children covered by the preschool system is extremely low, and they are enrolled and attend the mandatory preparatory preschool program with the support of five teaching assistants and three health mediators.

When it comes to child protection in Novi Sad, there is still a growing need for material support, i.e. allocations from the system of social protection. Although the City of Novi Sad is promoted as an example of good practice, intersectoral cooperation is significantly based on individual solutions and is not systematically set up, so it depends on personnel changes and so-called daily politics, especially in the local government. In addition, it is important to note that the City of Novi Sad has never adopted the LAP for children, and the way the local funds for child protection (for all systems) are planned and implemented is not sufficiently transparent. Organizations that deal with children in Novi Sad have practically disappeared — the existing organizations are focused mainly on culture, entertainment, sports and recreational facilities for the general population of children whose parents can pay the price partly or in full. Other programs that include families at risk and children from marginalized groups are mainly carried out for a limited number of children, mostly beneficiaries of state institutions. Because of all this, a research was launched in 2016 within the Novi Sad network for children. The research will map the existing services for children in Novi Sad, assess the needs and identify gaps in order to give recommendations for improving services for children in different areas.

² Indicative percentage was calculated in relation to data on the number of children from the 2011 Census; the number of enrolled children is from 2015/2016.



A large number of children in Novi Sad — primarily Roma children and children from poor families — are not included in the preschool education. It is estimated that each year an estimated 1,500 children whose parents apply for enrollment in the Novi Sad preschool institution are not admitted and are thus deprived of its services. In Novi Sad, there are two major Roma settlements with an estimated population of 3,500 inhabitants who are mostly excluded from the educational system. This number should be increased by the population of returnees under the Readmission Agreement, whose number is growing in both Vojvodina and Novi Sad. Also, there are a considerable number of other families living in extreme poverty.

The turning point in the treatment of children's rights in general and the situation of the child in Serbia was the *Family Law*, which stipulates that everyone shall act in the best interests of the child in all actions concerning children. Discussions about how to define the best interests of the child can certainly be led, but this formulation has incorporated significant changes in the work of many institutions. On the other hand, the position of children remains a sensitive topic that policy makers deal with insufficiently or a topic dealt with only when talking about children from marginalized groups. National Plan of Action for Children has expired and has not been revised, whereas the Council for Children's Rights is not functional.

There are about 1.5 million young people in Serbia. They make up 20% of the total population. In Europe, young people are considered to be persons aged between 15 and 24 years, whereas in our country the upper limit is extended to 30 years due to the longer duration of education, difficulties in employment and economic dependence on parents. In the National Youth Strategy young people are persons between 15 and 30 years of age.

There are different approaches to the problems of young people in the EU and candidate countries, but they all assume the formation of an institutional basis to be the first step: commissions, offices, administration, councils, ministries, etc. In the supranational environment, there are the following institutions: the European Commission (Directorate-General for Education and Culture, Educational Audiovisual and Culture Executive Agency) and the Council of Europe (Directorate of Youth and Sport). European Youth Forum, in its Resolution on Youth Policy (1998), defines European youth policy as a cross-sectoral, integrated policy aimed at young people, stemming from their needs. Its goal is to enhance and improve the living conditions of young people.



A significant impetus to the development of youth policy was given by the White Paper of the European Commission (2001) as well as by a number of documents of the Council of Europe such as the European Charter on the Participation of Young People in Local and Regional Life (2003). The content of youth policies is specific to each European country, but most of the themes can be grouped into 4 main areas: 1) education, social; 2) involvement and equality; 3) active citizenship and participation; and 4) safety, health and well-being of young people.

Erasmus+ is a program available to young people in our country. This is an EU program aiming at funding projects, partnerships, events and mobility in the field of education and training, youth and sport. The Erasmus+ program covers the period 2014–2020. In the broadest sense the Erasmus+ program has the following priorities in the field of youth work: improving key competencies, skills and employability of young people; promoting inclusion and well-being of young people in society; encouraging improvements in the field of youth work and youth policy at the local, national and international level.

The following institutions are in charge of youth issues in Serbia: Ministry of Youth and Sports (founded in 2007) and Provincial Secretariat for Sports and Youth. Youth Office is established in local governments to create conditions for an active involvement of young people in the life and work of the community as well as to strengthen the youth, provide them with support in organizing various social activities, learning and creative expression of their needs. The most important role of the Youth Law lies in establishing a framework for systematic support for young people, and the first step is to define the basic concepts and roles. The National Youth Strategy 2015–2025, which was adopted in 2015, was created by the Ministry of Youth and Sports. The Assembly of Vojvodina has adopted the 2015 Action Plan for Youth in Vojvodina 2015–2020.

The National Association of Men and Women Youth Work Practitioners (NAPOR) was founded in March 2009 with the primary goal to ensure a quality program of youth work and professionalization of work in the Republic of Serbia.

