

The European Association of Service Providers for Persons with Disabilities



IMPROVING SERVICES  
IMPROVING LIVES



# EASPD Annual Report

2019

# Message from our President

Thankfully 2019 was a year that saw welcome improvements in the economic situation across many countries in Europe. Our members could at last tackle a more positive agenda and at EASPD we did the same in our policy work, our promotion of better practice and in our support to members



What did this mean? To national governments we emphasised the obligations that the UNCRPD places on them to recognise the human rights of persons with disability and to provide basic services, to back up fine words with hard cash. We gave priority to highlighting how best to meet the health needs of persons with disability and also how to meet the needs of older persons with disability.

Even in the less austere times of 2019, we recognised the importance of helping our members and our governments find ways to pay for services. So our spring conference in Bucharest, Romania, took this as our theme and it has figured in a lot of our policy work and provider fora activity.

The complexities of modern life and the imperative to provide individualised services to persons with disabilities makes the work of our members increasingly complex. So whilst we continued to apply pressure to governments and the European Union, we also developed our practical support to our members. The focus of our Helsinki conference in October was on the workforce: how we improve the way we recruit, train, support and retain them in our organisations.

We are always conscious that the main test of the validity of our organisation is the difference that we make in the outside world. However, sometimes it is wise to give attention and time to whether the internal governance of EASPD is working in an optimal way. It is like a periodic check on whether the engine of the vehicle we use needs attention to improve its functioning. So 2019 was also an important year for EASPD, as we worked with our members to review and revise our democratic structures and governance. As 2019 drew to a close, I am pleased to report that our new Statutes and governance arrangements were taking shape.

The work on our governance changes, and so much besides, would not have been possible without the active participation of our members. So I thank you sincerely and our staff team led by our Secretary General.

I also take this opportunity to thank our many partner organisations, our funders and particularly the European Commission for our warm collaboration. We could not have done without you!

I commend this Annual Report to you.

**James Crowe**

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# What we do

Established in 1996 the European Association of Service providers for Persons with Disabilities (EASPD) promotes the provision of effective and high-quality service systems across Europe which empower people with disabilities. Driven by our members and supported by a team of professional staff, EASPD strives to deliver high-quality services that promote the full participation and inclusion in society of all persons with disabilities. Alongside our members. We strongly believe that support services for people with disabilities play a major role in enabling people to enjoy their human rights on equal basis with others.

## Our three key pillars of work



Have an **impact** on European policy in our areas of interest



Foster **innovation** at all levels of service provision throughout Europe



Stay **informed** and update our members and partners regarding the latest developments

## EASPD's vision...

...is for any type of support to be individualised and available, accessible and responsive to the needs and wishes of persons with disabilities. Human rights-based support services play an important role in granting access, participation and inclusion in society. We want society to fully understand that these support services are human rights enablers.

# 159

Members across Europe



## Our Mission....

...to deliver the implementation of the United Nations Convention on the Rights of Persons with Disabilities by supporting our members in the design, development and set up of individualised models of support, responsive to specific needs and wishes. EASPD promotes the sharing and development of information and innovation while also working to influence decision making mechanisms at European and international level.

## Let's Commit!

In 2019 we moved into the second year of implementing our Multi-annual Strategy 'Commit!', driven by our three strategic objectives: .

- Representation;
- Innovation & Know-how
- Member-Led Approach.

# Our Team

We are an independent, democratic and participatory organisation governed by an Executive Committee, a Board and a General Assembly. As a member-led organisation, EASPD's General Assembly hold the highest competence within the organisation. With the authority of the General Assembly, EASPD's Executive Committee, Board and Secretariat support the implementation of the organisation's activities.

## Executive Committee and Board



Jim Crowe  
**President**



Valerija Bužan  
**Vice-President**  
CUDV DRAGA  
Slovenia  
BužanPresident



Kirsi Konola  
**Vice-President**  
KVPS  
Finland



Fabrizio Fea  
**Vice-President**  
Associazione  
Scuola  
Viva onlus  
Italy



Peter Saxenhofer  
**Treasurer**  
INSOS  
Switzerland

Luk Zelderloo **EASPD Secretary General**  
(Ex officio of Board)



# Board



**Akos Pordan**

Kezenfogva  
Alapitvány  
Hungary



**Cristian Rovira**

CONACEE  
Spain



**Evert-Jan  
Hoogerwerf**

AIAS Bologna onlus  
Italy



**John Dolan**

Disability  
Federation  
Ireland



**Karin Astegger**

Lebenshilfe  
Salzburg  
Austria



**Kathrin Voelker**

BAG WfbM  
Germany



**Lieve  
Dekempeneer**

De Lork VZW  
Belgium



**Marleen Clissen**

Katholiek  
Onderwijs  
Vlaanderen  
Belgium



**Vasilka Dimoska**

Poraka  
Northern  
Macedonia



**Georgi Georgev**

NASO  
Bulgaria



**Miguel Valles**

CECD Mira Sintra  
Portugal



**Jose Maria Solé I  
Chavero**

SUPPORT  
Spain



In 2019 EASPD's Board  
met 3 times, in April,  
May and October

In 2019 we welcomed **Aikaterini Gavriela Tsaligopoulou** to EASPD's Board and said farewell to **Noor Van Loen**.



**Aikaterini Gavriela  
Tsaligopoulou**

Vocational Training Center  
MARGARITA  
Greece



**Noor Van Loen**

EurlyAid  
Netherlands

# Secretariat

Based in Brussels and led by EASPD Secretary General, Luk Zelderloo, EASPD's Secretariat support the implementation of EASPD's key activities.



**Luk Zelderloo**  
Secretary General



**Carmen Arroyo de Sande**  
Development Manager



**Domenico Manente**  
Project Officer



**Asel Kadyrbaeva (on maternity leave)**  
Research & Development Officer



**Claire Cambier**  
Project Officer



**Sandra Nicolau**  
Learning and Development Officer



**Magdalena Verseckas**  
Project Officer



**Renaud Scheuer**  
Research & Development Officer

Development, Research and Innovation Team

Policy Team



**Sabrina Ferraina**  
Policy Manager



**Timothy Ghilain**  
Senior Policy Officer



**Thomas Bignal**  
Policy Advisor



**Léa Rollin**  
Policy Officer





**Adriana Popa**  
Membership Officer



**Rachel Vaughan**  
External Communications  
Officer



**Sonia Staskowiak**  
Finance Officer



**Jeff Van Hecke**  
Events Officer



**Sydney von Ihering**  
Communications and  
Project Officer

Operations Team



**Ivan Toshev**  
Project Assistant



**Eirini Digka**  
Communications  
and Operations  
Assistant



**Dionyssi  
Antanasiotis**  
Office Assistant

**Volunteers**

# Representation

This year EASPD has strived to be the key representative of support service providers in Europe, ensuring the full recognition of the role of the support service providers sector in Europe. Crucially EASPD has worked to connect European and international policies with national and local priorities to promote social inclusion.

## Partnerships

### Taskforce for the Support Services of Tomorrow

In 2019 EASPD continued to support the process of co-production at a European Level via its participation in the 'Taskforce for the Support Services of Tomorrow'. Comprising of EASPD, the European Disability Forum, Inclusion Europe, the European Network for Independent Living, Mental Health Europe and COFACE Families Europe, in 2019 the Taskforce focused on the opportunities co-production holds for supporting persons with disabilities to access their right to political participation.

