



**Theoretically informed case study accompanying the film  
Center for Independent Living of Persons with disabilities in Serbia  
(CIL Serbia)**



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**QR-Code to the Homepage and video:**

**Link to the video:** <http://www.inno-serv.eu/cil>

*This report is part of the research project „Social Platform on innovative Social Services“ (INNOSEV). INNOSEV investigates innovative approaches in three fields of social services: health, education and welfare. The INNOSEV Consortium covers nine European countries and aims to establish a social platform that fosters a europeanwide discussion about innovation in social services between practitioners, policy-makers, researchers and service users. This project is funded by the European Union under the 7th Framework Programme (grant agreement nr. 290542).*



## **1. Short profile: Centre for Independent Living for persons with disabilities in Serbia - CIL**

Centre for Independent Living provides personal assistance and training for Personal Assistance (PA) service providers from the public, private and non-profit sector for people with disabilities. It has promoted user driven change encompassing legislative, policy, normative and social change, and resulted in an innovative training for a PA service. This innovation rests on an active and formalized role for service users and a disabled people's organization in maintaining service quality and integrity. The service bridges a significant gap between legislative requirements and situation in local municipalities in Serbia.

### **Specific innovative elements of CIL**

*Making change to establish a new basis for service provision to persons with disabilities (PWDs):* The main idea is to demonstrate that user involvement in every step of service design, implementation and monitoring is both possible and desirable in Serbia as a means of addressing severe limitations in the capacity of local services.. CIL mobilizes service users to take on the role of service monitors and build pressure on the government to formalize standards. Therefore, CIL is making the new paradigm possible and real for a growing number of people with disabilities..

#### *New stakeholder roles*

CIL develops local disabled people's organization (DPO) capacities

- for local budget process monitoring,
- familiarizes them with legislative and regulatory framework with regards to local social service provision
- and strengthens their lobbying and advocacy capacities

so that they can effectively persuade local self-government representatives to support the provision of PA services<sup>1</sup>. Disabled People's Organisations and PA service users are now much more engaged with ways in which their local government organisations spend public monies and they are more interested in local budget monitoring. In the long run, this will contribute to a broader PA service availability/increased user number, greater need for CIL training and service standards.

#### *New engagement model*

CIL's engagement model steps away from the traditional pyramid, ladder, or funnel model and looks more like a vortex.

### **Key characteristics of the service**

#### *Organization*

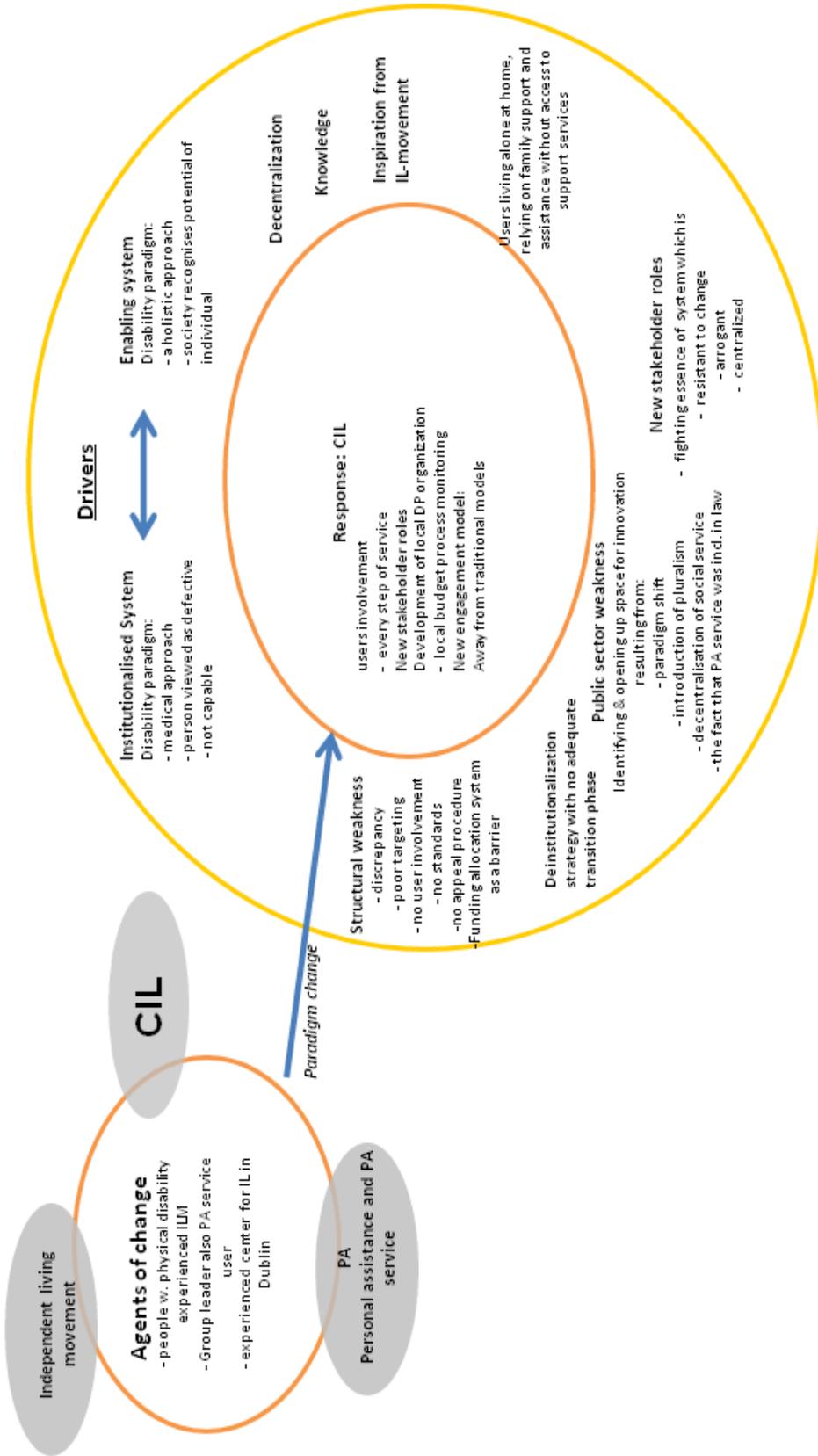
CIL Serbia is a national cross-disability organization established, governed and managed by persons with disabilities with a staff of 27. CIL was founded in 1996.