The Umbrella Organization of the Serbian Youth (Serbian acronym: KOMS) was founded in 2011, and it is the highest representative body of young people in Serbia. KOMS is an alliance of associations and currently gathers 68 member organizations (of and for young people) from the entire territory of the Republic of Serbia.



The LAP of youth policy of the City of Novi Sad 2015–2018 is a document adopted by the Novi Sad Assembly at the request of the City Sport and Youth Administration — the Youth Office.

Through its programs, the Know How Center is committed to improving the status and lives of young people at the local and provincial level. Our aim is to provide young people with the opportunity to actively participate in creating social change and creating quality life conditions in a society that recognizes and respects youth. The Know How Center specifically fosters horizontal learning of young people in its programs, and it, therefore, develops programs of peer education and counseling. In 2015 the Know How Center achieved all the standards in youth work and acquired a license of the NAPOR association.

During 2015, the Know How Center implemented the project "Research on the Mental Health of Young People in Vojvodina: Status and Perspectives." This study included about 1,800 young people aged 15-19 years. The young people canvassed expressed interest in programs aimed at improving mental health and showed particular interest in the topics of safety, peer violence and eating disorders as well as in psychological workshops on managing emotions.

During the study, the obtained data showed that only 10% of the young people participated in some of the preventive programs for improving mental health and quality of life, with the program on reproductive health mentioned most frequently. At the same time, these programs were rated highly in terms of satisfaction. Another important result is that a vast majority of the young people (over 75%) claimed that they would like to participate in programs of workshops that dealt with mental health and related topics. Topics that were chosen most frequently were as follows: safety, nutrition, substance abuse, peer violence and managing feelings, which is a guideline for prioritizing in prevention and education programs.

V. KNOW HOW CENTER AND ITS ENVIRONMENT

The Know How Center has been established and is functioning in an environment where there is a large number of civil society organizations which are competitive and recognized by the public sector, decision makers, etc.

We are a founder and member of the Network of Organizations for Children of Serbia (Serbian acronym: MODS). We actively participate in its work (we coordinate the work



of the “Poverty and social exclusion of children” thematic group), and our representative has been a member of its Board since 2014. Our organization is dealing with issues of children's rights and child protection at the national level. Being active in the MODS helped us build partnerships on various grounds.

In April 2014 the Know How Center founded (and has coordinated ever since) the intersectoral network for children in Novi Sad “NSMEDE”, and the networking process has involved over 20 local institutions and civil society organizations — experts from institutions that deal with children and families from different sectors such as health care, education, social protection, as well as colleges which train future professionals to work with children and families. The network serves as a good practice example of how professionals can be networked in other cities as well with the aim of improving support for children and families. The network members meet periodically to exchange information about activities and challenges in their work as well as to plan and implement joint activities.

The Know How Center is a member of the largest network of Roma organizations — the Standing Conference of Roma Associations of Citizens (League of Roma). The organization makes a significant contribution to the processes of advocacy to improve the status of Roma in Serbia by participating in the preparation of strategic documents, reports on the implementation of measures, analyses and recommendations for their improvement (e.g. Strategy for Social Inclusion of Roma, Shadow report on the status and progress made in protecting the rights of Roma in the context of negotiations for Serbian membership in the EU — meeting the requirements defined in Chapter 23, in particular — and many others). So far we have cooperated with and supported more than 200 CSOs dealing with Roma inclusion and over 40 local governments in order to help them carry out activities to improve the position of Roma. The Know How Center is a recognized actor in this field among international organizations, and we have established cooperation and partnership with UNICEF, UNDP, OHCHR, OSCE, Save the Children, ADRA and others.

As part of the context which is being developed to ensure greater coverage of Roma children aged 3–5.5 by the preschool system, we have established a partnership with the “Happy Childhood” preschool institution. Since the academic year of 2015/2016, the Know How Center has had a cooperation agreement that enables implementation of our activities in the kindergarten, with children of youngest age, belonging to marginalized groups. The program provides children with the experience of early socialization as well as an appropriate context for play and exploration, with development-stimulating activities devised by the expert team of the Center. Activities



are carried out with parents, who have the opportunity to consult the expert team on topics relevant to the development of their children, spend quality time with them, but also improve parenting skills. Our experience has shown that the program has been attended to a great extent by families with babies from 8 months to 3 years old, which is an indicator of the lack of such content in Novi Sad for children of the above age. This component of our activities is complementary to the activities in the field since the involvement of the children from informal Roma settlements in workshops on the kindergarten premises should be gradual and contribute to the preparation of both parents and children to enter the system. On the other hand, through cooperation activities, advocacy and disseminating information in the community and the expert public, we are working to increase sensibility of the system to include these children in preschool before the mandatory preparatory preschool program.