### European Union for Supported Employment



EASPD and EUSE continued to work together to support the employment of persons with disabilities. In November EASPD and EUSE joined forces with the European Disability Forum (EDF), the European Network of Social Integration Enterprises (ENSIE), the European Platform for Rehabilitation (EPR), and Workability International to reach a common understanding of the employment models of persons with disabilities and the requirements and impact of the UN CRPD article 27 provisions as well as call on the EU to act on the employment of persons with disabilities.

### European expert group on transition from Institutional to community-based care

EASPD remained an active member of the European Expert Group on transition from institutional to community-based care (EEG) in 2019. This year the EEG and Hope and homes for children released their checklist to ensure that [EU-funded measures contribute to independent living by developing and ensuring access to family-based and community-based services.](#)



## European Day of Persons with Disabilities

At the European Commission's 2019 conference on the European Day of Persons with Disabilities, EASPD President, Jim Crowe, joined the debate with other civil society organisations on the key features of the European Disability Strategy post 2020 should include.

### European Commission High Level Group on Disability

EASPD contributed to the European Commission's High-Level Group on Disability and its meetings. As part of the group, EASPD had the opportunity to raise issues such as the relevance of EU funds to support social services development, the need to better invest into inclusive employment models and the relevance of social economy enterprises and the relevance of person-centred technology to promote independence for persons with disabilities.

## European Commission Working group on Early Childhood Education and Care

In 2019 remained a member of the European Commission's Working Group on Early Childhood Education and Care (ECEC). Joining other civil society organisations, the Commission and Member State representatives and experts, the Working Group will support Member States in the field of Early Childhood Education and Care, providing a platform for them to exchange experiences and good practices, learn from each other and develop targeted policy guidance.

# Policy Milestones

## 1

### The European Semester

This year EASPD took an active role in the European Semester process and continued to keep its members up-to-date on the latest news in the Semester's cycle.

With the support of its members EASPD published the report, Disability Support Services in the EU: A Reality Check, which presents the key issues of social service providers in eight different countries across the European Union: Austria, Belgium, Bulgaria, France, Greece, Latvia, Romania and Spain. The report addressed the main concerns of grassroots organisations and put forward their priorities for the delivery of high quality and personalised support services across the lifecycle of the individual.

In September country representatives came together in Brussels to deliver their messages to the European Commission and to discuss the role of the European Semester in contributing to a solution.



## 2

### Social Investment

Building on its work from 2018, EASPD continued to raise awareness for the opportunities alternative funding and financing instruments can provide support and social services. EASPD held three national events, to talk about private investment opportunities for the sector. In addition to these national events, alongside its partners in the Steering Board for Social Infrastructure and MEP Alfred Sant, EASPD co-hosted the European Seminar “InvestEU & the Economy of Well-being: making the most of local know-how.” With over 130 participants, the event engaged with EU policy makers and investors on the concrete steps that must be taken to ensure that InvestEU brings genuine solutions to high-quality and innovative social, health, education, and housing projects.

These activities were joined by the launch of the Alliance for Inclusive Investment in Social Care and Support (A4i), which aims to bridge the gap between investors and social care providers via academic trainings.

In 2019 EASPD launched its [#FundInclusion Campaign](#). The rationale of the campaign is to raise awareness for the need for increased social investment and gain the support from the new Members of the European Parliament on this issue. The campaign comprised of a number of leaflets and posters, as well as a series of interview with newly elected MEPS, to hear more about what they will be doing in the coming parliamentary terms to #FundInclusion.

Linked to EASPD's 2019 European Conference, 'Investing in Social Services, Investing in People,' the activities of the campaign aim to: Connect with the incoming MEPS, Support increased social investment into the sector, Activate EASPD members across Europe to advocate for the same in their countries; raise awareness for the need for increased social investment in wider audiences. The campaign will continue into 2020.

# 3

## #FundInclusion



In 2019 EASPD strengthened its representation of support services across the life-cycle of individuals. In March EASPD brought together partners and key stakeholders to set the agenda on the future provision of comprehensive, human rights-based support services, which can meet the needs of Europe's ageing population and older people with disabilities. In June EASPD brought the topic to the United Nation's Conference of States Parties to the CRPD in New York.

These events were supported by the release of the report: 'Service provision to people with disabilities that are ageing' which outlines the existing services delivered to people with disabilities that are ageing.

# 4

## Disability and ageing



# 5

## European Elections

The European Elections in May provided those living in Europe with the opportunity to shape the future of the EU. To raise awareness for the importance of voting and to ensure that EASPD's members were kept up-to-date with the latest sector specific news and information on the European elections, EASPD ran its ['Your Vote Matters'](#) campaign; hosted its ['2019 European Elections Webpage'](#) with factsheets on every major European Political Party and produced a [Summary Report of the right to vote for people with disabilities across Europe](#).

In December we held an ['MEP Meet and Greet'](#) in the European Parliament, to provide EASPD members with the opportunity to engage with their newly elected MEPS on the issues that matter most to support service providers for persons with disabilities.



# 6

## European Commission Workshops on Long-term Care

From January to June 2019, the European Commission, Directorate-General for Employment, Social Affairs and Inclusion, hosted five workshops that aimed to gather expert knowledge and evidence to set the scene for potential future EU action in the field of long-term care (LTC).

Each workshop was made up of around 25 participants, including academic experts, EU level NGOs and social partners. The participants had the possibility to provide their knowledge and experience, present research findings, projects or members' activities, and to discuss policies and practices in the field of LTC. Among the main topics of discussion were access to LTC, affordability and funding, the quality of care provided and workforce issues.

EASPD was invited by the European Commission to participate in those workshops to share their expertise regarding long-term care needs in the disability field, from a service providers point of view.



## Events

### EASPD Annual Conference Bucharest, Romania

On 16th-17th May EASPD and its partners, Dizabnet Federation, FONSS and FDSC co-hosted the conference [‘Investing in Social Services, Investing in People’](#) in Bucharest. The two-day conference explored the key funding and financing models that are currently being developed across Europe to help the sector meet its significant and growing investment needs. Together with over 250 social sector leaders, EASPD and its partners called for the sustainable funding of support services for persons with disabilities, to ensure the full implementation of the UN CRPD.

The discussion of the conference were used as a foundation for EASPD’s report: [‘How to fund quality care and support services: 7 key elements’](#) and will be used to shape EASPD’s future work on the funding of high quality support services.

### EASPD Annual Conference Helsinki, Finland

With the recruitment and retention of social care and support staff becoming an increasing and ever more pressing problem across Europe, EASPD, the Service Foundation for People with an Intellectual Disability (KVPS) Rinnekoti, Eteva and Kehitysvammaliitto co-hosted the conference: [“Staff Matters! Disability Workforce of Tomorrow,”](#) on 3rd-4th October. Together, with over 300 participants the conference has explored how we can create the conditions for a disability workforce that can meet the future needs of persons with disabilities and their families. The conclusions of the conference have been summarised in EASPD’s report: [‘Staff Matters: from care worker to enabler of change.’](#)



## Roundtable on improving the political participation of persons with disabilities

In November EASPD and its partners in the Taskforce for the Support Services of Tomorrow hosted a European Roundtable on how co-production can support persons with disabilities to participate more in political life. Co-hosted alongside MEPs Pascal Durand, Sylvie Guillaume and Tilly Metz in the European Parliament, the event also provided an opportunity for the Taskforce to present the findings of their study that how co-produced solutions have been developed in Belgium, Czech Republic, France and Malta.



