



**ROZA's**

**Collective**

**Care**

**Manifesto**



# Contents:

|  |    |
|--|----|
| Collective Care Within the Collective                | 4  |
| • Care for the members' wellbeing                    | 8  |
| • Care for the well-being of the Collective          | 11 |
| • Guidelines for Making Different Types of Decisions | 13 |
| • Division of work and Procedures                    | 15 |
| • Creating a Budget                                  | 17 |
| • Prevention of burnout                              | 19 |
| Collective Care for the Environment:                 | 22 |
| • Our Approach to the Social Environment             | 24 |
| • Our Approach to the Natural Environment            | 25 |

We are living the struggle for economic rights and working towards creating a just and humane environment, starting with our collective. We strive to translate our values into concrete practices rather than treating them as future goals to piece together without a specific plan. Without neglecting the impact of systemic and other factors that hinder our actions, we refuse to use them as excuses and aim to do what is within our power to make our working environment fairer, more humane, and more beautiful. We seek to be good and responsible allies to women and collectives fighting for a just society. Through the ways we work and the relationships we develop within and outside our team, we shape an environment based on mutual care, responsibility, respect, dignity, solidarity, justice, and joy. The changes we want to see begin with us.

# This is our

# COLLECTIVE CARE

# Manifesto

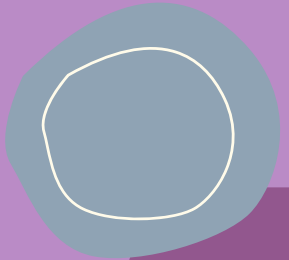
# Collective Care Within the Collective








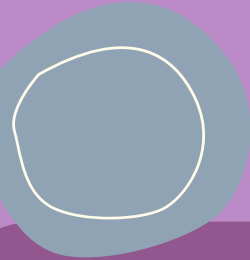
We are  
committed to  
making our  
collective a safe  
space.



We recognize that capitalism and patriarchy have taught us behaviors that are not feminist. We strive to become aware of them and support each other in unlearning them. We understand that it is not enough to identify as a feminist organization; we must reflect on our practices, behaviors, communication, and relationships and continuously work on them to uncover blind spots and avoid becoming a rigid organization. We do not judge each other; instead, we approach this task self-critically and with due care and understanding.



We encourage the expression of diverse opinions and constructive confrontation. We strive to openly communicate ideas and needs, to hear and understand each other. There are no topics that cannot be discussed, and we do not want to sweep anything under the rug. If we do not have the capacity to resolve something, we will postpone the discussion, but we will not ignore it. We understand that not all of us might have the capacities to deal with certain issues and emotions that such discussions may bring at a certain moment. Therefore, we consider the timing, place, and manner of the conversation. We are aware that some things take time, and we will strive not to put undue pressure on ourselves. We believe in good intentions and accept our differences as complementary strengths.



Just as we have empathy for each other, we also have empathy for those we work with. These experiences can be overwhelming. Therefore, we make sure not to shoulder burdens that are not ours to bear, as we do not want to jeopardize ourselves or others. We respect our own and others' boundaries.



We continually work to make our office a safe and accessible space for the team and the women who come here. We conduct regular risk and needs assessments and invest in improving the space.


# Care for the members' wellbeing






We distinguish between professional and activist engagement and strive for adequate compensation for professional engagement, including all associated benefits. We aim to achieve a living wage, so team members do not have to take on additional jobs if they do not wish to. We are aware of our class positions and fight against exploitation, against imposed narratives of sacrifice, and against being blamed for wanting to be adequately paid for our work. As an organization advocating for the respect and improvement of labor rights, we are committed to respecting all labor rights within our organization.






With clear division of labor and responsibilities, as well as clear procedures, we enable the team to be agile. When one of us needs space and time for a break, other team members have a clear overview of what needs to be covered and what can wait.



Each member has the opportunities for advancement and professional development according to their affinities.



Each member has the opportunity to rest and recharge according to their preferences (we do not impose one approach to fit all).



**We Care for  
the Well-being  
of the  
Collective**



- We develop Roza according to our political aspirations, rooted in our values. Therefore, it is important for us to protect its autonomy, polics and the people who make it up.
- We are open to various forms of collaboration, but we do not engage in projects and initiatives that are more extractive than contributing to the organization. We reject a carrot-and-stick approach. We have the right to exit partnerships that negatively affect our organization.
- We are committed to continuous learning and reevaluating the assumptions underlying our work.

- We have the right to make mistakes and strive to learn from them.
- If conflicts arise or tensions occur, we will seek to approach them constructively. If necessary, we will seek help from trusted collaborators/mediators.
- We will not exceed our organizational and individual capacities. We mind each other's boundaries while working individually and collectively. We count on each other when planning our work in line with the current reality, so we can gradually achieve what we dream of.

- We know that our struggles are not linear, that setbacks are normal, and that it takes time to see all the results of our work. We will give ourselves space for recovery when needed. We will learn from failures. We will celebrate our successes.
- We are open to new energy and new ideas to help our team flourish.