#### *Users: Personal assistants and persons with disabilities*

User groups: Persons with disabilities, organizations of persons with disabilities and PA service providers from the public, private and non-profit sector.

Number of users: 285 PAs trained and 275 service users trained.

# Factors influencing Social Services Innovation



## 2. Policy framework related for persons with disabilities in Serbia

Principle/ Guidelines	Key organisations and actors	Services provided by government	Expenditure, resources <sup>2</sup>
<p><b>1. Decentralization:</b> from highly centralized to municipal level: Social Protection Law foresees local level provision of social services, with PA service as an option recognized in the law but not a mandatory service on offer. No service standards and no monitoring mechanisms in place</p> <p><b>2. Pluralism of service providers:</b> Shift away from the state as sole service provider to pluralism in service provision, albeit with acute desire of state institutions to remain sole providers and with significant gaps in public procurement procedures for services</p> <p><b>3. From institution to community-based social services:</b> greater responsibility for local self-governments but without adequate financial and/or human capacity.</p> <p><i>Welfare system gaps include: Disconnect between policy and practice Lack of bylaws and procedures and law Lack of clarity among experts working on Social Service Procedures on whether and how PA service is to be applied to persons with intellectual disabilities</i></p>	<p>Local government provide funding for the service</p> <p>Centres for social welfare conduct beneficiary assessment and refer to service providers. For new services, local government launches a tender to procure a new service</p> <p>NGOs, DPOs, private firms and public sector organizations can apply as service providers</p> <p>Centre for Independent living of persons with disabilities provides training to service providers and service users</p> <p><b><i>Caveats in the system:</i></b> <i>PA service training is accredited by the Institute for Social Protection but it is not mandatory<sup>3</sup>. Issue of quality of social services that are being provided by non-trained actors Monitoring of actual service provision is not clearly defined and CIL fills in a gap in this area for 7 municipalities/cities, but a more permanent solution to funding of monitoring activities and full coverage needs to be developed CIL PA service training program targets the service for persons with physical disability.</i></p>	<p><b>Legal milestones:</b></p> <p>Social Protection Law, 1991 and 2011<sup>4</sup></p> <p>Social Protection Strategy<sup>5</sup></p> <p>Procedures and Standards for provision of PA service (forthcoming)</p> <p>Strategy for Improved status of People with Disabilities in Serbia<sup>6</sup></p> <p>Law prohibiting discrimination of persons with disabilities in Serbia<sup>7</sup></p> <p>Law on Professional Rehabilitation and Employment of Persons with Disabilities<sup>8</sup></p> <p>Public procurement Law<sup>9</sup></p> <p>Labour Code<sup>10</sup></p> <p>Ratified Convention on the Rights of persons with disabilities, art. 19<sup>11</sup></p> <p><b>Service characteristics</b></p> <p>300+ People with disabilities are members of organizations that completed CIL training</p> <p>approximately 100+ People with Disabilities receive services from persons who are not CIL trained service providers and there is no other accredited training provider</p> <p>Most services are funded from the so called 'public works' that are funded for a period of 6 months and then discontinued</p> <p>CIL-trained organizations lobbied local governments in 7 municipalities for a continuing funding support for users</p>	<p><b>1. Costs involved</b></p> <p>In 2012, local government units set aside approximately 178,000 Euro for PA service. Central government provided an additional 359,000 Euro through public works<sup>12</sup></p> <p>PAs receive approximately 200 Euro net salary (gross monthly salary about 360 Euro) plus monthly local transportation cost</p> <p>CIL PA training costs are negotiated on a case by case basis and sometimes provided at no cost or with only partial funding.</p> <p><b>2. Financing of municipal social services</b></p> <p>Some municipalities have a decision to fund PA in their local action plans for social protection<sup>13</sup>. Others fund PA on a short term project basis. Most have not yet considered it seriously.</p> <p>Underdeveloped municipalities should receive block grants from central government if they adopt a local social protection strategy and identify service provision as a priority but grants are not available yet.</p> <p>Users of PA service provided by CIL pay a participation fee for PA service amounting to 20% of their allowance for help by another person<sup>14</sup>. Allowance ranges from 100 to 200 Euro/ month.</p>