## InvestEU & the Economy of Well-being: making the most of local know-how

In December EASPD, the Steering Board for Social Infrastructure and Mr Alfred Sant MEP co-organised the European Parliament event [“InvestEU & the Economy of Well-being: making the most of local know-how”](#). Hosted in the European Parliament, the event brought together over 130 participants to engage with EU policy makers and investors on concrete steps to ensure that InvestEU brings genuine solutions to high-quality and innovative social, health, education, and housing projects. The major recommendation was to ensure that the Steering Board becomes a formal Advisory Partner to help InvestEU reach its social impact potential in local communities across Europe.



In 2019 EASPD's Hosted/Co-Hosted 3 events in the European Parliament

## MEP Meet and Greet

In December EASPD welcomed members from of 15 EU countries to the [European Parliament for its MEP Meet and Greet event](#). Co-hosted by MEP Lucia Ďuriš Nicholsonová, Chair of European Parliament Committee on Employment and Social Affairs, the event connected EASPD members with Members of the European Parliament (MEPs) to engage on the issues of greatest importance to the sector and to commit to a stronger social agenda in Europe.



On the 14th and 15th of November 2019 EASPD hosted in Brussels a Hearing on Employment gathering 5 other European networks working on the employment of persons with disabilities directly or indirectly: the European Disability Forum (EDF), the European Network of Social Integration Enterprises (ENSIE), the European Platform for Rehabilitation (EPR), the European Union for Supported Employment (EUSE) and Workability International.

The aim of this Hearing was to reach a common understanding of the employment models of persons with disabilities, develop a common understanding of the requirements and impact of the UN CRPD article 27 provisions, develop joint messages for the EU policy makers and a joint policy agenda at European level for service provision organisations with the aim to improve access to employment for persons with disabilities in the future.

### Ageing and disability: shaping the agenda of tomorrow

On 21-22 March 2019 EASPD brought together partners and key stakeholders to set the agenda on the future provision of comprehensive, human rights-based support services, which can meet the needs of Europe's ageing population and older people with disabilities. The discussions of the event will be used to shape EASPD's future work on disability and aging, which includes the collection and sharing of innovative models of practice, the exploration of case-management models to address coherently all needs and the development of a research agenda focusing on transition phases of life to identify and address needs and respond with support models in line with the UNCRPD.



### Conference of States Parties to the CRPD 2019

In June 2019 EASPD attended the United Nation's Conference of States Parties to the CRPD in New York. Joining experts on disability policies, EASPD participated on the panel of the side event: "Disability and ageing: shaping the agenda of tomorrow" where EASPD President Jim Crowe highlighted the important and evolving role of support services to cater for the needs of ageing persons developing a disability and for persons with disabilities becoming older.



# Innovation & Know-How

In 2019, EASPD strived to play a leading and convening role in the development of innovative support models for persons with disabilities. To do this we facilitated further innovation in the sector, identifying and contributing to the design, development and sharing of innovative support models.

## Projects

### Workforce Development



December 2018 - May 2020

Erasmus+ Programme

Coordinator: EASPD

Contact: Asel Kadyrbaeva

### Advancing Personal and Household Services (Ad-PHS)

There are two main sectoral activities in Personal and Household Services (PHS): social care and household support, yet with a possible growing overlap between the two. Current societal developments such as changes to family structures increase the need for PHS. Furthermore, the unprecedented and general ageing of our society increases demand for home help and care services. The overarching objective of the Ad-PHS project is to lead to the creation of a platform of relevant PHS stakeholders at EU level. Its main goal is to create a single point-of contact to support, guide and provide advice to Public Authorities in the development of their PHS policies.



## Enhance

This project will target the specific mismatch between the skills currently offered by nurses working in Primary Health Care (PHC) and those actually demanded by both public health care institutions and private service providers when applying innovative healthcare models centred on PHC.



**January 2018 - December 2020**

**Erasmus+ Programme**

**Contact:** Adriana Popa

**Coordinator:** National Research Council  
Institute for Educational Technology



## New Skills for Customised Accessible Tourism (Newscat)

Newscat gathers organisations with different and complementary expertise (research bodies, service providers organisations, advocacy and umbrella organisations) in order to increase the competences of professionals of the tourist sector to cope with the diversified touristic demand of persons with disabilities. The project will provide tools and methodologies to improve the skills and competences of tourist guides and other professionals of the tourist sector to deal with new demands and requirements of clients, specifically those derived from the growing share of potential clients with special needs (as people with disabilities or seniors) which demands a customised service to cover their individual needs.



**September 2016-June 2019**

**Erasmus+ Programme**

**Coordinator:** Fundacion Emplea

**Contact:** Domenico Manente



January 2018 - June 2019

European Commission, DG EMPL

Coordinator: EASPD

Contact: Thomas Bignal



## PESSIS + : Promoting Employer's Social Services in Social Dialogue

PESSIS+ aims to strengthen the capacity of the Federation of European Social Employers, in view of their participation in European Social Dialogue structures. The project's main activities will include national events in 28 EU Member States to engage with relevant national employers, discussions with trade union organisations in view of setting-up the right structures and research on the state of play of social dialogue structures in social services in 28 EU Member States.

## A4i: Alliance for Inclusive Investment in Social Care and Support

Europe has an investment gap in social infrastructure of an estimated €150 billion a year for the next decade in health, social care and support, education and affordable housing. There is a crucial need of a new breed of decision makers who have the skills and confidence to secure financing from both public and private sources. Funded with the support of the Erasmus+ programme of the European Union, the a4i project aims at bridging this gap.



January 2019 - December 2020

Erasmus+ Programme

Coordinator: EASPD

Contact: Thomas Bignal



## IIS: Implementing Inclusion in Schools

IIS works to implement inclusion competences among staff and to transfer inclusion theory into practice in primary and secondary schools. For this purpose the project consortium will develop a coaching manual on the basis of coaching processes that will be implemented in the 10 pilot schools.

**September 2016 - August 2019**

**Erasmus+ Programme**

**Coordinator:** Landes- Caritasverband Bayern

**Contact:** Timothy Ghilain



**Implementing Inclusion in Schools**



## IE+: Promoting positive attitudes and evidence-based policy for inclusive education

This project aims to provide decision-makers (policy-makers and education providers) with the information, training and tools that allow for evidence based policy making. Through these activities the project will facilitate not only adequate policy frameworks but also their real implementation, with a special focus on the transition from segregated to inclusive education settings.

January 2018- January 2021

Erasmus+ Programme

Coordinator: EASPD

Contact: Rachel Vaughan



## IMAS II: Improving Assistance in Inclusive Educational Settings

The previous project IMAS I showed that the working conditions of assistants are characterised by high workloads, little job security, low status in school hierarchies and low qualifications. Based on these findings, the follow-up project IMAS II wants to ensure the further development and strengthening of inclusive competences of learning and support assistants. The aim of the project is to develop 5 web-based knowledge boxes for different topics (e.g. ASD, ADHD, etc.) and to conceive a blended-learning format. expand their knowledge and to enhance inclusive competences for their practical work.