In addition, by signing an agreement on cooperation with the Novi Sad Health Center, the Know How Center has been included in the implementation of the regulation on the National Program for the Promotion of Early Childhood Development.

Through the process of strategic planning, in addition to the analysis of context and stakeholders, the Know How Center has conducted an analysis of its own strengths and weaknesses as well as opportunities and threats in the environment.

Members of our organization have recognized the commitment, motivation, a sense of belonging to the organization as well as diverse education, competence, experience and contacts as strengths of the Know How Center. Authors of a large number of accredited training programs in social protection and education are engaged at the Center. We are known for our expertise in the field of fundraising and management in the non-profit sector as well as for high professional standards. The power of our organization lies with the volunteers who contribute on a daily basis to the work of our organization, but it also lies with transparent communication, flexibility and openness to stakeholders as well as the research that has been carried out as a starting point for quality projects. The Center cooperates with other organizations and institutions at home and abroad, and we are members of various national networks where we are very active.

On the other hand, we recognize the necessity to improve the system of monitoring and evaluation (particularly keeping records and documentation on our own work), reporting and organization of time. This would improve efficiency in fundraising. The challenge we face is the obsolescence of computer equipment and insufficient



utilization of the possibilities offered by our website in terms of communication. Also, it is necessary to work on developing partnerships with foreign organizations.

As far as the context of the environment is concerned it is continually changing alongside the needs of target groups with whom we work. This context gives certain opportunities to the Know How Center for a further development of programs and projects that will adequately respond to the needs. Poverty in Serbia is still an extremely hot topic; the unemployment rate is high (particularly youth and Roma unemployment), and there is a lack of programs that provide support to young people, children and families from vulnerable groups.

There is a demand with the expert public for accredited training programs offered by the Center. In addition, there is a demand for IT training, research, online services, and there is a growing number of employees in the IT sector in need of psychological and other services the Center can provide. Continuation of the Decade of Roma is also an opportunity because there is still a need for mobilization and support of the Roma community. There are EU funds available and open to civil society organizations, but primarily to organizations that have significant capacity since the funding terms are relatively unfavorable (e.g. request for co-funding, funding on the principle of reimbursement, inability to apply for a number of projects in the same competition, etc.). However, from a long-term perspective, these conditions motivate organizations to enhance their capacity and approach fundraising proactively from different sources to network and develop partnerships. When it comes to direct work with children, there is a great interest of children, parents and youth in current and prospective programs of the Center.

The fact that the City of Novi Sad was declared the European Capital of Culture 2021 and the European Youth Capital 2019 is an opportunity for the Center to incorporate the inclusive approach in the both strategic programs.

We believe that the implementation of this strategic document will be marked by an initiative supported by the Delegation of the European Union in Brussels to make Novi Sad the European Capital of Culture (ECOC) 2021.

Intense cooperation with the Ecumenical Humanitarian Organization on several projects is also an ample opportunity for the Know How Center. One of the projects is implementation of the "Challenges of Intercultural Learning and Teaching" training program (accredited by the Institute for the Advancement of Education) through which employees in kindergartens, elementary and high schools across Serbia, learn about



implementation of intercultural learning in their daily work. These training programs covered over 200 participants in 2016.

We would also like to highlight the cooperation with the University of Novi Sad and experts who we have included in our programs. Since 2014 the Know How Center has also provided support and managed the Local Organizing Committee of the 10th International Conference on Health and Human Rights (ISHHR), which will certainly increase our visibility and provide us with opportunities for new partnerships in the future.



VI. VISION, MISSION, VALUES

VISION

A developed inclusive society in which the Know How Center is recognized as an innovative organization, open to challenges, learning and cooperation.

MISSION

We develop communities by including and advocating for vulnerable groups as well as by initiating and providing innovative services.



OUR VALUES AND PRINCIPLES OF OPERATION

1. Working for the common good

The Know How Center performs activities of public interest, which is in accordance with the Constitution and the laws of the Republic of Serbia. We achieve considerable added social value through our work on raising the quality of life of the individual and developing the community. Beneficiaries of our programs are not predetermined, and they can belong wholly or in part to vulnerable groups, regardless of age, gender, ethnicity, race, religious or political leanings and membership in social groups. Working for the common good cannot under any circumstances be profitable.

2. Inclusion

We believe that all members of society should be given opportunities to fully participate in economic, social and cultural life. In particular, we are investing our efforts to help people at risk of poverty and social exclusion achieve an acceptable standard of living.

3. Respect for diversity

We support individual differences and develop an atmosphere of support for our own team members, partners, users of our services and other interested supportive groups. We apply non-discriminatory attitudes and behavior. We recognize talent in people and help them develop their own potential.

4. Participation

We strive to make everyone well-informed on issues that are of direct relevance to them so that they can participate accordingly in decision-making. We are committed to providing marginalized social groups with greater participation in decision-making relevant to their lives and realization of human rights.