### 3. The social, political and institutional context

#### 3.1 Population/ Government

<i>Table 1 Key statistical data</i>	<b>Serbia</b>	<b>EU27</b>
Total Population	7,241,295 <sup>15</sup>	503,824,373 <sup>16</sup>
GDP per capita in PPS in 2011, EU27 = 100	35 <sup>17</sup>	100
Estimated proportion of persons with disabilities in total population	15.0 %	15.0% <sup>18</sup>
Membership of persons with physical disabilities in DPOs	6,000	N/A
Number of PA service users	400+ <sup>19</sup>	N/A
National government spending on social services	Data un-available <sup>20</sup>	N/A
Local government spending on PA service in 2012	19,800,000 RSD	N/A

#### 3.2 Information about the Serbia's welfare state

Serbia's welfare services infrastructure for people with disabilities developed through the 'medical model' of disability, with institutions as the welfare solution within a socialist state as the main service provider. Over the past 12 years, the country's legislation has gradually shifted to the 'social model' of disability. Unfortunately, a requisite shift in funding for, and management of, social services has not followed suit, or not at the same pace. In 2005, CIL demonstrated that benefits of PA service outweighed costs in an 'Analysis of Investing In the Organization of Personal Assistant Service Network for Persons with Disabilities in Serbia'<sup>21</sup>

Today, the older social care institutions are declining and scheduled for closure due to the policy emphasis on deinstitutionalization<sup>22</sup> without real alternatives on offer for persons with disabilities<sup>23</sup>. The majority of people with disabilities, however, live at home and rely on family support and assistance. Without access to support services, including PA's, even the socially and professionally active persons with disabilities remain dependent on their families, unable to access employment and - more often than not - in poverty.

In addition to institutional care and allowances for help by another person, the following social services are available to people with disabilities in Serbia:

- personal assistance service only in 7 out of 168 municipalities
- supported housing
- home help
- day care centres
- respite care
- and SOS hotline for victims of domestic violence against persons with disabilities<sup>24</sup>

Table 2 presents CIL the spread of personal assistance service provider training in relation to the full universe in Serbia

Target groups	Total trained by CIL by Dec 2012	Total in Serbia
Persons with disabilities	300	6,000 <sup>25</sup>
Organizations of persons with disabilities	60	Approximately 500 <sup>26</sup>
PA service providers from the public, private and non-profit sector	10 local self-governments 9 NGOs service-providers <sup>27</sup>	168 500 disabled people's organizations X companies providing social services <sup>28</sup> (number not available)

For a new social service to be launched, a social institution or another service provider organization must obtain a license from the Ministry of Labour and Social Policy. Local government organisations wanting to procure a new social service need to launch a public tender for eligible licensed service providers. Once service providers are selected, service users apply with Center for Social Welfare for joint assessment of needs and status. If it is determined in the assessment that a person is eligible for PA service, then s/he is free to choose from available licensed service providers. Criteria are prescribed by the Minister of Labour, Employment and Social Policy. For a new service, potential service users can raise their claim with the local government and, pending a favourable funding decision, the tender procedure can be launched – once bylaws are in place.