October 2018 - September 2020

Erasmus+ Programme

Coordinator: University of Graz

Contact: Zoé Lardou



**IMAS II**  
Improving Assistance in  
Inclusive Educational Settings

## To Inclusive Education and BEYOND

This project aims to empower special schools and service providers supporting children with special needs, to facilitate the transition towards fully inclusive education systems. The project will provide special schools and service providers with access to targeted information on the potential role of support services, in the transition towards inclusive education, as well as co-produced training. These tools will enable special schools and service providers to promote the acquisition of skills and competencies and support mainstream schools with the transition towards inclusive settings.



**September 2018 - August 2021**

**Erasmus+ Programme**

**Coordinator:** EASPD

**Contact:** Rachel Vaughan



## EQUALvet: Equal Vocational Education Training

EQUALvet aims for the development of a vocational training program for people with intellectual disabilities in three professions: cook assistant, gardener assistant and cleaner. The training program will follow all the requirements needed by the accreditation agencies, to lead to the certification of the professional skills of the participants.



**EQUALvet**

**January 2019 - February 2022**

**Erasmus+ Programme**

**Coordinator:** Margarita Vocational Training Centre

**Contact:** Zoé Lardou

# Person-centred technology

## ProACT: Integrated Technology Ecosystem for ProACTIVE Patient Centred Care

ProACT targets Europe's 50 million multi morbid patients to proactively self-manage and offset the EU's annual €700 billion cost of chronic disease management. ProACT aims to develop and evaluate an ecosystem to integrate a wide variety of new and existing technologies to improve and advance home-based integrated care for older adults with multi morbidity, including associated co-morbidities. The ecosystem will connect four key care and support models central to understanding and implementing effective, continued and coordinated patient centric care (including self-management). These models are 1) homecare (including informal care); 2) hospital care; 3) community and social care and 4) social support networks.

**March 2016 - March 2019**

**European Union's Horizon 2020 research and innovation programme**

**Coordinator:** Trinity College Dublin, Trinity Centre for Practice and Healthcare Innovation

**Contact:** Asel Kadyrbaeva





## Employment

### DESC 2 : Disability, Equality, Security, Career. Back on the ground

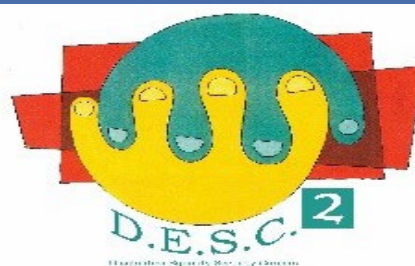
The objective of the project is on the one hand to promote the development of practices leading to the inclusion of people with disabilities in the ordinary working environment, and on the other hand to collect tangible data on the impact that such practices have on everyone involved. These results will allow us, in a second step, to promote the development of a legal and financial framework more favorable to support for employment, at national and European level.

September 2017- August 2020

Erasmus+ Programme

Contact: Timothy Ghilain

Coordinator: L'ADAPT



### ALL IN! INcredible Practitioners to empower adults with disABILITIES through Education, Employment & Social Entrepreneurship

The project aims to equip educators, trainers, HR managers and other experts with proper competences to support high-quality education for adults with disabilities. It will do so by developing practical resources to help these practitioners create innovative adult education settings to support adults with disabilities in progressing towards higher qualifications and entering the labour market. The project will be implemented in 5 European countries: France, Greece, Spain, Romania, Belgium.

October 2018 - October 2020

Erasmus+ Programme

Coordinator: Federatia pentru Accesibilizarea Romaniei (FAR)

Contact: Adriana Popa



## Inclusive living

### AMiD: Access to services for Migrants with Disabilities

AMiD aims to facilitate the assessment of migrants and refugees with disabilities in Europe, improving cooperation among local authorities and NGOs and promoting knowledge sharing among NGOs staff, local organisations, Disabled People organisations and service providers to respond adequately to the disability implications in the migration phenomena.



January 2018 - December 2019

European Union's AMIF Programme

Coordinator: EASPD

Contact: Domenico Manente



### CISCOS: Connecting inclusive social planning, community development and service provision for persons with disabilities

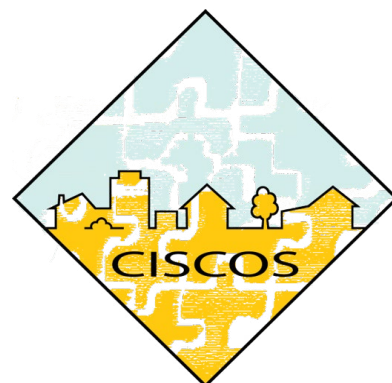
CISCOS will develop a cross-border and multidisciplinary teaching and training concept for staff qualification of service providers and local governments together with academic training of university students. The alliance will also facilitate the exchange, flow and co-creation of knowledge between higher education institutions and service providers on how to fully embrace the inclusion paradigm. This will contribute to foster the innovation capacity of higher education institutions, local governments and service providers for persons with disabilities and aligned organisations from the care provision sector.

January 2018 - December 2020

Erasmus+ Programme

**Coordinator:** Centre for Planning and Evaluation of Social Services (ZPE) University of Siegen

**Contact:** Renaud Scheuer



## TOPHOUSE: Towards Person Centred Housing Services in Europe

TopHouse is a project that aims to define, refine and formally establish the competences of professionals in the processes of assessment, housing & support/care provision (AHS) to strengthen their ability to assume social and civic responsibilities by actively fostering inclusion and respect for human rights of persons at risk of exclusion, particularly persons with disabilities.



**January 2018 - June.2019**

**Erasmus+ Programme**

**Contact:** Carmen Arroyo de Sande

**Coordinator:** Essl Foundation



## Advancing and monitoring the rights of people with mental disabilities in neuro-psychiatric residential institutions

The overall objective of the project is to empower persons in neuro-psychiatric residential institutions and local CSOs to defend and monitor the rights of persons with mental disabilities in Moldova. The partners will promote greater awareness of the rights of people with mental disabilities through their empowerment as self-advocates; will carry on capacity-building of CSOs to enhance and to monitor the CRPD implementation in neuro-psychiatric residential institutions; and aim to combat discrimination of persons with mental disabilities living in neuro-psychiatric residential institutions and promote community for all.

**January 2016 - April 2019**

**EuropeAid Programme**

**Contact:** Adriana Popa

**Coordinator:** Keystone Moldova

## Rights

### Hope: Helping Ourselves Prevent Exploitation

The project aims to help people with learning disabilities to know what sexual exploitation is, what it looks like in action, what to do about it if it is happening to them or a friend and how to report it. A strong emphasis is on empowering people to keep themselves safe rather than simply concentrating on risk factors.

**January 2017-June 2019**

**EU Civil Justice Programme**

**Contact:** Jeff Van Hecke

**Coordinator:** British Institute of Learning Disabilities



### I DECIDE: Supported Decision Making using Digital Literacy & Numeracy skills

The project focuses on the application of Digital, Literacy and Numeracy skills in three important areas of someone's life as a means of providing increased supported decision making by the individual in these areas: personal finance, consumer rights, and personal health and well-being, rather than simply concentrating on risk factors.

**October 2017 - March 2020**

**Erasmus+ Programme**

**Contact:** Carmen Arroyo de Sande

**Coordinator:** Foundation Girona Guardianship



## Lovelifife

The project's objectives are to develop a training programme on relationships and sexuality aimed at supporting staff and family carers across Europe, train people with a learning disability as co-trainers to deliver this training and to hold information events in the different partner countries where the piloting will take place.



