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# STRATEGY OF IQ ROMA SERVIS

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2022 - 2026

## **THE VISION AND MISSION OF IQ ROMA SERVIS**

IQ Roma servis is an independent, stable, transparent and professional organization that was established as a civic association back in 1997.

The civic vision of IQ Roma servis is a society of lively and friendly relations between Roma and other people.

A world where even Roma have dignified roles and respect as individuals and as a nation.

The main mission of IQ Roma servis is to be a mediator that promotes the possibilities, opportunities and commitment of Roma on the path of their growth and social application and protects their rights and dignity within society.

## INTRODUCTION

The strategic plan of the IQ Roma Service defines three main strategic areas that we want to, during the years 2022 – 2026, primarily address, in the context of addressing the issues that most concern our target group.

The strategy was created in the course of 2021 on the basis of input from a wide range of stakeholders – our workers, people directly from the target group (not only clients of our services), donors and other cooperating persons and organizations.

**The internal debate revealed that the main target group of the strategy being developed would be:**



Romani men and women and persons at risk of social exclusion who are in an unfavourable social/health situation and are not able to resolve the situation on their own (and even in this case, Romani men and women in particular). And without age limit, i.e. from birth to late seniority.



These are the groups of people who will be targeted by activities within the framework of solving a social problem and it is with them that we will continuously monitor the change and measure the results and impacts of our activities.



The main field of our activity remains the municipalities of the South Moravian Region and especially those in which we have our branches (Brno, Břeclav, Vyškov).

The detailed analysis showed that the **main problem** that needs to be addressed in the next period is the **continuing discrimination and segregation of our target group**.

Our activities should thus primarily aim to mitigate or **eliminate negative phenomena resulting from discrimination and the undignified and disrespectful position of Roma and other socially excluded persons** in society.

A necessary part is also the support and **solution of the socio-economic situation of socially excluded families or individuals in the greatest possible complexity**.

At IQ Roma servis, we have also been aware for a long time that real change cannot be achieved just by activities towards specific people at risk. At the same time, we must **strive for systemic changes and positively influence the perception of our target group**.

The strategic plan was developed at a time rich in social and economic change. Both the global COVID-19 pandemic and the outbreak of war in nearby Ukraine are important factors that affect the lives of all and the most vulnerable groups of the population the most. And they are factors that not only bring about the majority of negative effects, but are also difficult to predict. Therefore, our strategy is firm in its basic direction, but flexible in the possibilities of its implementation. **We will be glad to have you as part of its implementation.**

**Strategic Area 1**

**Increasing the Potential of Roma to Address Discrimination in Czechia.....6**

Persistent High Levels of Discrimination and Segregation of Roma in Czechia.....6

Consequences and Causes of Problems - A Vicious Circle.....7

Our Objectives in Area 1.....8

Priorities in Area 1.....8

The Changes We Want to Witness.....8

What Do We Do in Order to Achieve Them.....8

**Strategic Area 2**

**Systematic Impact of IQRS on Improving the Living Situation of Roma Men and Women.....13**

Low Protection of the Most Vulnerable by Legislation, Roma Segregation (from the Majority) .....13

Czech Education System Reproduces Inequalities and Significantly Burdens Parents in Educating Children.....13

Unavailability of Standard Housing for Our Target Group.....14

No Functional Crisis Housing Services in Czechia.....14

Ineffective Promotion and Presentation of IQRS Work in All Directions - Public, Politicians, Supporters, Workers, Non-Profit Sector, Friendly Organizations etc.....14

Our Objectives in Area 2.....15

Priorities in Area 2.....15

The Changes We Want to Witness.....15

What Do We Do in Order to Achieve Them.....16

**Strategic Area 3**

**Professionalization of IQ Roma Servis.....18**

Lack of Clarity on the Topic of Activation and Participation Within the Organization.....18

Insufficient Promotion and Presentation of the Results of Our Work Towards the Public, the Target Group, Politicians and Experts.....18

We Do Not Have Enough Funding to Retain or Recruit Quality Staff. Our Strategy Is Difficult to Finance .....19

Our Objectives in Area 3.....19

Priorities in Area 3.....19

The Changes We Want to Witness.....20

What Do We Do in Order to Achieve Them.....20

## OPTIONS FOR INVOLVEMENT



DARUJME.CZ

### SUPPORT US VIA FINANCIAL DONATION

From your donations we can cover the costs that are associated with the activities of IQ Roma servis. Thanks to your donations we can do such important work that is meaningful for the whole society. Your money goes towards financing cooperation with clients, providing education for children and young people (aids, public transport, costs of admissions to secondary school, etc.) or specific assistance to clients who have found themselves in a difficult situation.

You can send us a financial donation via **darujme.cz**, where you can find us as **IQ Roma servis**.  
More information about the tax base reduction can be found on our website [www.iqrs.cz](http://www.iqrs.cz).