The goals of Serbia's new social service orientation are:

- Continuity of service provision
- Community-based services as a priority
- User able to select a service and service provider
- User participates in service design and service delivery
- User as partner in service delivery

A social welfare system that enables users to satisfy various needs

CIL PA service provider training is instrumental to the development of the following relationships:

- licensed service provider organization and service user
- licensed service provider organization and personal assistant
- service user and personal assistant

According to the Ministry of LaboUr, Employment and Social Policy, official<sup>29</sup> CIL training design a champion of change that sets a path for standardization leading to accreditation of other types of training, assistance and support programs.<sup>30</sup> The training clarifies the scope of PA work through two specific groups of tasks: assistance in everyday life and assistance in performing formal and professional duties. At the level of educational tools and methodologies, the programme contains a variety of interactive, multimedia and multi-technical tools, including interactive presentations, guided discussions, demonstrations, simulations and role plays, film and video materials, stories with illustrations and other tools. The programme is relevant, comprehensive, innovative, coherent and of a high quality standard<sup>31</sup>. The CIL training

program was accredited by the National Institute for Social Protection in February 2011.

#### 4. Challenges and drivers of innovation

##### **Structural weaknesses** of the system

- Discrepancy between legal entitlements the availability of services in practice
- Poor targeting and fragmented entitlements that are not individualized
- No user involvement, no effective monitoring system in place and no feedback loop
- No standards of service provision
- No appeal procedure

##### **Innovation:** Ideas, criteria, levels and added values

The innovation focuses on public sector weaknesses as opportunities. It identifies and opens up space for service innovation that resulted from: a) paradigm shift; b) introduction of pluralism of service providers; c) decentralisation of social services; and d) a fact that PA service was included in the law as a social service option. CIL managed to make connections and fill public sector capacity gaps. CIL - PA training and follow up work also make up for the lack of adequate guidance and/or monitoring systems.

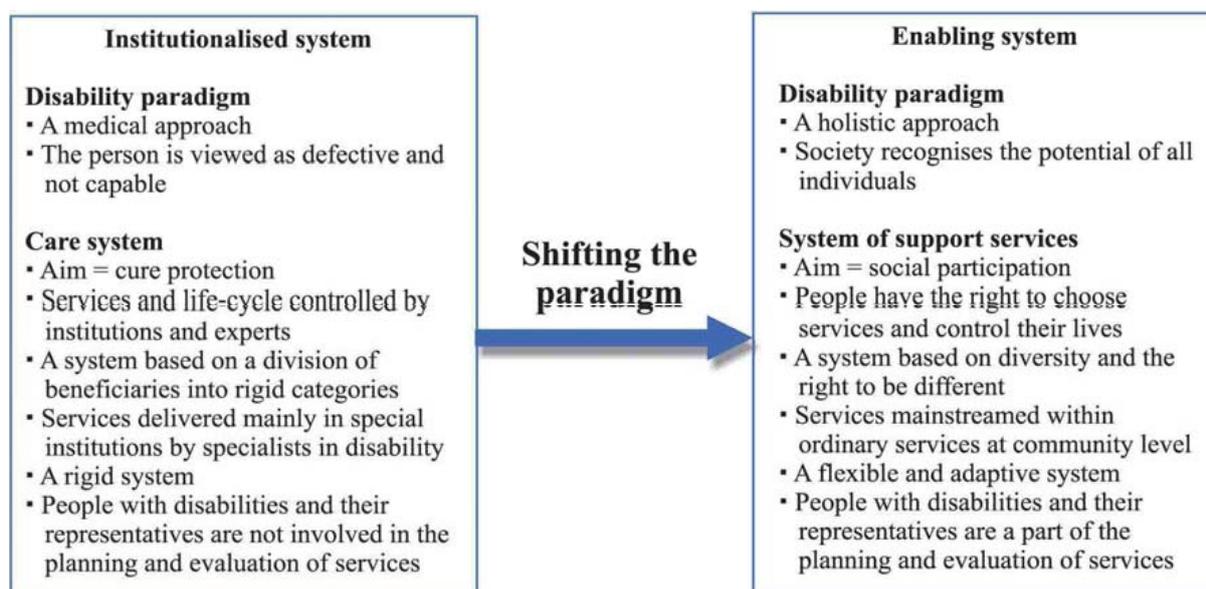
##### *Managing the change in the service 'paradigm':*

The key has been to demonstrate that user involvement in every step of service design, implementation and monitoring is both possible and desirable in Serbia as resources are constrained and there was previously very limited effective human and institutional capacity.