**September 2016-September 2019**

**Erasmus+ Programme**

**Contact:** Jeff Van Hecke

**Coordinator:** Learning Disability Wales

## JustforAll: Promoting access to justice for persons with disabilities

The Just4all project aims to promote access to justice for persons with disabilities by raising awareness among legal practitioners on the needs of people with disabilities and develop a training for legal practitioners on that topic.



**October 2018 - March 2021**

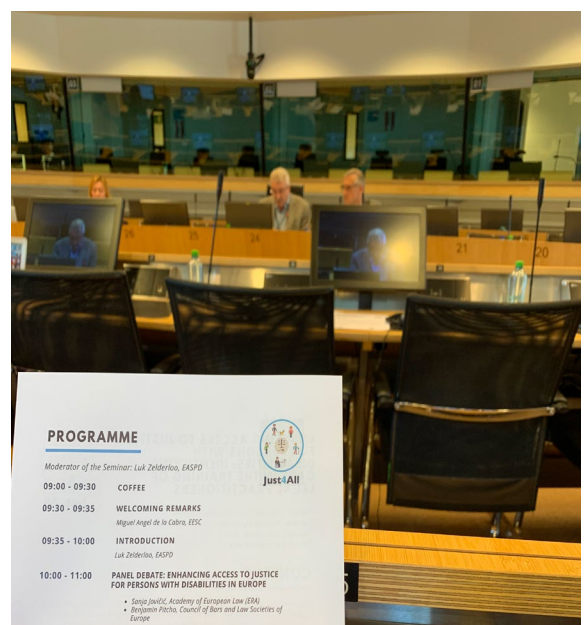
**European Union's Justice Programme (2014-2020)**

**Contact:** Lea Rollin

**Coordinator:** Fundación Once



**Just4All**



## Skills: Improving the Skills and Competencies in Self-Directed Support

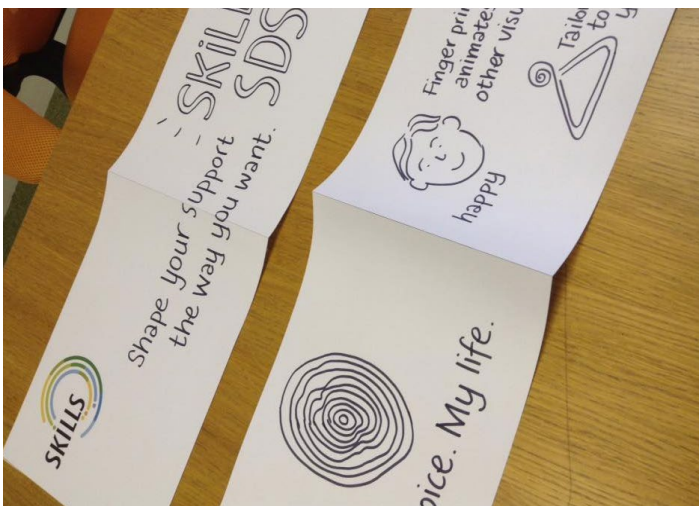
This project addresses the need to explore and define what systems of self-directed support are in place in Europe and how they can best support individuals with disabilities in exercising choice about their lives.

October 2017 - September 2019

Erasmus+ Programme

Contact: Renaud Scheuer

Coordinator: Service Foundation for People with an Intellectual Disability (KVPS)



# Early Childhood Intervention (ECI)

## ECI AGORA

The ECI Agora project aims to facilitate the development of ECI services in the partner countries of Bulgaria, Romania, Slovakia, Poland and Hungary. The project will begin by collecting important research on the current state of play in each country and best practices in the field of ECI. To facilitate the provision of high-quality, community-based, person centered ECI services the project will develop a 'toolbox.' This toolbox will provide practical guidance to help professionals and families develop successful models of good practice. Following the creation of the toolbox the project will work with ECI services in their communities and provide training sessions, to support the toolbox's implementation. 'Roadshows' will be held in each partner country to facilitate the development of ECI services at a national level and help to create ECI support networks.

**January 2018 - April 2020**

**Velux Foundation**

**Contact:** Timothy Ghilain

**Coordinator:** EASPD



## Sign and Sound Theatre

Sign&Sound theatre Europe is created by a group of 9 partners from 6 European countries. The main aim of the group is to promote deaf theatre all over Europe, and in particular the inclusive bilingual theatre format: Deaf and hearing actors equally on the stage; deaf and hearing audiences equally in the theatre.



**July 2017- December 2019**

**Creative Europe**

**Contact:** Sydney von Ihering

**Coordinator:** European Network of Cultural Centres

## Field Aperture: Inclusion in Society By the Arts (ISA)

The project aims to 1) have an impact on the training curriculum, 2) have an impact on the professional practice of people engaged in communication and education through art and culture; and 3) to act on the cultural environment. The objective is to contribute to the evolution of the perception, message and culture surrounding people with disabilities in society, in media and commercials and in education. The project will rethink the place of persons with disabilities in our societies and the role civil society has to play in their inclusion.



**September 2017 – August 2020**

**Erasmus+ Programme**

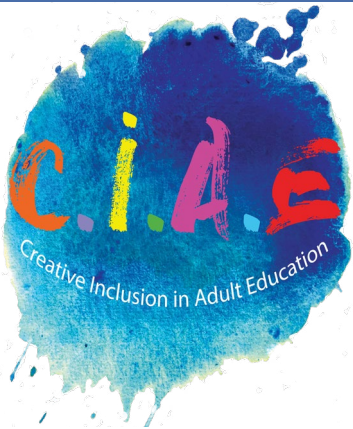
**Contact:** Sydney von Ihering

**Coordinator:** L'ADAPT



## CIAE: Creative Inclusion in Adult Education

CIAE aims to improve opportunities in the access to artistic knowledge and development to adult learners with disabilities. It aims to provide improved guidelines and access to relevant information in the teaching of art to service providers, people with disabilities, cultural centres and arts educators, building a fairer, more equal and less discriminative approach to adult arts education.



January 2018 - April 2020

Erasmus+ Programme

Contact: Sydney von Ihering

Coordinator: COPE Foundation



# Publications

The need for new knowledge, innovative solutions and evidence based information to support policy developments has been a key priority for EASPD for many years. In 2019 we were especially fruitful in our research and data gathering activities and published several key reports including:

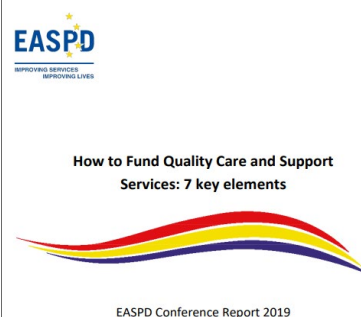


## Country Fact Sheets on Social Care and Support Services Sector for Persons with Disabilities

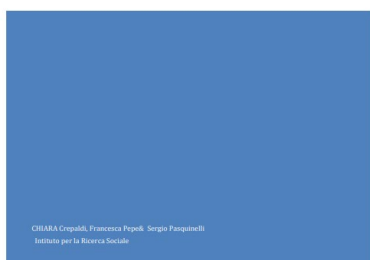
As part of its commitment to expand knowledge base on the Social Care and Support Services Sector in Europe, EASPD commissioned fact sheets to reflect the state of play of the social care and support services sector for persons with disability. EASPD added to new additions to its Country Fact Sheet series and Croatia, Cyprus, Czech Republic, Denmark, Estonia, Hungary, Luxembourg, Portugal, Romania and Sweden are now available.