You can also support the **Gendalos Education Programme** directly via **darujme.cz**, where you can find it under the name of our organization, the challenge "**Journey of Romani Students towards Education**".



### MATERIAL DONATION

Do you have well preserved things at home that you no longer use e.g.: books, toys, clothes, electronics? Don't throw them away! They will be of help with us and may bring happiness to someone else.

You can bring them to any of our branches, in **Brno** (*Vranovská 45*), in **Břeclav** (*Tř. 1. máje 39*), or to the branch in **Vyškov** (*nám. Československé armády 1/2A*).



### VOLUNTEER!

A volunteer helps a specific person through his or her activities, supports the running of a selected project or the whole organization through his or her work.

#### We are seeking volunteers for:

- tutoring children and adults,
- mentoring young and adults,
- direct assistance with work and implementation of events,
- administrative assistance,
- creation of information databases.



### GET INVOLVED IN OTHER WAYS

If you so wish, we will come up with the ideal engagement for you - with regard to your time and other options, experiences and preferences.

#### Become, for example:

- an employer of training jobs and participate in improving the employability of our clients,
- a human rights campaigner and participate in our campaigns and happenings,
- our coach and share with us your know-how and examples of good practice,
- a carrier of innovative methods in your organization/city/region,
- a friendly law firm and work with us on discrimination cases or debt
- a lecturer who will prepare an engaging course or workshop for our employees or clients.

#### OR

- become one of us - you can find current job offers at <https://iqrs.cz/kariera/>.



Increasing the potential of Roma to address discrimination in the Czech Republic.

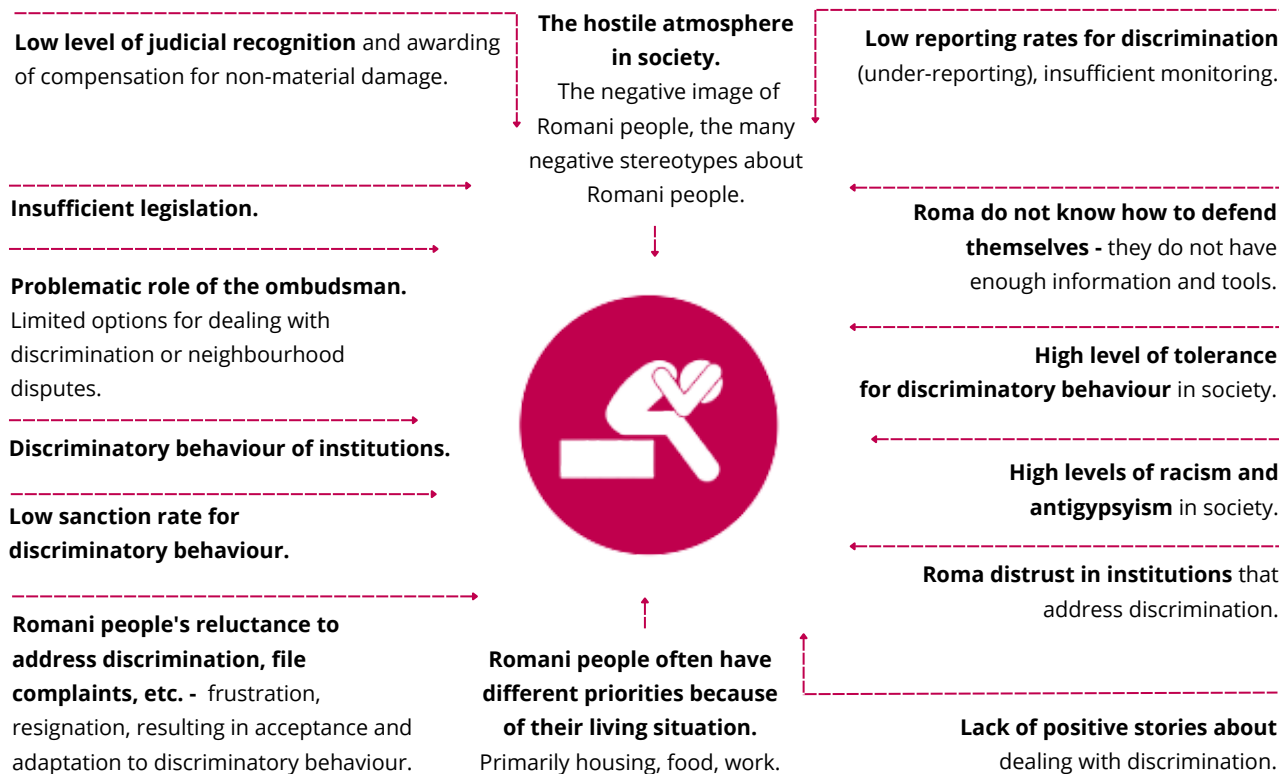
Fighting discrimination through direct support and participation of Roma.