It has been noted above that the shift away from medical to social approach to disability was poorly implemented due to a very real gap in capacity, lack of service standards and non-existence of a monitoring function. Accredited CIL training is currently the only quality assurance mechanism available for PA service provision. It is aligned with global disability movement standards for PA service and they guide service users and providers through the process to ensure at least minimum service quality. By involving people with disabilities in training provision and training participation, CIL mobilizes service users to take on the role of service monitors and builds pressure on the government to formalize standards. Therefore, CIL is making the new paradigm possible and real for a growing number of PWDs.

The complexity of a paradigm shift in the context of South East Europe is presented in graph 1. below:

Graph1. Shifting the disability paradigm<sup>32</sup>



Source: The Disability Monitor Initiative South East Europe, Beyond De-Institutionalization: The Unsteady Transition towards an Enabling System in South East Europe, 2004

### *New stakeholder roles*

User involvement in design, implementation and monitoring of service is already a ground-breaking innovation for the Western Balkans. It tackles the very essence of a system that is resistant to change, arrogant and centralized. This empowering process builds capacities of people with disabilities and bonds them together in a strong network that is increasingly perceived - and treated - as a partner by the state.

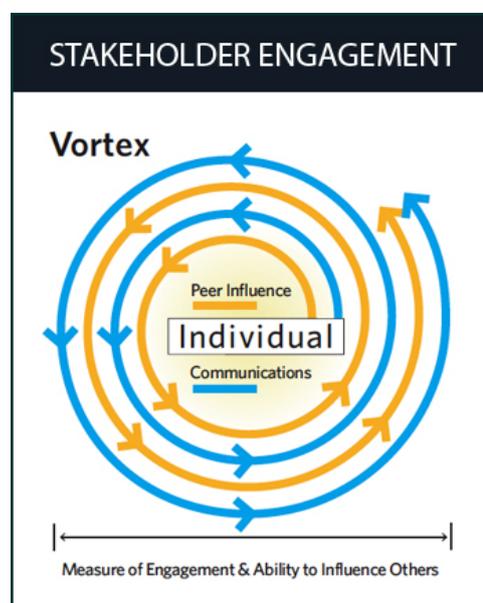
Beyond the direct service users, CILs mobilize their associations across Serbia for advocacy on decentralized funding for PA service and for inclusion of CIL-trained Disabled People Organisations as quality PA service providers. On a practical level, this means that CIL develops local Disabled People Organization capacities for local budget process monitoring, familiarizes them with legislative and regulatory framework with regards to local social service provision, and strengthens their lobbying and advocacy capacities so that they can effectively win local government representatives over to the provision of PA services<sup>33</sup>.

Social policy experts and academics are no longer driving prioritization of social services to people with disabilities unchallenged. Instead, they are getting used to a new role of supporters, often helping behind the scenes, whereas strategic decisions remain with the independent living movement in Serbia, led by CIL. These changed roles and relationships contribute to a new form of governance. Disabled People Organisations and PA service users are now much more concerned with ways in which their local governments spend public monies and they are more interested in local budget monitoring. In the long run, this will contribute to a broader PA service availability/increased user number, greater need for CIL training and service standards.

### *New engagement model*

Since "personal assistance", key to independent living, means the user is in charge, a user-led approach to training and outreach effectively defines the quality assurance process. Key to this approach is CIL's 'never let go' engagement model. Once mobilized, stakeholders are effectively employed in further advocacy to close capacity gaps.

CIL's "engagement model steps away from the traditional pyramid, ladder, or funnel model and looks more like a vortex" described by Julie Dixon and Denis Keyes.<sup>34</sup> "At the center of the vortex is the individual. Her/his depth of commitment to the organization is represented by the size of the continuous field around the center. As the person's commitment deepens, the vortex expands outward. The vortex can be strengthened - and expanded - by the influence of others, but as it grows it also becomes a greater source of influence on others."<sup>35</sup> The graph below is an adaptation from the Dixon & Keyes article, with broader emphasis on stakeholders rather than a focus on donor.



Source: Julie Dixon and Denis Keyes:  
*The Permanent Disruption of Social Media*,  
2013

## **Drivers and challenges**

### *Direct personal experience in independent living*

A small group of people with physical disabilities in Serbia experienced the independent living movement and had access to a personal assistance service. The group leader actually spent some time in Ireland in early 1990's where she experienced PA service and participated in Dublin's Centre for Independent Living advocacy for mainstreaming of the service.