## EASPD Report: How to fund quality care and support services- 7 key elements

This report aims to bring to light the debates and conclusions of the International Conference: “Investing in Social Services, Investing in People”, which took place on 16th and 17th May in Bucharest, Romania. The report also proposes 7 key elements which public authorities should consider in the development or reform of funding models for social care and support services.



Third-country Social and care service professionals:  
Unlocking the job creation potential of social services- a study realised for Social Services Europe



## Social Services Europe Report: Third-country Social and care service professionals

This study by EASPD and its partners in Social Services Europe analyses existing and effective interventions made at national and local levels on ways to unlock the potential of third-country social and care service professionals to address staff shortages and meet the increasing demand of such services in Europe.

**The Right to Vote for Persons with Disabilities**  
An overview of the situation in Europe



The European Association of Service Providers for Persons with Disabilities

This publication is sponsored by the European Union Programme for Employment and Social Innovation 'EASPD' (2014-2020). It reflects the view only of the author and the Commission cannot be held responsible for any use which may be made of the information contained therein.

## EASPD Report: The Right to Vote for Persons with Disabilities

As part of our campaign to bring together key information on the 2019 European Elections for disability support service providers, EASPD produced an overview of the information on the Rights to Vote for people with disabilities across Europe. To inspire and encourage our members to use this information to promote the voting rights of people with disabilities, as well as provide examples of practical measures on how support people with disabilities to vote.

## EASPD Report: Disability Support Services In The EU- A Reality Check

On Thursday 12th September 2019, EASPD Members from 8 different EU countries gathered in Brussels to deliver their messages on the pressing issues regarding service provision in their country and the role of the European Semester in contributing to a solution. This report compiles their messages. It outlines issues in service provision that are still impeding persons with disabilities to fully be included in society, in particular on the labour market.



**Staff Matters:**  
from care worker to enabler of change

EASPD Conference Report 2019

## EASPD Report: Staff Matters- from care worker to enabler of change

This report summarises the conclusions of the Helsinki Conference “Staff Matters: Disability Workforce of Tomorrow” and follows the publication of the new European Commission’s Annual Sustainable Growth Strategy 2020, which highlights their priority to create an “economy that works for people & planet”. The report provides 5 Action Points to put this in practice in the social services sector by transforming Europe’s 11 million strong social services workforce into enablers of change in the lives of persons with support needs.

**Access to Health Services for Persons with Disabilities in the EU: Review and Commentary**



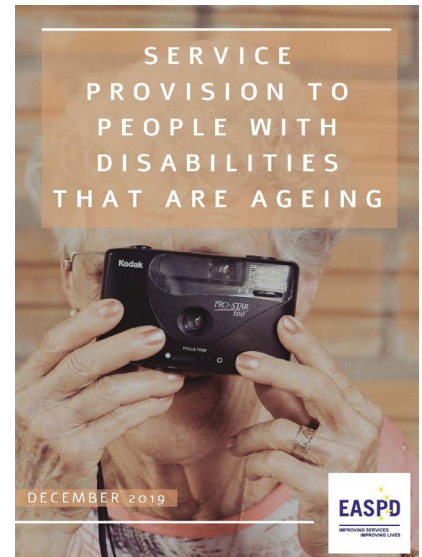
December 2019

## Access to Health Services for Persons with Disabilities in the EU: Review and Commentary

The aim of this report is to review the existing literature on key issues for people with disabilities while accessing health-care services, as well as differences in access to healthcare between people with and without disabilities. The report also covers a commentary on the challenges and implications faced by health care providers and professionals with regards to access to healthcare services for people with disabilities.

## Service Provision to People with Disabilities that are Ageing

The aim of this research is to outline the existing services delivered to people with disabilities that are ageing. This includes the background of the long-term care, lessons from European countries which are providing these services and the implications for service recipients.



**Study on the Implementation of the European Accessibility Act and Web Accessibility Directive**



## Study on the Implementation of the European Accessibility Act and Web Accessibility Directive

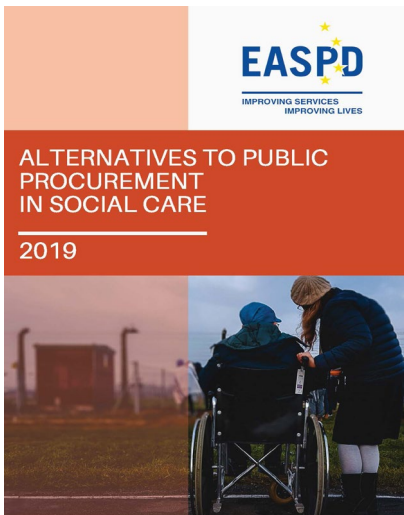
The purpose of this study is to create guidelines highlighting the role of each relevant stakeholder and describing the needed steps to ensure the standards are in place. To achieve this, we have analysed the legal texts and interviewed support services for people with disabilities, as they are historically experienced in the provision of accessible tools and instruments.

## Technology for Employment in Work Integration Social Enterprises (WISE)

Digitalisation is changing the labor market, the way in which people work and are being trained. In this light, this research is investigating the penetration of digital technologies into the WISE sector in Europe, the digital skills required by employers and employees and the digital skills currently available in workplaces.



DECEMBER 2019



## Alternatives to Public Procurement in Social Care

This report is part of EASPD's work to explore how funding models can help social care and support providers to be more in line with the principles of the UN Convention on the Rights of Persons with disabilities. The report looks at the state of play on the Funding of Social Care and Support across Europe and perspectives on the use of public procurement in social care. It also discusses the main alternative to public procurement in the funding of social care, especially for persons with disabilities.

# Exchange and collaboration amongst members

## EASPD Lighthouse Network

This year EASPD has focused on promoting the exchange of information and peer learning between members. EASPD's new Lighthouse Network is a space of contact among experts and organisations that express needs on certain topics. Selected from within EASPD's membership, the Lighthouse Network's experts work with other EASPD members to improve their knowledge and/or to increase their capacities.



### 2019 topics were:

#### Person-Centred Technology

Steve Barnard worked with Plena Inclusion

#### Inclusive Education

Marleen Clissen worked with Association for Assistive Technology Open the Windows, North Macedonia

#### Supported Decision Making

Ferran Blanco, José Solé and Raul Olivera fom SUPPORT & Som Fundació worked with Margarita Vocational Training Centre (Greece)



#### Change management

Angela Currie from Blackwood Homes & Care, Scotland worked with COD Kosovo

Michael Longhino from Chance B worked with Equal Chances Foundation (Hu worked with ngary)

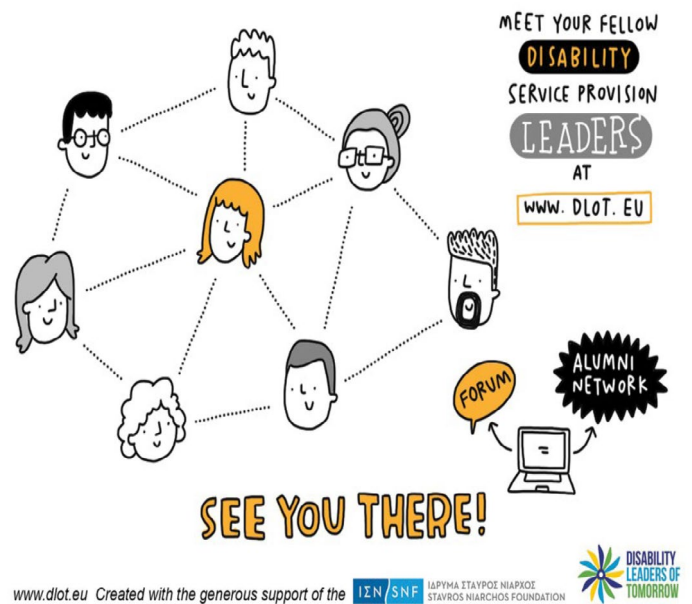


In 2019, 5 peer learning exchanges took place

## D-Lot

EASPD's e-learning HUB provides tools, learning materials, advice and guidance about how to develop and sustain high quality support services for persons with disabilities.