MAIN ISSUES WE WANT TO ADDRESS

CONTINUING HIGH DISCRIMINATION AND ROMA SEGREGATION RATES IN THE CZECH REPUBLIC

Romani people are discriminated against to such an extent that it has become the norm for them. Discrimination against Romani people is the norm even for a society that has little awareness of the consequences of discrimination.

CAUSES



## Consequences and Causes of Problems - A Vicious Circle

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### Our target group is losing their housing

- **Unaffordable housing**
- **Expensive housing** (market situation in general).
- **The public** does not push for policy solutions.
- **Lack of public support for housing solutions** (merit).
- **IQRS does not own housing units.**
- **Lack of social housing law.**
- **Municipal policy.**
- **There is no rapid warning system** that a problem is starting and there is no quick response to a problem (we learn about debt too late).

### Low income of our target group - is over-indebted, has no money, underuses the benefit system

- **There are no equally effective tools** for a certain group of people to deal with their financial situation (e.g. micro-loans before payday etc.).



- The public does not support regulation and wants a hard hand on debtors. **There is no social consensus that the less fortunate need to be protected.**

### Roma still largely occupy low-paid and unskilled labour market positions, are more difficult to employ than the majority

- **Employers don't know how to work with diversity** in the workplace
- **It is difficult to differentiate** among the target group and demonstrate what is and what is not discrimination in hiring - whether it is really just a failure to meet the demands of the employer.
- **Lack of positive experience** of employers with Roma.
- **Failure to meet the expectations of the employer** - the target group often has low competencies, education, little experience.

- **Predatory societies and principles are tolerated** (political representation does not intervene as it could).

- **Ignorance, misinformation of people about the possibilities of solving their debts**, the consequences of their behaviour in borrowing money and in not solving their debts.

- **Few experts in counselling**, in general and little capacity for counselling support (mainly in small municipalities).

### SEGREGATION OF THE ROMA (AND THE MAJORITY)

**Romani children do not attain a high enough level of education compared to the majority, they suffer from early school dropouts.**

- Segregation is not perceived and recognized as discrimination.
- The state and situation actually suit the system and the public.
- Romani children and young people have few positive contacts with the majority.

**Segregated education does not provide quality education and the state does not sufficiently address the situation.**

- Children at level 1 enter segregated schools and parents do not perceive this as a problem (a safe and familiar environment).
- Lack of competences, resources and motivation of schools - poor preparation of future educators for individualized work with children (both capacity-wise and professionally).
- Insufficiently saturated needs of schools (lack of social educator, psychologist).
- IQRS does not work very effectively with parents to support education.
- The school cannot or is not able to cope with all the disadvantages and barriers that families face.
- Roma children have an insufficiently motivating environment (at home, at school). Life strategies in education that replicate the parents' strategy. Roma students study secondary school only on the basis of external pressure, not internal motivation.
- Young people from our target group do not know their strengths and weaknesses, they do not believe in themselves.
- Primary school educators automatically send pupils from the target group to vocational schools.
- Roma children do not have enough knowledge about the different fields that can be studied at secondary school.
- Fragmentation of services working with schools.

## OUR GOALS AND OBJECTIVES

<p>We have successful programs to support victims of discrimination.</p>	<p>We actively build space, cooperation, capacities and resources in society to address the problems of segregation and discrimination.</p>	<p>We provide comprehensive support for people who experience discrimination and do not have enough resources to address their situation on their own.</p>	<p>We consciously, in a targeted and controlled way improve the image of the life and situation of Roma.</p>
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## PRIORITIES

<p>We have the capacity and competence to create a safe space for dealing with discrimination cases.</p>	<p>We support the activation of Romani and non-Romani parents in Brno who are interested in quality education.</p>	<p>We have tools to break down barriers for a portion of Romani children from an early age throughout their attendance at school.</p>	<p>We are actively opening up topics from the life of Romani people to the public.</p> <p>We are creating opportunities for Romani people and the majority public to meet.</p>
<p>We are drawing young people, from the Roma community in particular, into the discussion especially on the topic of education.</p>	<p>We are increasing public support for housing solutions (e.g., locally within the neighbourhood).</p>	<p>We are actively reducing the indebtedness of clients in the South Moravian Region.</p>	<p>We are increasing the number of people who will have jobs in which they can meaningfully apply themselves.</p>

## THE CHANGES WE WANT TO WITNESS

				
<p>Romani men and women recognize and name cases of discrimination in their lives.</p>	<p>From 2023 to 2026, we will increase the number of discrimination cases (min. 5 per year) that end in financial penalties (at least 1 closed).</p>	<p>By 2026, we will increase the number of apologies to victims of discrimination (min. by 1).</p>	<p>By 2026, we will increase the number of (our) media outlets on the topic of discrimination (min. 4 per year, rather professional ones).</p>	<p>We have a guarantee fund for financial support for Romani people in the event of losing discrimination cases (it is already being actively used until 2026).</p>

## WHAT DO WE DO IN ORDER TO ACHIEVE THEM

- ✓ We systematically monitor cases of discrimination based on ethnicity.
- ✓ The topic of discrimination is part of our communication externally (in general, with all groups).
- ✓ We regularly educate workers on the topic of discrimination.





