

Strategic Plan
of the Ana and Vlade Divac
Foundation

2016 -2018.

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Executive Summary

Vision Statement

of the Ana and Vlade Divac Foundation – A society in which citizens take responsibility and understand the power of unity in addressing personal and societal problems.

Mission Statement

of the Ana and Vlade Divac Foundation – Securing quality life to vulnerable groups and their integration into a local and wider community by strengthening equality, solidarity and tolerance in society; the Foundation is developing philanthropy as the basis of solidarity and spirit of unity in society.

The Ana and Vlade Divac Foundation base their work and commitment on the following values:

- Solidarity
- Respect for diversity and tolerance
- Accountability
- Integrity
- Lifelong learning and skills development

The Foundation has developed this strategic document in the specific context of the continuous challenge of transitioning societies such as the increasing number of people in poverty, the worsening position of marginalized groups especially children and youth, with the migrations caused by the global financial and political crisis which are only adding to the gravity of the problem.

Given the context and the problems identified, the Foundation aspires to be one of the champions of change in society in the areas of its concern.

Strategic Areas:

1. Humanitarian aid and Emergency Relief
2. Economic empowerment and employment
3. Democracy and support to local communities
4. Development of philanthropy
5. Organizational development

Foundation's Goals for the Following Three Years:

- Support and provide humanitarian aid to those threatened by emergency situations using the efficient and quick response of the Foundation, all its employees and volunteers.
- Support selfemployment and poverty reduction primarily among youth, refugees and displaced persons and vulnerable families by awarding economic grants, implementing mentoring programs and education, by promoting and supporting entrepreneurship and social entrepreneurship and implementing the activities of the Divac Agricultural Funds.
- Create conditions for a dignified life of good quality for the vulnerable population in the local and wider community by improving conditions for education and the upbringing of children, by increasing citizens' engagement, especially youth in decision-making and seeking systemic support for vulnerable families with children by advocating on their behalf.
- Create enabling environment for philanthropy in Serbia by introducing changes to the legislation, raising awareness of the importance of philanthropic giving, and by establishing and developing earmarked donor funds.
- Secure the long-term sustainability of the foundation by establishing a financial endowment, continuously strengthening the professional competencies of its employees and by improving its activities and organization.

The Foundation will gather together relevant stakeholders while trying to make a difference and will do so with its key partners: citizens, corporate partners and companies, foundations and civil society organizations, Serbian expatriates and their associations, donors and government authorities.

To achieve the goals of the Foundaton, the Foundation will rely on the following methods:

- Independent implementation of programs and projects
- Implementation of projects in cooperation with partners
- Award of funds to other civil society organizations and informal groups
- Award of funds to entrepreneurs, families and individuals

The Foundation activities will be fully transparent, with the media and donors being regularly informed about our activities and results achieved in particular periods. The Ana and Vlade Divac Foundation is active both in the Republic of Serbia and the surrounding region.

History of the Foundation

The Ana and Vlade Divac Foundation was founded in 2007, as a continuation of twenty years long humanitarian work of Ana and Vlade Divac, which began in the United States through the operations of Humanitarian Organization Divac (HOD).

Vlade Divac, a well-known Yugoslav and Serbian basketball player, a member of the national basketball team and an NBA basketball player and his spouse Ana have devoted themselves to addressing the problems of vulnerable groups in Serbia and other parts of the world. In addition to people in Serbia, their assistance has reached Indonesia, Ethiopia, China, Montenegro, Bosnia and Herzegovina and various areas of the USA.

To-date, the Foundation has raised 10 million dollars of aid and secured help for 300,000 people through projects that have been funded with the help of 650,000 individuals, companies and organizations. In 2015 alone, the Foundation implemented projects worth 2.3 million dollars.

During the past 8 years the organization has primarily focused on supporting refugees and displaced people (with an emphasis on addressing their housing and economic problems), improving conditions for the good quality upbringing of children and youth, developing philanthropy and social entrepreneurship. The outcomes there of have had a significant impact on the quality of life of its beneficiaries and have helped increase the support and trust of the citizens in the organization.