**We Have  
Guidelines for  
Making Different  
Types of Decisions  
to Avoid Diffusion  
of Responsibility**





- We have regular team discussions and make decisions on important, primarily strategic issues by consensus.
- We balance the division of labor based on personal affinities and the organization's needs.
- Each team member is free to do what they want, with the responsibility to take care of the given activity if it is not something of general interest. Each is responsible for making operational decisions within their field of work, following the organization's principles, and keeping the team informed regularly
- When there is a need, we do what is necessary regardless of affinities.
- We maintain an adequate flow of information: all team members are promptly informed about relevant events, without burdening them with details that are not relevant to the whole collective.
- Decisions and agreements can be revised based on the development of the situation and individual needs and capabilities, taking care that the organization does not suffer, and that we find an adequate solution together.





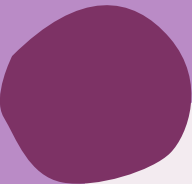
**We Have established a  
Clear Division of work,  
and Established  
Procedures to Preserve the  
Collective and Protect All  
Members**

- We have clear job descriptions and procedures. When necessary, we develop new ones to clarify what is expected from each person and how we work together for common goals.
- We balance affinities and responsibilities: we strive to be flexible in the division of labor, to the extent possible, and when it is necessary to share the burden, we communicate it clearly and rotate or find other fair solutions.
- We ensure that enough people are allocated to each activity, so no one is under pressure if they cannot complete it alone.
- We value our and others' time. Overtime work is compensated with additional free time.




**We Work on  
Creating a Budget  
that Aligns with  
Real Costs and  
Integrates  
Collective Care**







We are committed to overcoming precarious funding. We advocate for NGOs to have access to higher-quality financial support. It is important to us that the financial resources enable each team member to have an employment contract, as this provides them with the necessary health and social protection, as well as stability in functioning.



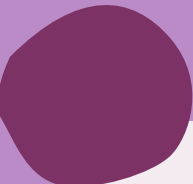
We insist on accounting for inflation in budgeting.



We include in the budget the necessary funds for collective care, which encompasses everything from providing adequate working conditions to self-care according to team members' preferences, to a solidarity fund for other initiatives that seek our help, which we deem important to support within our capabilities.



We insist that budgets sent to donors include unforeseen costs. This ensures that we can respond promptly and not jeopardize other aspects of our operations.



We seek budgets to include budget line that will go into reserves for the organization. This contributes to the sustainability of the organization, bridging crisis periods and providing a certain level of security.