The dlot.eu website started 2019 with a new face: the EASPD e-learning platform was improved in design and accessibility. The AGORA section was improved with the promotion of the use of the Interest Group and Standing Committee forum groups. EURECO and the Communications Network were also given a special place in that space where they could exchange knowledge and experiences. The Modules of the Dlot training course were also translated to French.



## EURECO



On the 25 and 26th March, the European research platform for inclusive community planning and service development for people with disabilities (EURECO) hosted its annual forum in Brussels. The forum welcomed representatives of European research institutions working in the fields of disability, community planning and inclusive services, as well as other experts and representatives of disability service providers. This year, the forum focused on the topic of social impact measurement frameworks for disability services in Europe. Together with researchers and academics, participants talked about challenges of and opportunities for impact measurement in person-centered disability services.

## Projects Café

Replacing the Project Development Workshop, the “Projects Café” is an idea developed by the DRI team, aiming to allow EASPD members participating in EASPD’s annual conference to explore new projects ideas and meet potential partners.

The Projects Café idea was developed during the first half of 2019 and took place in two formats.

**Info-desk:** A permanent post where people left their ideas throughout the day and could be advised by members of the DRI team;

**Projects Breakfast:** a moment where project seekers got together to discuss projects ideas and new partnerships. With an overall successful first edition of the Projects Café, the main conclusion we take from it is the need to expand. EASPD members valued the efforts of the DRI team in bringing them together to work on project proposals/ideas and have asked for more time for their discussions.



## Webinars

We organised :

4 webinars on EU funding



2 webinars on Early Childhood Intervention methodologies



The EASPD Communications Network hosted a lunchtime webinar: ‘Making an Impact: Engagement with policy makers’



3 Lighthouse network webinars on Supported Decision making, Change Management and Person-Centred Technology





## Funding Alert

EASPD launched a brand new monthly newsletter, “EASPD Funding alert”. Instead of going to the website for the latest news about EU funding, EASPD members received direct notification in their mailbox twice a month.



The newsletter mainly contains:

Updates on funding proposals

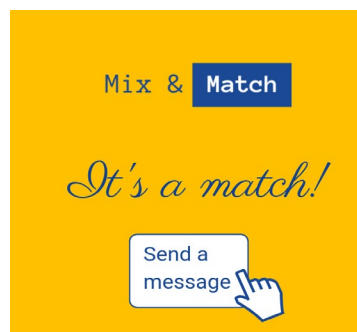
Tenders

Partner searches

Project updates

Calls for projects

## Mix and Match



The mix & match activities were developed during the year in several occasions, after requests from our members, as a follow-up of the Projects Café and with several calls in the Funding Newsletter. For the small projects that were mostly related to peer learning, the participants were matched according to their area of interest and the EASPD secretariat helped the matched participants to start a conversation with each other and advised the use of the Erasmus+ KA1 mobilities for their exchange of experiences and expertise.

There was the matching of 5 organisations (representing 10 organisations) for small mobility projects and one project application of those, five bigger projects from the Projects Café, one peer-learning activity on Inclusive Education and several calls for partners advertised in the Funding Newsletter.

# Members-led Approach

This year EASPD pursued key objectives to strengthen its governance processes and its relevance in the social sector field, to further secure EASPD as a members-led approach. We aimed to achieve the greater participation of members and better measure the impact of EASPD's activities.

## New Members

Cerebral Palsy Greece/Open Door , Greece



Centre for Integration and Rehabilitation of the Chronic and Psychiatric Patients in Shtime, Kosovo



Etelätär Innovation, Estonia



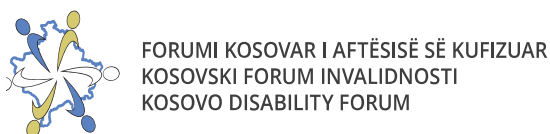
Help the Life Association, Albania



EPILOGI, Greece



Kosovo Disability Forum, Kosovo



Close to you Foundation/Fundatia Alături de voi, Romania



ELEPAP, Greece



Down Syndrome Kosova, Kosovo



Association Center Val, Slovenia



MediCare, Italy



Fundación ONCE, Spain



Bridge of Life, Greece



Prosperitas Vitae, Romania



Agenzija Sapport, Malta



Fundació La Tutela, Spain



Social Enterprise Puzzle, Greece



COGAMI (Galician Confederation of People with Disabilities), Spain



## New Observers

Giatusallous/ Reading to the Others, Greece



ISEM Foundation (Spanish Platform of organizations promoting social inclusion in Mental Health), Spain



# EASPD Working Groups

The Standing Committees (SC) and Interest Groups (IG) represent the interest of EASPD in their own field through active research, policy development, advice and networking. These are their key achievements of 2019!

## Education

**Chair:** Valerija Buzan

**Facilitator:** Rachel Vaughan

The SC on education focuses on education, lifelong learning and the development of inclusive schools.



In 2019 the SC on education hosted a one-day seminar on inclusive education in Albania, which brought together over 60 teachers to provide them with the knowledge and some tools for them to support inclusive education for children with disabilities in their countries. This seminar was part of a 5-day training which brought together stakeholders in the field of education from Belgium, Albania, Spain and Greece to learn more about how they can support inclusion in their schools. Members of the Standing committee also hosted a workshop in the Staff Matters conference, on staff training in the education sector.

## Inclusive Living

**Chair:** Peter Saxenhofer

**Facilitator:** Sabrina Ferraina

The SC on inclusive living focuses on the main obstacles faced by organisations in the promotion of the transition from institutional to community-based care.

In 2019 the SC on Inclusive Living had debates about self-directed support and the costs of supporting persons with disabilities in the community based on two reports issued by EASPD. They contributed to internal debate and reported on models of good practice for ageing persons with disabilities. The SC on Inclusive Living also shared promising and good practices promoting inclusive living from several countries.

## Employment

**Chair:** Fabrizio Fea  
**Facilitator:** Lea Rollin

The SC on employment focuses on employment-related policies and job-related service developments.

The Standing Committee on Employment gave its inputs in detail for the new European Disability Strategy and other relevant European policies. They participated actively in the study conducted by Prof. Stephen Beyer on the topic of the Employment Models for persons with disabilities. The SC on EMPL also actively participated on content inputs, and speakers for the planning of the EA-SPD 2020 Conference Road to Employment for Persons with Disabilities.

## Policy Impact Group

**Chair:** Kirsi Konola  
**Facilitator:** Thomas Bignal

This SC measures and influences the impact of European policy and legislation on the disability sector.