## THE CHANGES WE WANT TO WITNESS



We will **create jobs** for the **socially disadvantaged**, primarily Romani people (we regularly reflect the results according to the situation on the labour market).



Romani people **do not lose their housing** because of indebtedness or neighbourly **disputes and complaints**.



Our clients (those who have found work in cooperation with us) are **satisfied with their work and their satisfaction has a positive effect on** their standard of living and their children's upbringing.

## WHAT DO WE DO IN ORDER TO ACHIEVE THEM

✓ We offer comprehensive support - **career counselling/mentoring** of clients for filling "new" types of positions (decent work, in which clients will be satisfied). We also support the resolution of debts and other life circumstances; we offer psychosocial support. We create positive examples of such employees.

✓ We provide **contact and support communication and feedback in the client-employer relation** (for solving or preventing problems).

✓ We have a **program of support and mediation of work experience** and internships during studies.

✓ We **create and hire for training jobs and/or internships** for a part of clients - flexible forms (i.e., not only minimum wage, 0.5 worth of workload).

✓ In case of legislative support and introduction of a financing system, **we establish a social enterprise for employing our clients**.

✓ **In Brno** since 2023, we establish and operate a **debt counselling service**. **In Břeclav**, we continue the activities of the existing debt counselling service.

✓ In South Moravian Region municipalities, we have **available professional debt counselling with a branch in one of the South Moravian Region municipalities** since 2023.



✓ We initiate a **joint project in the area of housing** of the type of Brno-Wien, within which we take inspiration in managing the situation in houses where poor people live.

✓ We solve **inconsistent rules for complaints in houses and evictions**.

✓ We systematically build a **wide network of housing supporters**.

✓ We initiate a **coordinated creation of a Social Real Estate Agency**.

✓ We have perfectly trained staff (they are able to solve the issue of over-indebtedness with clients) and a min. of **1 lawyer who is able to satisfy clients' demand**.

✓ We systematically **communicate with municipalities about the importance of debt counselling**.



## THE CHANGES WE WANT TO WITNESS



By 2026, **the number of our media outlets** on the topic of life and the current situation of Romani people in the Czech Republic **will increase**.



**Romani people actively participate in the presentation of Romani life. The min. of 7-8 Romani people annually participates** in the debate on current topics in the public space.



**Direct labour workers understand why we need stories and what they are good for**, and they are clear about how to communicate this to clients. Clients know why and what for we need stories.

## WHAT DO WE DO IN ORDER TO ACHIEVE THEM

✓ **We knowingly involve Romani people** in events organized by IQRS (in various ways - in speeches, info stands, etc.).

✓ **Positive stories**, how the publication of a story helped the situation of a particular person/organization.

✓ We have a **long-term communication strategy**, within which we communicate success stories. An internal **platform will be created for the creation of a communication strategy, to which we will invite Romani and non-Romani** colleagues, consultants, experts, journalists.

✓ **-PR cooperation with teams in direct work** - we will set functional processes and priorities.

✓ We present our work in a different way - not only examples from practice, who we have helped, but also a **narrative like: "it can happen to you."**

✓ **We continuously monitor the media**, Google Analytics, social network monitoring, systematic data collection and presentation, data visualization.

✓ In 2022 we will answer the question whether the **Days of Romani Culture in Brno are a suitable tool for meeting Romani and non-Romani people** and how to implement them in accordance with the needs of different parties.

✓ **We implement volunteering** - we support Roma volunteering and volunteering in general as a means of meeting up for up to 100 volunteers (at least 60) per year. We have accreditation of volunteering.

✓ **We implement joint neighbourhood and community activities.**

✓ **We support participatory projects**, involvement in community civic activities, cleaning, etc.



✓ **We organize activities and events where both cultures are actively connecting with each other** and not just passively presenting.

✓ **Every year we implement activities that attract ordinary Roma and non-Roma people** (cooking, family care, sports, etc.) and that create meeting spaces for them.

- Bashavels, jam sessions –events that attract the attention of both parties.
- Joint activities for Roma and non-Roma parents. And activities in the city centre.