### *Decentralization*

Statutory responsibilities are changing as a consequence of broader political and socio-economic reforms in Serbia, and specifically the decentralization of the welfare system.

### *Knowledge*

Accumulation of knowledge, capacity and lived experience contributed to changing social roles by increasing CIL's influence on policy makers, opening up opportunities for dialogue and managing the paradigm shift away from medical model of disability to social model. These became the principles the Social Protection Strategy and subsequently the Social Protection Law. Together, these forces resulted in an articulated demand by a disabled persons organizations to have a voice in policy development, implementation and oversight in response to disabled people's real needs.

Other disabled people's organisations in Serbia were mobilized around this change platform.

*Independent Living Movement and inequality*

The Independent living movement<sup>36</sup> set an aspiration to challenge the continued inequality of persons with disabilities and changing social roles.

**Agent of change**

The group leader actually spent some time in Ireland in early 1990's where she experienced a PA service and participated in the Dublin Center for Independent Living, advocacy work for mainstreaming of the service. Upon return to Serbia, she founded CIL Belgrade. The second one is the way in which statutory responsibilities are changing as a consequence of broader political and socio-economic reforms in Serbia, and specifically the decentralization of the welfare system.

**5. Key innovative elements of this example**

Field of service	Education and Welfare
Establishment of organization	1996
Year of establishment of PA service by CIL	2003
Year of accreditation of PA training	2011
Type of organization	Civil society network of 9 CIL offices throughout Serbia
Financing	Combination of charges and public resources, both national and local government funded (initially complemented by donor funding)
Size of the organization	Number of staff: 27, number of users: 285 PAs trained and 275 service users trained
Members and participation	Cooperation of actors across different service fields: this model entails cooperation of National Employment Service, Centres for Social Welfare, local government and disabled people's organizations (DPOs). Network of 10 local government organisations 9 NGOs service-providers <sup>37</sup> , 9 local organizations operating across Serbia, and with regular exchanges within ENIL network and with other disabled people's organizations in Serbia
Contact Name of the innovative example Homepage	Centee for Independent Living of Persons with Disabilities Serbia Milenska Vesnica 3 Belgrade Serbia Phone/fax: +381 11 367-53-17 and +381 11 367-53-18 Email: office@cilsrbija.org  <a href="http://www.cilsrbija.org/eng/index.php">http://www.cilsrbija.org/eng/index.php</a>

Based on a transformative personal experience with CIL Ireland in early 1990's, one of CIL founders, Gordana Rajkov talked about the independent living philosophy and personal assistance service to a small group of free-minded persons and they started a grass-roots, bottom up innovation - a first of a kind in the entire region. The group gradually grew to 70 PA service users relying on donor support for the service. Together, they 'evangelized' and advocated among the disabled people for several years and the idea gathered momentum. initial curiosity about the service turned into articulated demand. This emerging demand lacked confidence and faced challenges

including financial, policy and regulatory frameworks, enabling cultures, and persistence of traditional roles and relationships. With a growing network of supporters among disabled people's organizations in Serbia including the National Alliance of Organizations of Persons with Disabilities<sup>38</sup>, CIL advocated for changes in the Social Protection Law. As Social Innovation Fund Program Director noted, "At start, government did not have the absorptive capacity to mainstream CIL's innovation and CIL contributed developing that capacity". With that in mind, CIL developed PA service training to help guide new actors in provision of this social service and to make up for absence of a monitoring framework and official service quality standards.

From this idea generation stage (localised application of IL/PA service), CIL intuitively moved into prototyping (mainstreaming of PA service, user-led development of service standards). This allowed for service innovation – the training that is now used to build capacities of PAs and users, disabled people's organisations, local authorities, Centers for Social Work and relevant national government employees. Thus it seeks to bridge a gap between the way welfare system used to be and the way social services are supposed to evolve. This connecting force of the service gradually builds an enabling environment, with new municipalities buying into the training and subsequently PA service. Nevertheless local government organisations who are funding PA service in Serbia are still struggling with their new role. However, evidence shows that out of the 10 municipalities trained, 7 continue to provide PA service.

Therefore, the PA service training also equips disabled people's organisations to effectively lobby local government for continuity service provision. Funding for service does not include management, monitoring and evaluation costs for service provider organizations, which is a significant vulnerability.