Achievements that the Foundation is proud of:

- In its eight years of work the Foundation has secured permanent housing for 650 refugee and IDP families in Serbia by donating village houses and prefabricated housing units, constructing apartments, adapting houses and by donating construction materials. By providing economic support the Foundation has helped families start their own revenue-generating activities and secure a dignified life for themselves.
- In 2014/2015 the Foundation secured 2 million dollars of support for the renewal of flooded areas in Serbia. With the support of numerous partners we renewed 12 public buildings (kindergartens, elementary schools and centers for children with disabilities), 11 sports fields/facilities, 134 family houses and awarded 243 economic grants to families to start their own business or agricultural production.

- With the help of the donors the Foundation secured and distributes over 100 tons of humanitarian aid (food, clothing, medications, blankets, raincoats, sleeping bags) for over 90,000 refugees who passed through our country on their way to the EU.
- Through the Divac Youth Funds, we have supported 240 youth initiatives that enhance youth activism and youth participation in decision-making processes at the local level in 11 municipalities in Serbia.
- Through the „Big Heart“ Project, 33 children’s playgrounds in public kindergartens in Serbia have been renovated.
- Through the “One in a Million” Project, 11 elementary schools throughout Serbia have been renovated.
- Through the “Idea for a Better Tomorrow” Project, 18 social enterprises has been supported by grants and mentorship.
- In partnership with 11 municipalities, 200 grants have been provided to support the agricultural development and self-employment efforts of youth all around Serbia.
- In the past few years, we have provided support to 25 single-parent families in Serbia and empowered them economically, financially and psychologically.
- In the Vladicin Han Municipality, assistance has been provided to 24 families who welcomed their second or third child. These families have received monthly financial aid along with support and counselling by nurses which has improved the quality of life for their family members.

Charity work and 20 years of humanitarian aid has brought many awards and honors:

- Vlade Divac was named a UNDCP Goodwill Ambassador for the “Sports against Drugs“ program
- In 2008, Vlade Divac was inducted into the World Sports Humanitarian Hall of Fame
- In 2008, citizens voted the “You can do it too“ humanitarian activity as the noblest activity of that year.
- In 2012, Ana Divac was named a Women of the Year for her socially responsible work
- The “Let’s all Help“ campaign was named the best socially responsible campaign in 2012

Strategic Orientation in the Period 2016 – 2018

The vast experience gained in Divac Foundation work with vulnerable groups will be used in the forthcoming period to develop new programs and projects. The Foundation is committed to continuing the best practices which have brought changes into lives of its beneficiaries. The Foundation best practices and that of other organizations will still be used together with new, innovative solutions. As before, interaction with beneficiary groups will be built on the thorough and comprehensively assessed needs of the beneficiaries, respect for personal integrity and diversity. The Foundation will continue to implement its activities in two ways: by awarding grants and by the direct implementation of projects.

The Foundation beneficiaries will be:

- Youth and children,
- Refugees internally displaced persons and migrants,
- Families with children and single-parent families,
- Youth groups and organizations,
- Entrepreneurs and farmers,
- Social enterprises,
- Local governments and government institutions.

The Foundation aims to gather together as many partners and relevant stakeholders as possible, and it considers citizens in the country and abroad, corporate partners and companies, foundations and civil society organizations, donors and government and educational institutions to be its key partners.

As before, the work of the Foundation will be focused on the Republic of Serbia and developing regional cooperation and activities.

Vision Statement

Vision of the Ana and Vlade Divac Foundation – A society in which citizens take responsibility and understand the power of unity in addressing personal and societal problems.

Mission Statement

Mission of the Ana and Vlade Divac Foundation – Securing quality life to vulnerable groups and their integration into a local and wider community by strengthening equality, solidarity and tolerance in society; the Foundation is developing philanthropy as the basis of solidarity and spirit of unity in society.

Values and principles

The jointly defined values and principles guide foundation work, primarily with beneficiaries and all other relevant stakeholders.

Values

- **Solidarity** - Foundation work is characterized by a continuous commitment to the common good. Divac Foundation is aware of importance to reduce social inequalities and for every man to live with dignity.
- **Respect for diversity and tolerance** - Foundation team considers diversity to be the wealth of society and our activities are free from bias and stereotypes. Divac Foundation provides the same treatment for its beneficiaries.
- **Accountability** – Accountability is Foundation relationship with beneficiaries and organizations in society. Within the Foundation it denotes its attitude towards work and forms the basis of the mutual relationships of our employees.
- **Integrity** – What we say and write is reflected in what we do.
- **Continuous learning and skills development** – The Foundation priority is to continuously expand the knowledge and skills of both the participants of its programs and its own people in order to achieve the desired change in the best and most efficient way possible.