5. Personal and organizational development

We believe that lifelong learning is an essential part of every job. We develop our skills and knowledge by learning from our own and others' successes and mistakes — we learn from one another and emulate the best. We re-evaluate the effects of our work and we are willing to change and improve.



6. Innovation

We pursue and launch new solutions. We nurture creativity and we are open to new ideas and approaches to work. We reward and support original solutions. We are prepared for the inevitable risks of initiating and implementing innovative programs and models in working with individuals, groups and communities.

7. Solidarity

We recognize the needs and problems of our members and supportive members and stakeholders in the region. We are ready to provide assistance and support in the context of available resources. We share and transfer knowledge, best practices, solutions and contacts to help others.

8. Initiative

We encourage people to initiate, propose and seek possibilities for solving problems or improving work on their own initiative. We hire motivated people willing to be guided by inner motivation and a genuine desire to solve problems. We support autonomy, independence in work and willingness to take responsibility.



VII. STRATEGIC GOALS

- 1. Contribute to the protection and improvement of the position of Roma**
- 2. Contribute to the improvement of the system of support for children and families**
- 3. Contribute to a better position of youth**
- 4. Ensure effective and continuous operation of the organization and its sustainability**



STRATEGIC GOAL 1: CONTRIBUTE TO THE PROTECTION AND IMPROVEMENT OF THE POSITION OF ROMA

Strategic goal indicators:

- 1.1. Number and type of launched and supported programs and initiatives
- 1.2. Number and structure of included organizations and institutions
- 1.3. Number and quality of initiatives for advocacy and monitoring success of programs and projects

MEASURES	Annual indicators until the end of 2020
1.1.Strengthening capacities of Roma organizations and organizations and institutions dealing with Roma issues	1.1.1. Number and structure of covered beneficiaries per event/service 1.1.2. Number and type of educational workshops, meetings, seminars and advisory services 1.1.3. Number and type of published and/or printed educational materials for beneficiaries and service providers/assistants/volunteers 1.1.4. Number and methodology of provided mentor support in managing and monitoring programs and projects 1.1.5. Number and type of conducted promotional activities
1.2.Monitoring of implementation of policies, programs and projects to improve Roma status	1.2.1. Number of implemented and supported initiatives to monitor and assess success of programs and projects related to Roma inclusion 1.2.2. Number and structure of included and supported organizations and institutions
1.3.Active monitoring and advocacy to improve decision-making process and implement public policies to improve Roma status	1.3.1. Number and manner of support for initiatives to amend current policies 1.3.2. Number of conducted research and analyses 1.3.3. Number and type of public policies at national level in whose creation/amendments Know How Center participated 1.3.4. Number of advocacy documents in whose creation Know How Center participated



	1.3.5. Number of actors included in research
1.4. Initiating and supporting multisectoral approach to improving Roma status by networking sectors	1.4.1. Number and type of activities to build partnerships from different sectors 1.4.2. Number of institutions and organizations actively involved in networks 1.4.3. Number of joint projects and initiatives
STRATEGIC GOAL 2: CONTRIBUTE TO THE IMPROVEMENT OF THE SYSTEM OF SUPPORT FOR CHILDREN AND FAMILIES Strategic goal indicators: 2.1. Number and type of conducted programs 2.2. Satisfaction of beneficiaries and partner institutions and organizations 2.3. Number and structure of included beneficiaries (individuals and families)	
MEASURES	Annual indicators until the end of 2020
2.1. Development of parental skills through informing and advisory and educational work with families in prenatal period and period of early child development	2.1.1. Number and structure of covered beneficiaries per event/service 2.2.2. Number and type of educational workshops, meetings, seminars and advisory services 2.2.3. Number and type of published and/or printed educational materials for beneficiaries and service providers/assistants/volunteers 2.2.3. Number and type of conducted promotional activities
2.2. Stimulation of early child development, particularly from marginalized groups	2.2.1. Number and structure of children covered by gender and age 2.2.2. Number and type of conducted activities with children and families 2.2.3. Impressions and satisfaction of beneficiaries 2.2.4. Feedback and suggestions of partner organizations and institutions
2.3. Promotion and conducting research on child and family care	2.3.1. Number and type of conducted promotional activities 2.3.2. Number of beneficiaries, experts and organizations/institutions covered by promotional activities
2.4. Advocacy and networking in the field of	2.4.1. Number and topics of meetings of Novi Sad intersectoral network for children NSMEDE