Nevertheless, the further development of this innovation is envisaged by CIL. The organization now advocates for adoption of local laws that would make the training mandatory, stabilize funding for the training and the PA service and enable users, CIL, other disabled people's organisations and other stakeholders to put emphasis on preserving and improving PA service quality. Accredited CIL training for PA service lasts for 5 full days. Depending on a municipality, the training can include local government representatives, service provider organization staff, service users and PAs.

### Accredited CIL Training Program Summary<sup>39</sup>

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#### INTRODUCTION

#### PART I

1. CONCEPTUAL AND THEORETICAL FRAMEWORK OF THE PROGRAM
2. CONCEPT OF THE SERVICE "SERVICE OF PERSONAL ASSISTANCE FOR PERSONS WITH PHYSICAL DISABILITY"
3. GENERAL AND SPECIFIC COMPETENCIES OF PERSONAL ASSISTANT
4. PRACTICAL EXPERIENCES IMPORTANT FOR THIS EDUCATIONAL PACKAGE
5. COMPETENCIES DEVELOPED THROUGH THIS PROGRAM
6. CONTENT OF THE EDUCATION PROGRAM
7. THE AIMS OF EDUCATION PROGRAM
8. EXPECTED OUTCOMES OF EDUCATION PROGRAM
9. IMPLEMENTATION OF EDUCATION PROGRAM

#### PART II

#### INTRODUCTION

MODULE 1 – THE CONCEPTUAL AND THEORETICAL BASE OF THE PROGRAM

MODULE 2 - PERSONAL ASSISTANCE AS A SERVICE

MODULE 3 – PRACTICAL KNOWLEDGE AND SKILLS OF A PERSONAL ASSISTANT

EVALUATION AND FEEDBACK

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Any stakeholder can request CIL training and government funding or public works. Hopefully soon, the funding of training will be stabilized.

After the training, CIL continues to monitor service provision and it conducts assessments of user and direct service provider satisfaction to the extent that its budgets allow it to do so. Thus far, satisfaction rates are very high. This is partly due to the power of positive transformation presents for service users. It is also due to quality of empirically based training they received from CIL.

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This report is a product of the INNOSERV project (grant agreement nr. 290542) which is funded by the European Union under the 7th Framework Programme.



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<sup>1</sup> Center for Independent Living of Persons with Disabilities in Serbia, *What do you know about budget process? A reminder for civil society organizations in Serbia*, 2012

<sup>2</sup> Data on total welfare expenditure on persons with disabilities in Serbia are not available. According to the Annual Report by Ministry of Labour and Social Policy supported operation and activities of disabled people's organizations with 4,471,000 Euro. In addition, there are 55,000 beneficiaries of a financial transfer for paid care. Services acquired from the public works are in addition.

<sup>3</sup> For PA training to become mandatory, the state needs to adopt bylaws – on licensing, service contracting, service cost, etc.

<sup>4</sup> Official Gazette RS No.36/91, 79/91, 53/93, 67/93, 46/94, 48/94, 52/96, 29/01, 84/04, 115/05

<sup>5</sup> Official Gazette RS No. 108 /05

<sup>6</sup> Government of Serbia, 2006

<sup>7</sup> Official Gazette RS No. 33/06

<sup>8</sup> Official Gazette RS No. 36-09

<sup>9</sup> Official Gazette RS No. 116/08 <http://www.ujn.gov.rs/sr/propisi/zakon.html> and the new law adopted on 29 December 2012

<sup>10</sup> Official Gazette RS No. 24/2005, 61/2005 and 54/2009

<sup>11</sup> Official Gazette RS No. 42/2009 ratified in July 2009

<sup>12</sup> Public works are a measure geared towards employment of persons with disabilities for a period of 6 months. This program is funded by the National Employment Office and a question remains regarding quality standards of PA service funded under this measure. In many cases, funding is discontinued after 6 months. Some service providers under this measure received no training in PA service.

<sup>13</sup> In this way, they indicated their interest in the service but are waiting for bylaws in order to operationalize it.

<sup>14</sup> CIL is applying that principle since it started to provide PA service in 2003, because this allowance is a sort of "direct payment scheme", as money is given to person with disability to "buy a service". After adoption of bylaws, this will become mandatory

<sup>15</sup> Source: 2011 census, National Statistics Office

<sup>16</sup> Source: CIA, The World Factbook, July 2012 [est.www.cia.gov/library/publications/the-world-factbook/geos/ee.html](http://est.www.cia.gov/library/publications/the-world-factbook/geos/ee.html),

<sup>17</sup> First estimates for 2011 GDP per capita in the Member States ranged from 45% to 274% of the EU27 average in 2011 [http://epp.eurostat.ec.europa.eu/cache/ITY\\_PUBLIC/2-20062012-AP/EN/2-20062012-AP-EN.PDF](http://epp.eurostat.ec.europa.eu/cache/ITY_PUBLIC/2-20062012-AP/EN/2-20062012-AP-EN.PDF)

<sup>18</sup> According to World Health Organization estimates

<sup>19</sup> Approximately 300 persons receive PA service from CIL trained service providers. Another 100+ PWDs receive service from other providers.