Principles

- **Being user-oriented** - Foundation exists because of the people who need support.
- **Transparency** - Information about activities and overall business has always been publicly available because the Foundation believes that openness is very important.
- **Social justice and equal opportunities** - the Foundation is available to all citizens of Serbia, regardless of their ethical and religious beliefs, the language they use or any other personal characteristics. The Foundation particularly cares for vulnerable groups.
- **Efficiency** - The Foundation strives to achieve the best possible results with the minimum resources. The principle of efficiency is, therefore, applied both in the implementation of projects and administration. The salaries paid in the Foundation are in accordance with the non-profit sector's standards, while the overhead costs are kept to the minimum required for efficient operations.
- **Effectiveness** - The Foundation attaches great importance to achieving clear and specific results and has developed mechanisms to monitor its work and the results of its projects.

- **Professionalism** - Employees of the Foundation are well informed and have a fair and correct relationship with beneficiaries and associates and they complete their tasks within the given time limits. They also follow trends in society and are innovative.
- **Fostering activism** - Initiating active citizens' attitudes towards addressing problems and developing a democratic environment are an integral part of Foundation everyday activities.
- **Openness for cooperation and networking** - The Foundation is open to cooperation with all stakeholders with the same mandate and tries to achieve a synergistic effect through cooperation and networking.
- **Dissemination of knowledge and skills** - When an organization aspires to work on the development of society it needs to keep developing itself and its team and share knowledge and skills with others generously.

Strategic Areas, Goals and Expected Results

Strategic Areas:

1. Humanitarian aid and Emergency Relief
2. Economic empowerment and employment
3. Democracy and support to local communities
4. Development of philanthropy
5. Organizational development

In its best efforts to achieve the Foundation's goals set in connection with the areas of engagement in the next three years, it will be implemented projects independently and in cooperation with other organizations, representatives of the business sector and institutions. The Foundation will be fully transparent and we will periodically inform the media and public about our activities and results. As before, the work of the Foundation will be focused on the Republic of Serbia and developing regional cooperation and activities. The Foundation will invest its resources in the work with the diaspora. During 2016 a total of 32 people will be engaged in project activities and their administration.

Humanitarian Aid and Emergency Relief

This strategic area pertains to reacting in cases of natural disasters, armed conflicts and other adverse effects on the health and lives of people that may affect any society. Rapid and adequate assistance to those in dire need, rehabilitation of damages and reinstating normal living conditions have proven their importance in all emergency situations. That requires mobilizing all available capacities of the state and institutions but also organizations and citizens. As the Foundation is strategically oriented towards the improvement of the quality of life of vulnerable groups it takes the view that a timely response in emergency situations, when the number of vulnerable people drastically increases, is critical.

It should be noted that the expected accommodation of refugees and displaced people and the closing down of the collective centers in Serbia by the end of 2015/2016 hasn't yet been completed. There are still 9 operating collective centers which accommodate 642 people. During the floods of 2014, tens of thousands of houses and housing units were destroyed or damaged. In addition, schools, preschools and other institutions providing social services were significantly damaged.

Serbia became one of the routes used by migrants and refugees from the Middle East and, during 2015, 600 thousand refugees passed through Serbia. This trend is expected to continue and it is likely that a number of refugees will spend a longer period of time in Serbia.

The Foundation goal is to support and provide humanitarian aid to vulnerable people by the efficient and quick reaction of the Foundation, all its employees and volunteers in emergency situations.

How to achieve it

In a state of emergency, by distributing its resources, the Foundation will direct necessary assistance to mitigate the consequences of natural disasters and humanitarian crisis. In a quick internal reorganization the staff will focus on new activities as the emergency situation requires.

The Foundation will continue working on the projects such as: providing housing and empowering of refugees and internally displaced people, supporting reconstruction of houses and economic revitalization in areas of Serbia threatened by floods and providing basic needs of refugees and migrants. We will help those whose houses were flooded and secure apartments for refugees and internally displaced persons.