child and family support, particularly with members of marginalized groups	<p>2.4.2. Number of institutions and CSOs actively included in the work of NSMEDE</p> <p>2.4.3. Launched initiative to create Local Action Plan for children in Novi Sad by end of 2017</p> <p>2.4.4. Number and type of advocacy activities in Novi Sad conducted through NSMEDE or independently</p> <p>2.4.5. Number and type of public policies at national level in whose creation/amendments Know How Center participated through MODS or independently</p> <p>2.4.6. Number of projects carried out in partnership with other CSOs and institutions</p>
2.5. Strengthening capacities of experts and service providers who work with children	<p>2.5.2. Number and type of organized educational events</p> <p>2.5.2. Number and structure of experts covered by educational and informative content</p>
2.6. Promotion and implementation of innovative, entertaining, recreational, educational non-institutional programs for children	<p>2.6.1. Number of organized educational, creative and other workshops and similar events for children of elementary school age</p> <p>2.6.2. Number and structure of covered children by gender and age</p> <p>2.6.3. Number of held workshops during school break and number of children of elementary school age who attended</p>
STRATEGIC GOAL 3: CONTRIBUTE TO A BETTER POSITION OF YOUTH Strategic goal indicators: 3.1. Number of active volunteers and their gender/educational structure 3.2. Number and type of conducted activities 3.3. Quality and number of established partnerships 3.4. Number of youth training programs organized by the Center	
MEASURES	Annual indicators until the end of 2020
3.1. Encouraging initiative and entrepreneurial spirit of young people through individual and group education and counseling	<p>3.1.1. Number of individual meetings of volunteers with mentor</p> <p>3.1.2. Number of supervisory meetings</p> <p>3.1.3. Number of educational programs where volunteers were Know How Center representatives</p>
3.2. Encouraging activism and volunteerism by	<p>3.2.1. Number of active volunteers</p> <p>3.2.2. Volunteer fluctuation</p>



developing knowledge and skills for active participation	<p>3.2.3. Number of conducted training programs for volunteers</p> <p>3.2.4. Number and type of events where we promoted volunteer work</p> <p>3.2.4. Number of contacts in volunteer database of Know How Center</p>
3.3. Support for healthy development of young people	<p>3.3.1 Number of written and implemented projects dealing with mental health of young people</p> <p>3.3.2. Number of written and implemented projects dealing with reproductive health</p> <p>3.3.3. Number of implemented educational programs in schools</p> <p>3.3.4. Number of partnerships with schools from Novi Sad and Vojvodina</p>
3.4. Strengthening capacities of youth organizations, organizations for youth, institutions for youth and relevant authorities, through effective and efficient informal education	<p>3.4.1. Number of implemented training courses</p> <p>3.4.2. Number and structure of covered youth</p> <p>3.4.3. Number of volunteers included in implementation of training courses</p> <p>3.4.4. Satisfaction with implemented training courses</p>
3.5. Active monitoring of existing decision-making processes and advocating for their improvement; active monitoring of implementation of public policies to improve the position of young people	<p>3.5.1. Number and type of public policies at national level in whose creation/amendments Know How Center participated through MODS or independently</p> <p>3.5.2. Number of projects/activities conducted in cooperation with other organizations</p> <p>3.5.3. Number of advocacy documents in whose creation Know How Center participated</p>
3.6. Implementation of action research on the position of young people	<p>3.6.1. Number of written and conducted research projects</p> <p>3.6.2. Number of actors included in research</p>
3.7. Implementation of action plan brought in the process of accreditation	<p>3.7.1. Number of activities we carried out in cooperation with NAPOR members</p> <p>3.7.2. Number and quality of implemented action plan</p>



of our organization by NAPOR association	standards 3.7.3. Reaccreditation of organization by NAPOR 3.7.4. Number of NAPOR initiatives where we participated
STRATEGIC GOAL 4: ENSURE EFFECTIVE AND CONTINUOUS OPERATION OF THE ORGANIZATION AND ITS SUSTAINABILITY Strategic goal indicators: 4.1. Number and type of applied procedures 4.2. Number of established partnerships 4.3. Number of conducted activities from strategy 4.4. Number and type of activities that provide income	
MEASURES	Annual indicators until the end of 2020
4.1. Implementation and adaptation of developed procedures in operation of the organization	4.1.1. Number and type of adopted procedures 4.1.2. Degree of consistency in application of adopted procedures 4.1.3. Degree of awareness of members and volunteers of adopted procedures
4.2. Strengthening established and developing new partnerships	4.2.1. Number of established partnerships 4.2.2. Number of initiatives and projects carried out in partnerships 4.2.3. Partner satisfaction with cooperation on project
4.3. Implementation of strategy of communication and fundraising strategy	4.3.1. Number and type of carried out activities from strategy of communication 4.3.2. Number and type of carried out activities from fundraising strategy 4.3.3. Quality PR of organization 4.3.4. Stable sources of funding of organization
4.4. Implementation of activities that ensure sustainability of Know How Center and its own income	4.4.1. Number and type of activities that ensure sustainability of organization and own income



VIII. ORGANIZATIONAL STRUCTURE AND RESOURCES

Assembly is the highest governing body of the Know How Center. It consists of regular members. Meetings are held at least once a year. Annual reports on the activities and financial statements are submitted at the regular meetings of the Assembly. Work programs for the following year are also brought at the meetings.