In 2019, three EASPD Policy Updates were developed, presenting the state of play of EASPD's policy work on the EU policy-making process. Members of the Group were consulted, and discussions were held on EASPD's horizontal policy activities including on the funding of social services (public procurement, reserved markets, personal budgets, private investment), the EU budget, the EU elections, the EU Disability Strategy, Workforce development as well as on State Aid.

## Early Intervention

**Chair:** Vasilka Dimoska  
**Facilitator:** Tim Ghilain

The IG on early intervention promotes the building of an effective inclusive society by including persons with disabilities in every step of their lives and from the very early stages of life.

This year, the Interest Group on Early Childhood Intervention has focused its efforts on strengthening the capacity of EASPD members in this field. Two webinars were organised. The first one on strategies of change to impact the policy framework surrounding ECI, with the example of the Ukraine. The second one on the process that lead to, and the particularities of the Portuguese model of early intervention. The interest group is developing a project on supporting the needs and mental health of staff of ECI services in coproduction with parents of children with disabilities. The group also provided its expertise in the framework of European discussions on funding and staff professionalisation of services for children.

## Person Centred Technology

**Chair:** Evert-Jan Hoogerwerf  
**Co-Chair:** Sarah Weston  
**Facilitator:** Magdalena Verseckas

The IG on person centred technology is a special working group on ICT and Assistive Technology, which assesses the benefits that new technologies can bring to disabled people in areas such as communication, employment, commerce, learning, independence, safety and free time.

In 2019 the Person Centred Technology Interest Group participated in the Assistive Product Specification Open Consultation launched by the Global Cooperation on Assistive Technology initiative of the WHO. Experts from the PCT group participated in the research on the Web Accessibility Directive and the European Accessibility Act and supported the EASPD DRI team in the preparation of project applications related with technology. PCT representatives also participated in a peer learning programme organised in frame of EASPD's Lighthouse Network.

## Workforce Development

**Chair:** James Churchill  
**Facilitator:** Renaud Scheuer  
(Asel Kadyrbaeva on maternity leave)

The IG on Workforce Development measures and influences the impact of European policy and legislation on the disability sector.

The EASPD Interest Group on Workforce Development and Human Resources has had a productive year in 2019. The main objective of the IG was the EASPD conference in Helsinki. During this event, the dynamics and challenges related to workforce issues have been brought forth for discussion with top level actors, including public authorities and private stakeholders. Additionally, the IG has participated in the EC Public Consultation on Gender Equality 2019, as well as monitored crucial development in EU policies and elections.

## Arts and Culture

**Chair:** Eoin Nash  
**Facilitator:** Sydney von Ihering

This IG provides a platform for the exchange of information, good practices and the sharing of common concerns in the field of supporting access to arts and culture.

In 2019, the chair of the Interest group Eoin Nash presented the work of EASPD on arts and culture at an event organised by the European Commission's Directorate-General for Employment, Social Affairs and Inclusion. The IG also met in Brussels to attend events for two of EASPD's European projects focused on art and disability and to discuss the direction and content of the 2020 EASPD conference on art and inclusion.

# Provider Forums

The idea behind our Provider Forums and membership visits is to unify and strengthen the voice of service providers at national level and improve their ability to create partnerships for projects. In 2019 we organised several membership visits and provider forums:

## Kosovo



EASPD organised the first Forum of Service Providers for Persons with Disabilities in Kosovo on 18th April together with COD Kosovo and in cooperation with Handicap Kosova and Down Syndrome Kosova. The aim of the forum was to initiate structural cooperation among service providers across the different regions of Kosovo by discussing challenges and opportunities.

## North Macedonia

On the 7th June, we organised a provider forum together with PORAKA. We discussed the new challenges and perspectives in social services provision for persons with disabilities in North Macedonia, especially the transition from institutional to community based living.



## Hungary



“Developing the Support Services of Tomorrow” took place on the 7th June and was organised with Hand in Hand Foundation, ETA National Alliance and Civil Advocacy Network in Budapest. Topics were international good practices and opportunities for cooperation in the field of independent living and adult education.

## Bulgaria

We held the forum “Partnership for Better Social Services, Employment and Development” in Varna on the 13th-14th June in cooperation with NASO, the Ministry of Labour and Social Policy of Bulgaria, the National Association of Municipalities in the Rep of Bulgaria, and the Municipality of Varna. This event also celebrated NASO’s 10 anniversary. Secretary General Luk Zelderloo made a presentation about developments in Social Policies in Europe and several EASPD members made presentations on promising practices.



## France



The provider forum in Paris was organised together with UNAPEI, with the support of Mutualité Française, Centre de la Gabrielle, Ladapt and Nexem. The event discussed the role and commitment of the European Parliament on disability topics and was attended by French MEPs Anne-Sophie Pelletier, François-Xavier Bellamy and Pascal Durand who talked about the need for an inclusive transition, a better representation of persons with disabilities for the co-production of services and related policies.

## Czech Republic

On 31st October EASPD and its member Slezská Diakonie, co-hosted the event ‘Multidisciplinary community support for people with disabilities, resp. families with children with disabilities’ in Brno, Czech Republic. Bringing together policy makers, government representatives, local authorities, support service providers, health care professionals and the families of children with disability, the event aimed to explore the challenges and further opportunities to multidisciplinary community support for people with disabilities.



# Financial Report

## Revenues



### Membership fees 2018

€224,523

### Projects

€1,033,346

### Structural Funding

€639,900

### Others

€302,715

### Total Income

€ 2,200,483

## Expenditure

### Staff Expenses

€906,491

### Running Costs

€106,385

### Others

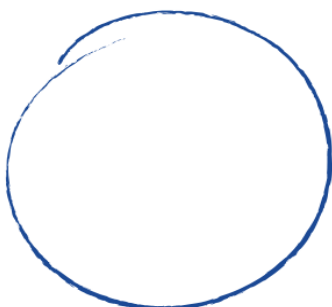
€1,147,869



### Total Charges

€ 2,160,745

## Net



€39,738

# Message from our Secretary General

Looking back at 2019, this year has been all about looking forward! Change is good and sometimes necessary, and this year we have worked on changing for the better to prepare ourselves for the future. I am proud to say we finalised new statutes for the organisation. These new internal rules and structure ensure that the organisation functions better and more efficiently, most importantly for our members. This is definitely an important step in EASPD's 20+ years of history.

In 2019, we have also managed to grow our capacity to develop projects through strengthening our DRI and Policy teams here at the EASPD office in Brussels. Both main pillars of our activity, policy and innovation, are now stronger and this is reflected in the number of projects we lead and are partners in. With more than 30 EU funded projects currently running, this gives an enormous boost to the innovative capacity of the sector, which is nothing but positive!

At the end of next year at our Autumn conference in Cork, Ireland we will elect new members for the EASPD board and Executive committee. This is the final piece needed to complete our work. With new legal frameworks, new faces in the governance machinery and a strengthened team we are more than ready for 2020 and beyond!

At the time of publishing of this Annual Report, we are going through a difficult period. The COVID-19 crisis will inevitably have a major impact on the sector. EASPD will monitor and do everything in our capacity to make sure the sector is not damaged by the crisis. By working with National and European authorities on schemes, models, approaches and funding we will keep supporting our members to further provide quality support services.

All the best,

**Luk Zelderloo**





**Date of publication:** April 2020

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The European Association of Service Providers for Persons with Disabilities



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IMPROVING LIVES**



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