✓ We organize public **discussions on the topic of education.**

✓ Workers who are members of platforms related to education actively invite Roma students (where possible) into the discussion. **We draw students into public events.**

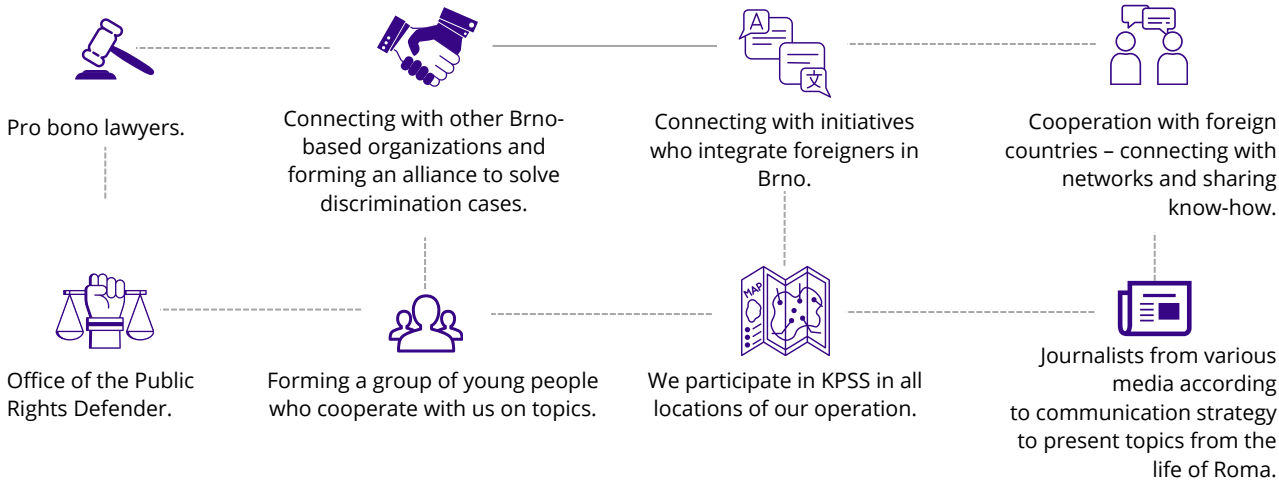
✓ **We present positive role models from among the Roma students** - educational achievements in workshops at schools, lectures and in the form of stories.

✓ **We implement training** to develop presentation and communication skills of **young students.**

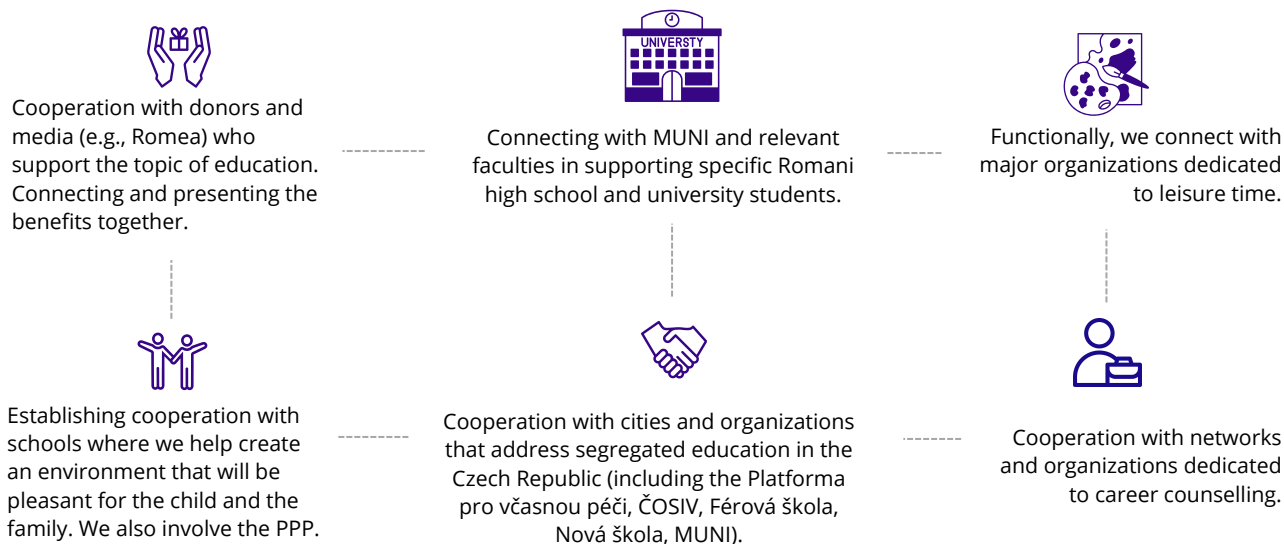


## RESOURCES AND INVESTMENTS WE NEED

### NETWORKS, PARTNERSHIPS, COALITIES



### FOR EDUCATION TOPICS



### INTERNAL HUMAN RESOURCES

Newly at least 1 person will be responsible for the topic of **discrimination/segregation** at the level of the organization (ideally legal education). They coordinate and strategically manage activities related to these objectives.

**Increase of personnel capacity for PR** - PR manager will coordinate processes in PR and agenda of communication strategy. Within the team, PR agenda will be implemented by other (new) team members.

### SPECIFIC FINANCES

**Financial resources for awarding activities beyond volunteering. Creation of a system** of remuneration for participation of people from the community in events organized by IQRS.