Membership in the Center is voluntary for all persons that accept its principles and goals and meet the conditions prescribed by the Statute. Membership can be regular, associate and honorary.

A **regular member** can be any adult recommended by other two regular members of the Center. They have to make a written statement showing interest to participate actively in the work of the Center and decide on the meetings of the Assembly.

An **associate member** can be any person who supports the principles and goals of the Center, but who, due to their obligations, place of residence, illness or other reasons, is unable to actively participate in its work. Associate members may participate in the work of the Assembly, without the right to vote.

An **honorary member** can be a person commendable for their scientific and technical development in the field of inclusion, commendable for contribution to the work, reputation and recognition of the Center as well as a person who has contributed to its operation through many years of work. Honorary members can participate in the work of the Assembly, without the right to vote.

Board of Directors is the executive organ of governance. It is composed of three regular members of the Center. The Board consists of Chairman, elected by direct vote of the Assembly, and two members. Chairman of the Board is authorized person of the Center. The Center has appointed its Executive Director and recruited a Financial Manager and Office Manager.

The Center has three program coordinators: a Roma program coordinator, a coordinator for Program for children and families and a Youth program coordinator. Each program coordinator gathers their team of collaborators during the planning and implementation of activities for their program.



The Center has about 20 active members and over 30 full-time available and active volunteers. Furthermore, it has over 25 associates previously engaged in projects. It currently has 1 employee under work contract. The Center's equipment is at a level that ensures unhindered operation. The Center has basic technical and IT equipment (computer, printer, copier, scanner, projector, the Internet). It is located in Novi Sad and rents office space of about 100m².

Although a young organization the Center has its own knowledge, and its achievements rest on its members with experience in the field of creating and implementing policies and strategies at the provincial, national and local level.

The Know How Center members have extensive experience in working with local governments, educational, health and social protection institutions, the National Employment Agency, NGOs, youth offices, provincial secretariats and ministries of the Government of the Republic of Serbia.



IX. IMPLEMENTATION AND MONITORING

We shall monitor the implementation of the Strategic Plan by analyzing achievements of annual operational plans and achievements of improvement of key organizational components. Operational annual reports shall be created in January of each year for the following year. They are not an integral part of this document and are subject to change in accordance with the current events the Know How Center strives to follow.

Internal monitoring and evaluation of the implementation of the Strategic Plan shall be carried out by members of the organization, especially by program and project coordinators. Implementation of individual measures set in the document and the planned indicators shall also be monitored.

At the organizational level, we shall establish a system of documenting and fundraising for the verification of indicators to be monitored.

Also, internal evaluation and evaluation of results will be carried out for each individual program and organizational strategic goal. The flow of implementation and realization of the Strategic Plan shall be monitored by the Board of Directors at its regular meetings.

The Know How Center will strive to provide funds for the implementation of external evaluation at the end of the implementation of this Strategic Plan, in the final year of its implementation (2020). The results of external evaluation would greatly contribute to a better perception of the organization's work and more efficient future planning for the next strategic period.

In line with previous experience, the Know How Center will prepare regular annual reports. Final annual report on the results of the work at the level of the organization will be prepared by program coordinators who will submit it to the Board of Directors for approval. Report on the implementation of the Strategic Plan is part of the Annual Report on the work of the association. It will be represented at the regular annual meetings of the Assembly and distributed to all members.



X. PLAN OF COMMUNICATION AND PUBLIC REPRESENTATION

The Know How Center's strategy of communication development and public representation includes basic directions of its development in the field of communications. This segment of the Strategic Plan is based on the principle of transparency, which is one of the recognized values nurtured by the members of our organization.

Informing the public about our programs, projects and activities is our obligation as an association working for the benefit of the community. An open and direct communication is the foundation of good relations with all stakeholders and a solid base for partnership with the local community.

The Center's public image is usually created in two ways: directly, in contact with the members and associates of our organization, or indirectly, by the image of us created by the media. Both ways are equally important to us, and we want to improve them both.

By developing a proactive attitude in relation to all stakeholders as well as by taking the initiative, timely reaction and informing, the Center wants to give the public a true picture of its activities. Messages sent to the public should show a true picture of the Center's work in an innovative and creative way.

The following targets that the Know How Center addresses are recognized as important in the following period: the Roma community, children, families, youth, civil society, public sector — decision-makers at all levels (local, regional and national), National Council of Roma, SKRUG, MODS, general public and expert community (professionals, donors, the media, businesses, etc.) as well as internal public — the Assembly, the Board, Program Managers, Financial Manager, Program Coordinators, volunteers, etc.