Economic Empowerment and Employment

Economic independence and stability of (one's) social status are the basic conditions for the good life of citizens. They are predominantly determined by job stability, income for decent living and housing conditions. The numerous problems that this country has been facing for decades, in particular during the transition period, have affected the employment rate in Serbia and have resulted in growing long-term unemployment. According to the data of the National Employment Agency, in 2015 there were 776,000 unemployed people in Serbia. Studies show that a lack of competitiveness in the labor market causes a feeling of helplessness which can ultimately result in social exclusion and long-term economic dependence. This particularly applies to those parts of the population who cannot afford proper housing, which often refers to vulnerable groups. The employment rate for men is higher (52.4%), than for women (38.1%). According to the data of the National Youth Strategy for the period 2015-2025, in August 2014, the unemployment rate for youth aged 15-24 was 41.7% and for youth aged 15-30 it was 33.27%. The situation is worse in rural areas. On the other hand, according to some studies, around 80 percent of young people in Serbia would rather find employment in a public company than start their own business. Those who want to be entrepreneurs frequently point out that their starting position is the same as that of large companies, that there are no tax incentives for them and that they cannot be competitive at the very beginning. At the same time, there are no micro credit lines available and there is no system in place to share knowledge and skills.

The goal of the Foundation is to support self-employment and poverty reduction primarily among youth, refugees and displaced persons and vulnerable families by awarding economic grants, through mentorship and education, the promotion of and support for entrepreneurship and social entrepreneurship and the activities of the Divac Youth Funds.

How to achieve it

Economic grants awarded to youth and single-parent families will help them establish self-employment and to start or improve already initiated business. Training and mentorship provided as they are trying to start or expand their business will help them to comprehensively understand and overcome challenges typical for entrepreneurs.

Also, the Foundation will support an increase in the birth rate and enlargement of families throughout Serbia.

In cooperation with local governments, the Foundation will use the Divac Agro-cultural Funds to award grants for agricultural development, primarily to youth who want to engage in agriculture. In this way, it will be supported an entrepreneurial spirit and self-employment and reduce the rate of youth movement to big cities and the depopulation of villages.

The Foundation will award grants to social enterprises and, at the same time, work to create a climate that will enable a better understanding of their nature and how they do business, or the connection between entrepreneurship and a social component. Linking investment funds and potential entrepreneurs with an idea to develop business with a social component is an important activity that will enable to attain the Foundation goal concerning this strategic area.

Democracy and Support to Local Communities

The democratic nature of society increases with the participation of citizens in the decision-making process at all levels. The European Charter on the Participation of Young People in Local and Regional Life indicates that the participation of young people in the democratic life of any community is about more than voting or standing for election. It is about leaving the passive role of an observer, being active, assuming responsibility for one's own future and the future of the local and wider community. About a million young people live in the Republic of Serbia. How young people prepare themselves for their future social commitments is relevant to their future and their country's future. A CESID' study "Citizens Activism in Serbia" carried out in 2015 indicates that 40% of citizens are willing to take part in addressing a problem, while 26% consider that citizens cannot contribute to addressing problems in society. Therefore, promotion of civil activism and responsibility, especially among youth, is significant for attaining human rights and a dignified life. It is possible to make such changes by influencing policy making, changing and implementing policies, laws and budgets that apply to their own life and the lives of the local and wider community. Promotion of institutional changes will impact the quality of life of families, especially single-parent families whose problems are not so apparent and are traditionally neglected. Along with economic policies, the changes may provide a more dignified life for parents and children.

On the other hand, growing children and maturing youth need an environment that will support their psychosocial development and mental health. They need schools and extracurricular activities and the possibility to be physically active and to engage in sports. This will be a useful way for them to spend their leisure time, helping them to adopt healthy life styles and social values, and to build their self-confidence and self-respect whilst also preventing risky behavior. The Foundation, therefore, consider investing in appropriate infrastructure to be critical.

Goal: Creating conditions for a good quality and dignified life for vulnerable populations in the local and wider community by improving conditions for good quality education and the upbringing of children, increasing citizen participation, and youth in particular, in decision-making processes and by seeking systemic support for vulnerable families with children by advocating on their behalf.