**Guarantee fund for financial support of Roma** in case of loss in discriminatory cases (will be actively used by 2026).

The systemic impact of IQRS on improving the living situation of Roma and Roma women



MAIN PROBLEMS WE WANT TO RESOLVE

Low protection of the most vulnerable by legislation, Roma segregation (and majority)

CAUSES

The majority of the public does not identify as weak, does not identify with the fact that this can happen to them. **There is no social consensus that the less fortunate need to be protected.**

**Segregation** is not perceived, recognised as **discrimination**.

High level of **tolerance for discriminatory behaviour in society**, discrimination of Roma is the norm even for a **society that has a low awareness of the consequences of discrimination**.

IQRS is **not sufficiently connected to other organisations** dealing with discrimination.



**Insufficient legislation** not only in the area of discrimination.

**Legislative options to stop predatory lending practices are not being used** - the ČNB can more effectively regulate the loan market and withdraw licences.

**Legislators are disconnected from reality** and do not see problems in their complexity.

**Low level of judicial recognition and awarding of compensation** for non-material harm.

The Czech education system reproduces inequalities and places a heavy burden on parents when educating children.

CAUSES

Fragmentation of services cooperating with schools.

EDUCATION



A dysfunctional education system in the area of financial literacy (starts at schools, non-essential information is being obtained). Financial education tools are created from above and are not at all adapted to the possibilities of the target group.

## Unavailability of standard housing for our target group.

## There are no functional emergency housing services in the Czech Republic.

### CAUSES

The public does not push for political solutions.

Lack of public support for housing solutions (merit).

Lack of law on social housing.

Municipal policy, discriminatory rules for housing allocation.



Problematic quality of support services (absence of an assertive community team).

Insufficient capacity of support teams, insufficient education and expertise.

Poorly built network of experts for needs of the support teams.

The target group does not always need a social service, but often a health service.

## Inefficient promotion and presentation of IQRS work in all directions - public, politicians, supporters, workers, non-profit sector, friendly organizations etc.

### CAUSES

Identity crisis - are we doing activism or social work? how much to accentuate Romani? We are struggling with the system x we are funded by the system and we need to work together.

We are not using our potential for change - in the system and in the media space.

We do not have the concept of systemic action.



There is a lack of resources and capacities, a lack of expertise on some topics.

We do not have a worker dedicated to lobbying and networking on a topic.

We are solitaires.

We are more focused on the locality than on the space of the majority.



## OUR GOALS AND OBJECTIVES

<p><b>We efficiently name systemic problems.</b></p>	<p><b>We build and participate in active platforms targeting social change.</b></p>	<p><b>We are ambassadors of quality and innovative approaches in solving the situation of our clients.</b></p>
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### PRIORITY

<ul style="list-style-type: none"> <li>✓ We are responding to <b>the state's social policy.</b></li> <li>✓ We are removing <b>systemic barriers to ensure Roma children have access to all their educational opportunities.</b></li> <li>✓ We are directly <b>influencing the cities' management of their housing stock.</b></li> <li>✓ We are <b>promoting the principle of sustainable financing that ensures decent wages.</b></li> <li>✓ <b>We are directly influencing the creation of integrative social enterprises</b> (including new legislation for creating supported jobs for our target group).</li> </ul>	<ul style="list-style-type: none"> <li>✓ We actively <b>build space, cooperation, capacities</b> and resources in society to <b>address the problems of segregation and discrimination.</b></li> <li>✓ We actively build <b>cooperation with Czech political representation.</b></li> </ul>	<ul style="list-style-type: none"> <li>✓ We promote <b>our proven work practices and disseminate them</b> further (to increase the impact on our target group), <b>we support their adoption.</b></li> </ul>
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### THE CHANGES WE WANT TO WITNESS

 <p>Segregation in education will be named as discrimination.</p>	 <p>We formulate and disseminate opinions on contemporary topics relevant to our work.</p>	 <p>The ČNB will regulate the loans market.</p>	 <p>Schools treat us as partners (especially in classic individual work) <sup>13</sup></p>	 <p>Municipalities do not have discriminatory rules for the allocation of municipal apartments.</p>	
 <p>We will develop an incentive for the creation of a separate subject of financial literacy in schools (the Ministry of Education will have it in some conceptual material at least).</p>	 <p>We have data from which is possible to build on our work with indebted households and with this data we can push the legislature. <sup>2</sup></p>	 <p>The number of municipal apartments available for our target group in South Moravian Region municipalities is increasing.</p>			
 <p>We will create a network of people and institutions in Czechia (especially in Brno) who will work on the topic of desegregation and inclusive education.</p>	 <p>We have expertise for lobbying at regional level.</p>	 <p>We regularly make ourselves visible by informing about our successes in networks. <sup>3</sup></p>	 <p>We have at least 3 co-operative politicians at national, regional and local level who are working with us on change. <sup>4</sup></p>		

<sup>1</sup> We want all schools so far, but we will see what the real goal is (if only a starting point that will cut through). They will turn to us in specific client cases, they will join us as partners in projects, etc.