Given that the Know How Center is planning to position itself and increase its visibility in public in the coming period communication is one of the set priorities. The goals that we have set in this area relate to:

1. Improving the quality of **internal communication** as well as labor standards when it comes to public relations, and



2. Improving the quality of **external communication**, which means increasing the visibility of the organization and its achievements in the public.

Internal communication refers to the improvement of communication within the organization including employees, members, associates and volunteers. As far as the improvement of internal communication it is important to work on increasing the level of knowledge and skills of members. It is particularly important to strengthen the knowledge and skills in public relations and marketing.

Good and well handled internal communication is a prerequisite for a quality external communication. To improve future internal communication the Know How Center will do the following:

- Create a rulebook on internal communication;
- Appoint a PR person;
- Raise awareness about the importance of good and recognizable image of the organization;
- Work to strengthen identity and loyalty to the organization;
- Raise awareness in associates within the organization about the importance of the “good host” management to safeguard existing resources;
- Introduce a model of introduction to working as well as of transferring knowledge and experience to new associates;
- Organize internal education to exchange information and knowledge and create favorable working atmosphere.

INTERNAL COMMUNICATION

Target group

Aim of communication

Channel of communication

Members of organization	Exchange of information Achieved performance according to indicators Creation of projects and work plans	Regular meetings Phone, email, informal gatherings
Volunteers	Getting to know the Know How Center services Work with beneficiaries Developing a sense of belonging to the organization	Direct mentor support, work with beneficiaries, phone, email, meetings



External communication refers to strengthening communication with stakeholders. Special emphasis in the external communication is placed on increasing the quality of media representation of the organization as well as regular promotional activities via the Internet (through our website, Facebook and LinkedIn).

All our projects should have an informative component provided through an electronic newsletter, publications, brochures, leaflets, promotional banners (in Serbian and English) or through any other means that will contribute to a greater visibility of the organization and its projects.

It is necessary to strengthen and create mechanisms of maintaining quality relations with the media by developing and expanding contacts with the media, regular press releases, meetings with the media and educating to sensitize the media for quality reporting on topics that the Know How Center deals with. One way for the organization to achieve its goals is to update and improve the network of contacts at the national, provincial and local level and to improve the structure of internal and external communication.

In order to improve the external communication the Know How Center shall work on the following in the coming period:

- Creating a team to work on improving the quality of the external communication;
- Constant creation of public awareness;
- Creating updated promotional material and building recognizable visual identity;
- Informing the public on all the projects carried out by the Center;
- Disseminating timely information to the media on activities, projects and programs.

In the upcoming period, the Center should make annual plans of working with the public, in order to plan all activities more thoroughly.

Strategic recommendations:

- Communication should be the focus of everything that the Center does.
- In the coming period, it is important to ensure that communication becomes a responsibility of everyone involved in the organization.

The slogan that the Center should adhere to in relation to its external communication is
“BOAST OF YOUR GOOD WORK.”



- It is necessary to encourage a two-way dialogue that ensures awareness, influence, engagement, listening and consultation with internal and external audiences.
- Make sure that all information is disseminated in a professional, precise, targeted and timely manner to both internal and external audiences while respecting the diversity of target groups.
- Maintain a culture of good communication in the line of work, both horizontally and vertically, via organization as the basic component of good management.
- Messages that we send should be simple and understandable, and our employees should promote constantly the reputation of the Center.

EXTERNAL COMMUNICATION

Target group	Aim of communication	Channel of communication
Beneficiaries (Roma, children and families, youth and vulnerable groups)	Getting to know the Know How Center Developing participation of beneficiaries in the activities of the Center Developing knowledge and skills of beneficiaries for social inclusion	Direct contact on the ground Cooperation with associations of beneficiaries Media (print and electronic, social networks) Training and printed materials
Associate organizations and institutions	Establishing partnership	Meetings, public events, professional meetings, media
Local and other levels of government	Initiating the adoption of laws to improve the position of user groups Support for programs and projects of the organization	Meetings, professional meetings, media, personal contacts
Donors	Establishing partnership and financing the programs and projects of the Center	Direct contacts, meetings, conferences, seminars, etc.
Citizens	Disseminating information on the activities of the Center Recruiting potential volunteers and associates	Media, public events, printed materials



XI. FUNDRAISING PLAN

The fundraising plan is concerned with how the Know How Center should raise funds for its overall operation without fear for its sustainability. The process of developing a fundraising plan provides a peek at all the potential impacts on our success in fundraising. The plan has been made by the employees and members involved in fundraising and approved by the governing body consisting of the Board of Directors, Director and Program Coordinators.

The Know How Center is unable to hire a person who would deal only with fundraising, but, on the other hand, we believe that this is not an ideal solution. Fundraising within the Center is implemented in a planned, teamwork manner. Funds are raised mainly through writing project proposals, although we recognize the importance of providing our own funds through services.