<sup>20</sup> Part of the problem regarding social services in Serbia lies in a multitude of funding sources: direct transfers, funding for projects of DPOs, other NGOs and from lottery make it almost impossible to establish specific amounts for service funding.

<sup>21</sup> Dr. Miroslav Dinkić and Jelena Momčilović, *Cost of Independence, Cost-Benefit Analysis of Investing In the Organization of Personal Assistant Service Network for Persons with Disabilities in Serbia*, Belgrade, September 2005, [http://cilsrbija.org/ebib/COSTS\\_benefit.pdf](http://cilsrbija.org/ebib/COSTS_benefit.pdf)

<sup>22</sup> In line with art. 19 UN CRPD; however, as noted by ENIL, European Coalition for Community Living (ECCL), CIL

<sup>23</sup> According to 2011 data by Republic Institute for Social Protection <http://www.zavodsz.gov.rs/>, there are still 3,088 adults with disabilities (aged 18+) in social care institutions in Serbia. Community based services must be developed as institutions close out. The problem is also noted by Regional Center for Minorities <http://www.minoritycentre.org/sh/node/1946>

<sup>24</sup> A service provided by a single NGO Iz Kruga [www.izkruga.org](http://www.izkruga.org)

<sup>25</sup> Source: CIL research, based on membership in disabled people's organizations

<sup>26</sup> Ministry of Labour, Employment and Social Policy has approximately 500 DPOs on file throughout Serbia. However, DPO membership includes persons with different types of disabilities and the PA service provider training targets organizations that gather wheelchair users, thus not a full universe.

<sup>27</sup> CIL data

<sup>28</sup> Private companies and social enterprises are eligible for provision of service under the Law but there is no data on any company actually providing the services as of December 2012

<sup>29</sup> Suzana Paunović, Assistant Minister of Labour, Employment and Social Policy, 2011

<sup>30</sup> According to Expert Reviewer contracted by the Ministry of Labour, Employment and Social Policy, Vladan Jovanović, review submitted in support of CIL's application for accreditation with Institute for Social Protection in 2011

<sup>31</sup> Ibid.

<sup>32</sup> The Disability Monitor Initiative South East Europe, *Beyond De-Institutionalization: The Unsteady Transition towards an Enabling System in South East Europe*, 2004

<sup>33</sup> Center for Independent Living of Persons with Disabilities in Serbia, *What do you know about budget process? A reminder for civil society organizations in Serbia*, 2012

<sup>34</sup> Julie Dixon and Denis Keyes, *The Permanent Disruption of Social Media*, Stanford Social Innovation Review, Winter 2013

[http://www.ssireview.org/articles/entry/the\\_permanent\\_disruption\\_of\\_social\\_media](http://www.ssireview.org/articles/entry/the_permanent_disruption_of_social_media)

<sup>35</sup> Ibid.

<sup>36</sup> Adolf D. Ratzka, Independent Living Institute, Stockholm, <http://www.independentliving.org/docs7/razzka200507.html> "With origins in the US civil rights and consumer movement of the late 1960s the Independent Living movement replaces the special education and rehabilitation experts' concepts of integration, normalization and rehabilitation with a new paradigm developed by disabled people themselves. The first Independent Living ideologists and organizers were people with extensive disabilities. Today the movement's message is still most easily grasped by people whose everyday lives depend on assistance with the activities of daily living, since they are most exposed to custodial care, paternalistic attitudes and control by professionals. The Independent Living philosophy postulates that disabled people are the best experts on their needs, must take the initiative, individually and collectively, in designing and promoting better solutions and must organize themselves for political power. Besides de-professionalization and self-representation, the Independent Living ideology comprises de-medicalization of disability, de-institutionalization and cross-disability (i.e. inclusion regardless of diagnoses).

<sup>37</sup> CIL data

<sup>38</sup> Contact information on National organization of persons with disabilities in Serbia (NOOIS) <http://www.edf-feph.org/Page.asp?docid=20833&langue=EN>

<sup>39</sup> For more details, please see the attached document Accredited CIL program Training outline. A full accredited training program curriculum is also available in Serbian