<sup>2</sup> Data that will show that our target group is indebted and discriminated against.

<sup>3</sup> It is necessary to target well - experts + clients (= those who consider our successes as such).

<sup>4</sup> The concept of "co-operative politician" - a politician who is able to do something realistically for the benefit of us as an organisation, or a topic (action), does not necessarily have to be linked to a specific result, because more things can intervene in this).

## WHAT DO WE DO IN ORDER TO ACHIEVE THEM

✓ We name **specific systemic changes that we promote** to the level of real change in the following areas:

- education,
- housing,
- indebtedness,
- employment,
- social benefits.

✓ We regularly **reflect on what current social policy topics are relevant to address**. We have a functional platform where we make decisions about topics, strategically reflect on them.

✓ We conduct **internal organizational debates** on which we pick up interesting topics on which we have something to say, and we cultivate our opinions.

✓ We comment on all relevant **documents** - the Social Housing Act, the Social Services Act, the Social Entrepreneurship Act, setting of challenges, methodologies for allocating municipal apartments and rules for renting apartments for people in housing need, etc.

✓ We actively promote our opinions on current topics to the media, **we set topics according to the reflection of media monitoring and organization strategy**.

✓ **In the communication strategy of the IQRS it is clearly stated what topics and channels of communication we use**. We have designated colleagues who publish on social networks in all relevant topics of the strategic area.

✓ We have internally discussed the **topic of segregation in education**.

We train ourselves; we gain experience in the area of discrimination and segregation.

✓ We prepare a **case of institutional segregation for the courts**.

✓ We systematically monitor the **number of elementary schools in Brno that educate Roma children**.

✓ We focus on working with **non-segregated schools to accept Roma children** (the standard of 3 Roma children in a class - gradually from 1 child).

✓ We systematically collect, evaluate and **present information on the inclusion of children and its contribution from abroad**.

✓ We create **networks** (snowball) of persons/**organizations who give us information and data on segregation in schools**.

✓ We strive to support **case management for families** who have children in **non-segregated schools**.

✓ We partner with cities to support the **construction of social housing**. We provide expert advice (e.g., project counselling) and motivate municipalities to build social housing.

✓ We contribute to **expert forums on topics of our expertise**. We have colleagues who are willing and able to actively be present on social media.

✓ We develop our competencies in **establishing relationships with politicians** (e.g., training, coaching, etc.).

✓ We provide **personnel resources for building relationships** with important stakeholders.

✓ We have a **strategy of cooperation with politicians as well as important stakeholders** (we know what we want, from whom and when we want it, who will be involved).

✓ We systematically describe **successful methods of our work and disseminate them**.

✓ We systematically monitor the **further life paths of Gendalos students** (after graduation).

- We have a Gendalos methodology for transferring know-how.
- We involve Gendalos graduates in the further functioning of the IQRS.

✓ We provide funding for the **promotion and implementation of the method of Interactive and Family Conference**, which are well implemented and fulfil their goal and intent.

✓ We pilot **new tools in work with adults** (e.g., the L´Oreal project).

✓ We are part of a **network that fights discrimination**.

✓ We actively participate in **other networks (in particular)**:

- dealing with the Czech education system and early care,
- Platform for social housing,
- networks promoting humanization of financial executions and systems of loans and debt collection enforcement,
- etc. according to current topics.





## RESOURCES AND INVESTMENTS WE NEED

### NETWORKS, PARTNERSHIPS, COALITIES



Establishing links with relevant officials, politicians, people from academia, etc.



Journalists who address our topics.



Networking with other organisations in the field of education.



Establishing cooperation with teachers who disagree and fight against discrimination.



Connecting with foreign implementers of case management approach for families who have children in non-segregated schools.



Cooperation with implementers of activities in other areas to develop our innovations (e.g., deinstitutionalization of psychiatric care).

### INTERNAL HUMAN RESOURCES

We will newly identify internally **1 person for handling the topic of segregation in education.**

**The director** has responsibility for **lobbying and cooperation with politicians** (they work with a team of “mini-lobbyists”).





## Professionalization of IQ Roma servis

### MAIN PROBLEMS WE WANT TO ADDRESS

#### LACK OF CLARITY OF INTERNAL ACTIVISATION AND PARTICIPATION

##### CAUSES

Participation is generally a very complicated topic that is difficult to put into practice.

There is a lack of clarity about what participation and activation mean for us exactly. We lack a method/system to work with the topic in a unified way and not intuitively (topic vs. tool).

High expectations of clients and of ourselves. Pressure that Romani people must themselves try and participate in change.

Non-existence of an internal platform on which the topic can be discussed and coordinated.

We have little contact with the Romani community outside of our clients. We do not ask Romani people in general how they perceive this topic.

It is a topic beyond social work, the competences for social work are different.