How to achieve it

Promotion of activism of youth and the initiation of changes, especially in the local community is very, important. This is why the Foundation plan to support youth projects which bring benefits to the local community, to educate young

leaders about the sustainability of local youth funds that support activism and that are a mechanism used by donors, local governments and the business sector. Divac Foundation will establish a national network to promote youth funds as a mechanism that can help increase the participation of citizens and organizations in decision-making processes.

In partnership with the public and civil sectors, the Foundation will support families to become economically independent, especially single-parent families, and be less reliant on social aid. Together with other organizations, the Foundation will make efforts to mobilize the previously defined mechanisms and suggest new ones to improve the position of single parents in society.

Ana and Vlade Divac Foundation will provide children and youth better conditions for learning and growing up – by renewing sports facilities, schools and playgrounds in kindergartens. It is considered by Divac Foundation to be particularly important for places where there is no such infrastructure. This will be an opportunity for children and youth to spend their leisure time with their peers and for local communities to improve their special capacities for additional activities.

Development of Philanthropy

Serbia has a long and rich tradition of philanthropy. At a time of transition, especially during the financial crisis, it is necessary to support and maintain resources needed for its development. However, for an organization or an individual to decide to take part in philanthropic activities at a time of economic insecurity the organization, channels and the manner of philanthropic giving need to be precisely defined, transparent and followed by clear goals.

Ana and Vlade Divac have been developing philanthropic spirit for more than 20 years; establishing the Foundation is only one step in a series of philanthropic activities and support that the Divac's have been providing for decades. Hence, the increase of solidarity and activism by developing philanthropy is one of the ways in which the Foundation wishes to contribute to positive changes in society. The development of philanthropy should be based on cooperation between sectors, showing solidarity, stronger engagement of the private sector and individuals in philanthropic initiatives and the creation of an enabling environment for its development by amending the applicable regulations with the aim of improving conditions for charitable giving. The Foundation will make every effort to improve philanthropic giving in general which will, in addition to direct humanitarian assistance, contribute to important changes in society.

Goal: Creating an enabling environment for the development of philanthropy in Serbia through changes in legislation, raising awareness of the importance of charitable giving and by establishing and developing earmarked donor funds.

How to achieve it

To further develop philanthropy in Serbia it is important to raise the awareness of the public regarding the essence of charitable giving, its importance, and types of giving and how they can bring about significant positive changes. For this reason it is important to create links with other organizations and institutions and cooperate on a regional and wider level and/or amend the legislation that regulates charitable giving and donations. The Foundation plans to educate young people about the importance of community service and volunteerism in the local community. It will be done together with other organizations, companies and institutions in Serbia through workshops, lectures and study tours. The Foundation will exchange its experiences with other organizations so as to empower them to raise funds from individual and corporate donors. Divac Foundation will establish regional cooperation in field of philanthropy. Foundation focus will be on promoting the idea of creating donor funds for earmarked use of funds. The Foundation will design and promote a model for an earmarked donor fund and will establish a mechanism to implement and support this project in-house or through some other organization whose mandate fits this specific project.

Organizational Development

The knowledge, skills and values of the Foundation's employees are the most prominent when they work with beneficiaries and help them exercise their rights. This is the reason why we will put so much emphasis on learning and the mutual exchange of knowledge and experience, both within the organization and externally. The organization needs to learn and align its engagement with social, economic, technical and other national and global trends. Organizational sustainability is equally important because it helps the organization to assist citizens in crisis situations and increase the quality of life of a vulnerable population in a planned manner and without interruptions.

Goal: Secure the long-term sustainability of the Foundation by establishing a financial endowment, continuously strengthening the professional competencies of its employees and by improving its operations and organization.

How to achieve it :

Considering this plan and the established structure of the Foundation, it is considered by the Foundation to be very important to formally assess the training needs of the staff, primarily based on their scope of work. The Foundation believes that strengthening overall professional competencies of our staff is the request of its time. For this reason, Divac Foundation plans to develop a plan for professional development of our staff and to pursue the idea of lifelong learning. It will be established functional administrative-financial software and improve the website of the Foundation.

The Foundation will make efforts to create its own financial endowment as a model that will contribute to its stability while it strives to increase the quality of life for vulnerable groups and support their integration into the local and wider community. It will be created a model that best suits the level of development of the Foundation and its strategic commitments by relying on our knowledge and the additional analyses of existing endowment models.

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