Lesser projects are also planned and carried out by our volunteers who are thus empowered to perform responsible tasks in the organization in case they decide to devote themselves to the Center or if other preconditions are met.

Goals of the fundraising strategy in the period 2017–2020 are as follows:

- ensure continuity in the implementation of the past programming directions of the Center;
- provide funds for institutional sustainability of the Center;
- strengthen members and hired associates additionally for fundraising;
- maintain volunteer base as the basis of sustainability of a significant part of program activities.

Continuity in the implementation of the past programming directions: The Know How Center implements program activities through three programs focused on inclusive development. Fundraising for these activities is carried out mostly through projects. This trend shall continue in the future. The focus will be on long-term projects, international donors and lobbying of local authorities in Novi Sad that certain activities that the organization has initiated and established be included in the budget of the city. In addition, by developing partnerships with other organizations and institutions the Center should continue building credibility and a network of cooperation, thus gaining new experience in fundraising. It is possible to raise funds from individual donors for program activities at the local level, as we have shown through past practice. These donations are small, but sufficient for the implementation of some of our traditional programs such as the "Naselje School Break" program, which



is funded largely through individual donations. Corporate sector (business sector) has not been sufficiently explored as a source of funding. This will be a major challenge for us in the coming period as it will be necessary to commit to this sector and create cooperation proposals that would relate to long-term forms of partnership or sponsorship.

Institutional sustainability: Financing organizational costs not falling within the category of program activities, but are necessary for their implementation, poses a growing challenge. Many donors expect these costs to decrease, expecting simultaneously that the quality of services remains the same. Sustainability for us means that we have a permanent office where administrative tasks are carried out and projects are managed; where we can organize smaller meetings and seminars. Also, at least two full-time employees are indispensable for the daily operation of the office. We are strategically involving local stakeholders when planning and conducting activities, in order to increase local ownership of projects. On the other hand, for advocacy and other activities at the national and regional level, it is necessary to increase the visibility of the Center's participation.

The role of visibility of our organization in fundraising is great. In 2016 we worked on setting up our website (vvv.cpzv.org) and Facebook page (<https://vvv.facebook.com/CPZVNS/?Fref=ts>). We invested heavily in the visual identity of the Center. In the future it is necessary to update the content, increase dynamics of the website and increase the amount of printed material — particularly short informative and promotional material.

Formal partnerships and networks we participate in or have forged ourselves are structures that should contribute to the institutional sustainability.

In the end, however, it should be concluded that the costs of the organization are still budgeted in projects. The services provided by the Know How Center experts to other organizations and institutions are currently the only source of income for the organization not related to projects. The acquired assets are invested in the development of the organization. We are planning to develop these activities more intensively in the future.

Strengthening members and hired associates: The capacity of the Center to raise funds can be observed from two levels: individual and team capacities. Our experience and expertise are diverse and there is a division of labor with communication procedures, reporting lines, etc. In the future, we plan to strengthen the individual capacities of our



members, but also to draw up organizational capacities and structures to cope in a more organized way with this process. The Know How Center does not plan to hire people to deal only with fundraising in the next 4 years, but it will establish certain procedures and protocols, databases, mechanisms for organized research of potential funding sources, etc.

Volunteer base: The Know How Center is at a constant disposal of two groups of volunteers primarily involved in working with children. We strengthen and nurture volunteers in different ways, in line with the principles of good volunteer management. The associates who currently manage volunteer groups were once our volunteers. Volunteers are extremely important for the sustainability of the Center, and this will be an area in which we will continue to invest.

In the past two years, the Center received funds largely from foreign donors. We understand that the nature of the sources of funds and their interrelations affects the stability of our organization. Therefore, in 2017 we intend to make a clearly defined plan and make decisions on how to reach a balance between the benefits of reducing vulnerability (by increasing the number of funding sources) and avoiding oversized administration (due to an excessive number of sources). Naturally, our combination of funding sources will depend on the general availability of funding sources in the environment.

This is the list of potential donors that we have not sufficiently dealt with:

- the **corporate sector**, which requires research on our part and demands the creation of a high-quality portfolio of our organization to represent us when raising funds for specific activities or work of the Center in general;
- **foreign donors**, who are less known, but are active in our environment, alongside the donors who have so far refused us, but are interested in the Center and the activities it offers;
- **individual donors** need more investing and are a long-term financing source that requires strategic strengthening and preparation on our part;
- the **local government** that requires a serious lobbying plan.

The Know How Center already has a packet of information that needs to be modernized, visually improved and systematized. It is also necessary that these materials are available in Serbian and English, and that they are updated regularly. This job demands a single point of coordination and one person in charge of it. Thus prepared information should be maximally usable for different formats of proposals submitted to potential donors.



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