There is a lack of clarity about whether society wants us to do it at all (or whether it wants us to do it the way we do it).



#### INSUFFICIENT PROMOTION AND PRESENTATION OF OUR WORK RESULTS

Towards the public, the target group, politicians and experts.

##### CAUSES

We don't have a platform in IQRS where we can work on the systematization of cross-cutting topics.

We don't use our potential for change in the system and in the media space.

Shortcomings in the transfer of know-how, as well as internally (activities often stand on top of one person and are difficult to pass on in time).

Limited capacities, lack of time (we deal with too many topics), we don't have unified positions. We often don't manage to work on topics together (e.g., education). Separation of people and teams.

Ethnicization of problems - we don't have a clear way to communicate in the context of ethnicity.



## WE DO NOT HAVE FUNDS TO MAINTAIN OR RECRUITE QUALITY STAFF. OUR STRATEGY IS DIFFICULT TO FINANCE.

### CAUSES

Multi-source funding – too many projects, some of which do not pay out (disproportion of energy and resources spent to funds raised).

Systematic work with donors is lacking (linked to PR, FR, strategies in given areas).

Lack of skilled workers in social services (social workers) in IQRS.



Lack of workers with entrepreneurial mindsets.

We are not building a sufficient circle of supporters.

Low proportion of self-financing.

Unclear determination of roles and competences of workers, different approach of managers in quality assessment.

## OUR GOALS AND OBJECTIVES

**We have high-quality and skilled staff in teams who have decent pay and perform well.**

**We actively strengthen our competencies and resources to solve the problems of our target group; we work across teams, especially in the area of discrimination and segregation.**

**We pilot new approaches to solving the problems of the target group.**

**We have an effective system of participation for individual groups of Roma who can participate.**

**Employee participation is part of the culture of the organization.**

**Year-on-year we increase the share of resources from fundraising and gainful activities.**

## PRIORITIES

**We support the development, skills and competencies of all workers.**

**We will only have workers who meet the performance and parameters of projects.**

**We have quality workers in indirect work who adequately support direct work teams and fulfil their agenda.**

**We implement projects focused on innovation (especially in the topic of housing).**

**There is a unified definition of participation in the organization and its basic framework and principles.**

**We increase support from corporate donors.**

**We increase the volume of donations from individual donors.**

**Diversitas, s.r.o. increases its profit year-on-year.**

## THE CHANGES WE WANT TO WITNESS



## WHAT DO WE DO IN ORDER TO ACHIEVE THEM

- ✓ In 2022, **we will finalize the personnel regulation and competence model.**
- ✓ **We set the project indicators carefully** with regard to the reality and overall capacities of the organization.
- ✓ **We offer decent competitive wages** in tenders.
- ✓ **We create time for personal development and education,** we encourage work with time and priorities.
- ✓ **We work with the goals and priorities resulting from the strategic plan at all planning levels.**
- ✓ We have **joint management training and manager supervisions.**
- ✓ We ensure **sufficient financial capacities to** implement the fundraising.
- ✓ We consistently **evaluate innovative projects.**
- ✓ **We disseminate the best methods of our work** and it is part of the organization's communication strategy.
- ✓ IQRS has its own **multidisciplinary team for housing support.**
- ✓ We test individual **budgets for client work.**
- ✓ We cooperate with professional services.
- ✓ **Workers regularly participate in foreign internships and conferences** (with emphasis on the topic of discrimination and segregation).
- ✓ By 2026, we will **systematically look internally at the topic of participation of individual groups** and what this means for us. **The concept of participation will be unified across the organization.**
- ✓ We will create a **system of participation that we will implement in the running of the organization on a pilot basis.** We will determine the possibilities of participation in individual areas of work and we will have a plan/rules or principles for employee participation.
- ✓ The groups affected by the system **will be involved in the creation of the system** (participatory creation of the participation system).
- ✓ IQRS will have **an internal training module on the topic of participation.** We train leaders in the topic of participation.

✓ We will create a fundraising strategy. We have prepared suitable content and strategy towards individual companies.

✓ We will implement a fundraising campaign at least once a year.

✓ We continually maintain the AVPO Reliability Mark.

✓ We regularly communicate and care for donors.

✓ We involve experts on the topic of participation within the organization. We go on internships in organizations that work with the topic.

## RESOURCES AND INVESTMENTS WE NEED

### NETWORKS, PARTNERSHIPS, COALITIES



Networking with relevant domestic and foreign organisations (priority for innovation development).

### INTERNAL HUMAN RESOURCES

Newly at least **1 internal expert** who supports, develops and trains on the topic of **discrimination and segregation**.

**Newly established guarantor of the topic of participation.**

·Increase of the **fundraiser** staffing capacity by at least 0.5 worth of workload (ideally 2.0).

**Internal evaluators** for our projects/teams. We have staffing capacities for regular and long-term **monitoring of the impact of our work** (ideally 1.0 worth of workload).