# We aim to prevent burnout



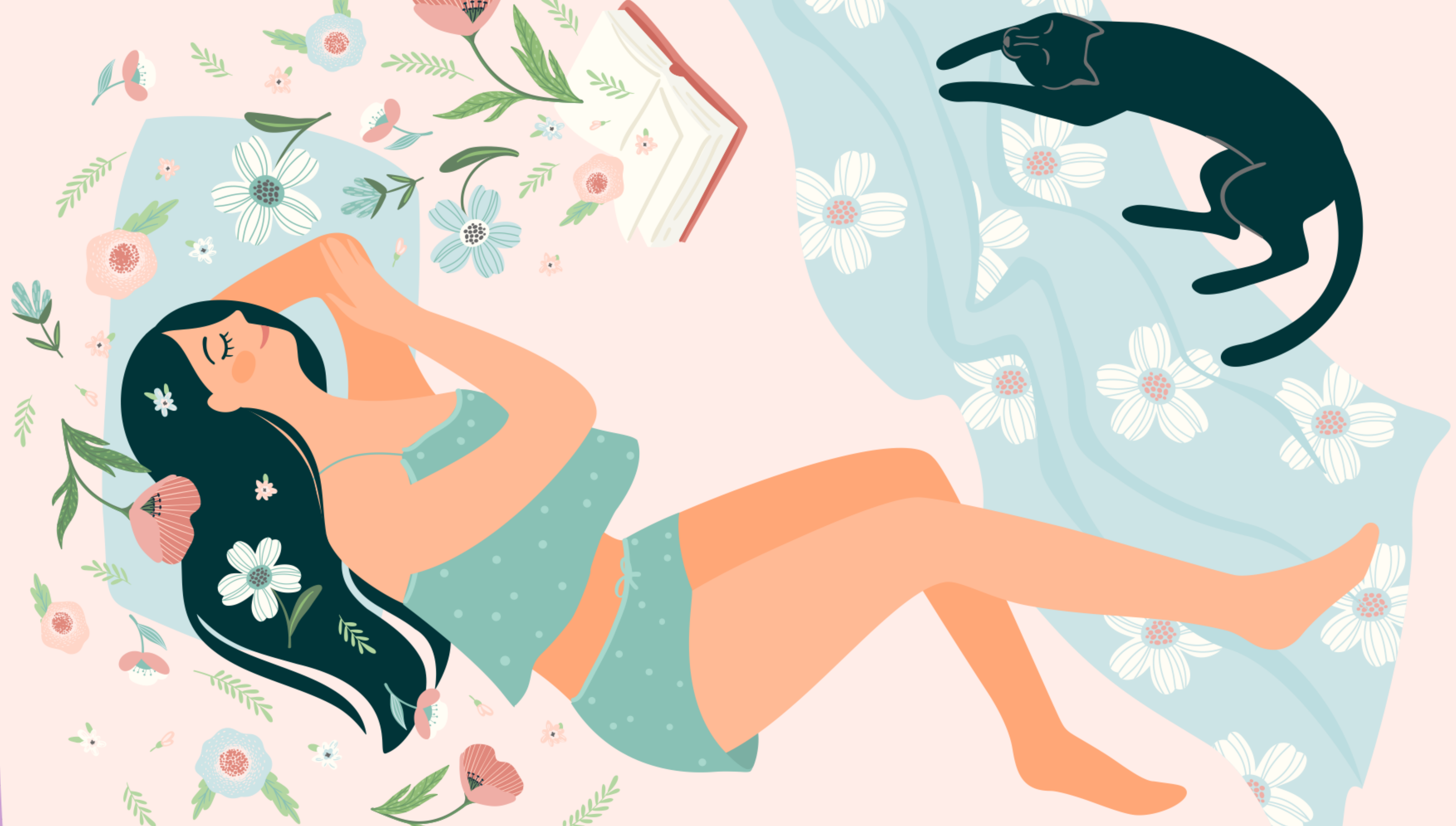




- Even though we have great ambitions, we don't create unrealistic plans. We consider available resources and capacities and strive to use them most effectively.
- We have a clear overview of all tasks and processes. We aim to approach them based on importance first, and then urgency. This way, we try to keep the bigger picture in mind and not allow ourselves to be overwhelmed by constantly urgent demands.



- We strive to respond promptly to issues and collectively find the best solutions given the circumstances.
- We plan regular anti-stress sessions in line with individual preferences and collective team needs.
- We have collective annual leave.





# Collective Care for the Environment:

We take care of the social and natural environment and aim to demonstrate through our work that it is possible to make a positive change in the environment, regardless of the resources we have.







# Our Approach to the Social Environment

- We believe in collaboration and complementarity, not competition. Political power is built through joining forces, coordination, and sharing tasks. Not everyone are supposed to do everything, but we can support each other and build relationships based on respect, trust, and reciprocity.
- We participate in initiatives of other collectives because we are on a common mission.
- We spread information about the activities of other groups because we believe that raising the visibility of important initiatives is crucial. We also recommend other groups to donors, becuse in that way we are strengthening our environment and our collective forces.
- We also learn from those we don't necessarily agree with politically.
- When organizing activities, we adhere to the principles of socially responsible tourism. This means that we strive to support the local community by leaving profits with them instead of benefiting large businesses. Whenever possible, we source from small local producers and/or civil society organizations that offer goods and services, with their revenue invested in community programs and the well-being of their members, especially marginalized and disadvantaged groups. In addition to the activities for which we gather, we leave time for getting to know the local environment and its history.
- We take care of the well-being of our collaborators during their engagement. We make an effort to keep them informed in a timely manner, respond to their accessibility needs, and ensure they are paid fairly and on time.
- We are open to collaborating with people from broader circles to exchange ideas and stay connected with reality.







# Our Approach to the Natural Environment

- Environmental justice is equally important to us as social justice.
- We aim to raise awareness about environmental issues and how they are linked to economic, gender, and social justice.
- We support environmental initiatives.
- We are aware that all our activities have a certain ecological footprint, and we strive to minimize it.
- We strive not to waste resources and to use them responsibly.
- We pay attention to the amount of waste we generate, and whenever possible, we ensure it is sorted if recyclable. Otherwise, we advocate for proper waste management.
- We strive not to waste food. When possible, we advocate for its donation to those in need or for safe disposal in a way that is safe for street animals.
- We care for animals in the spaces we use. If there are abandoned animals in our environment, we will try to ensure their care, even if only temporarily.
- Animals are welcome in our office.
- We enjoy spending time in nature as a team.

Regardless of the challenging topics we address, we want our work and belonging to the Roza team to be fulfilling.

We are dedicated to making Roza a place of support, care, hope, joy, and optimism.

The manifesto is not final. As we continue to learn, we will continue to develop and adapt it.





# Collective Care Manifesto was created as part of the strategic planning process for the period 2023-2027

Work team:

**Milica Lupšor** – President of the association and legal representative

**Angelina Pavlović** – Vice-president of the association and Operations Manager

**Teodora Gavrilović** – Youth program manager

**Sara Lupšor Ćurčin** – Coordinator of the association

**Vesna Šašić** – Bookkeeper

rozaradnaprava.rs

roza.zrenjanin@gmail.com

facebook.com/rozazrenjanin/

instagram - @roza\_radnaprava

tiktok - rozaradnaprava

Strategic planning facilitated by Marija Jakovljević

linkedin.com/in/marija-jakovljevic/

**Zlatar, 2023**



**KVINNA  
KVINNA**

