

REPUBLIC OF SERBIA
AUTONOMOUS PROVINCE OF VOJVODINA

**CENTER FOR FOSTER
AND ADOPTION NOVI SAD**



**STRATEGIC PLAN
2016 - 2018.**

Novi Sad, jun 2016.



LIST OF ABBREVIATIONS

CFCA NS	Centre for Foster Care and Adoption Novi Sad
CFCA	Centre(s) for Foster Care and Adoption
RS	Republic of Serbia
APV	Autonomous Province of Vojvodina
CSW	Centre(s) for Social Work
PSHCSPD	Provincial Secretariat for Health Care, Social Policy and Demography
MLEVSA	Ministry of Labour, Employment, Veteran and Social Affairs
PISW	Provincial Institute of Social Welfare
LSP	Law on Social Protection



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INTRODUCTION AND METHODOLOGY

The Strategic Plan of the Centre for Foster Care and Adoption Novi Sad (hereinafter also referred to as “CFCA NS” or “the Centre”) was created in the period from November 2015 to May 2016. It was made when the Centre started working, to ensure a common understanding of the mission and vision of the Centre. Additionally, the management and employees of the Centre were guided by the idea to lay down the guidelines for future work that would ensure the fulfillment of the Centre's mandate, better communication with partners and stakeholders, as well as the sustainability of its activities. The Strategic Plan should also provide a basis for the monitoring and evaluation of activities and the effects of implemented activities, as well as quality reporting at all levels.

The process of planning was open, efficient, participatory, and productive. We implemented John Bryson's planning methodology,¹ tailored exactly to the needs of planning in public institutions, local communities, and civil society organisations. This planning model is based on the definition of expected results stemming from the analysis of context and needs. It is of particular importance to point out that the model is adapted to the conditions of an extremely variable environment, unexpected events, and contradictions that exist in the present-day Serbia in transition.

¹ The methodology was described in John M. Bryson's *“Strategic Planning for Public and Nonprofit Organizations: A Guide to Strengthening and Sustaining Organizational Achievement”* (Jossey Bass Public Administration Series)



Strategic planning as a process does not simply end with the creation of a strategic document. In fact, it does not end but begin there. The process should teach the organisation and its staff to think and act strategically, highlighting the importance of the participation principle, i.e. the inclusion of stakeholders, which is vitally important in the field of social protection planning.

The key moments of the methodology are underscored in the so-called ABC scheme which sums up the very process of planning:

- A. WHERE ARE WE NOW? (Analysis of stakeholders, Context analysis, SWOT analysis)
- B. WHERE DO WE WANT TO GET TO? (Values, Mission, Vision)
- C. HOW DO WE GET THERE? (Strategic goals, tasks, and activities; Fundraising strategy; Monitoring and evaluation plan)

During the strategic plan creation process, a series of consultative meetings and other forms of communication were held with the employees and stakeholders of the Centre. The Director and staff of the Centre provided all the necessary resources for a successfully carried out process.



ACKNOWLEDGMENTS

The first Strategic Plan (2016-2018) of the Centre for Foster Care and Adoption Novi Sad arose from the need to consider a broader context in which the institution was established and began its work, as well as from the need to adapt the work of the Centre to the actual needs and circumstances, but also to the possibilities and threats coming from the environment.

Bearing in mind that the Centre for Foster Care and Adoption Novi Sad is the first such centre of the planned three, and that it is currently the only one founded in Vojvodina, it was vital to clearly define the vision and mission of the Centre and lay down its guidelines. We took into consideration the real possibilities by making the Strategic Plan for a period of three years, thus ensuring that the Centre's annual programmes are created based on this paper.

First of all, we owe a debt of gratitude to the employees and associates of the Centre for their serious deliberation and ideas that enriched the content of the Plan.

Since the process of strategic planning is organised in a participatory, inclusive, and transparent manner, we express our thanks to the participants of all the relevant stakeholders for supporting the creation and design of this paper. We would also like to thank the representatives of the republic, provincial, and local authorities, the institutions of the system of social protection and the institutions from other systems, as well as the civil society organisations.



We give our warmest thanks to our partners and foster parents for having utilised their own experience to help us recognise the activities crucial to improving the quality of our own service.

Finally, we wish to express appreciation to Mirjana Beara and Tatjana Lazor Obradović for heading the process of strategic planning professionally and encouraging all the participants in the process to actively contribute to the completion of this paper.

We thank UNICEF in Serbia for their expert support in the preparation and production of the Strategic Plan. We also owe our thanks to the Novak Djokovic Foundation for their financial support.



ABOUT US

The **Centre for Foster Care and Adoption Novi Sad** was established in accordance with the “Decision on the establishment of the Centre for Foster Care and Adoption Novi Sad” (“Official Gazette of APV”, No. 6/2014), made on 19 February 2014, for the administrative districts of South Bačka, Srem and Central Banat. According to the “Decision on the network of institutions,” two more foster care and adoption centres will be established in Subotica and Bela Crkva.

The Centre was established by the Provincial Government as an institution within a comprehensive approach and activities to improve the protection of children without parental care and the elderly in Vojvodina. The establishment of the Centre contributed substantially to building a system of quality protection of users. The Centre provides assessment and counselling service to future foster and adoptive parents. It also supports foster and adoptive families and performs other tasks in the field of alternative family support. The work of the Centre is financed from the budget of the Provincial Government, and the conditions for the establishment of the Centre were created in significant part thanks to the financial support of UNICEF Serbia and Novak Đoković Foundation, through a project of the Provincial Institute of Social Welfare.

The Centre's head office is in Sremska Kamenica, 1 Children's Village.

The experience of other foster care centres in Serbia (Belgrade, Niš, Kragujevac, and Čuprija) was used in establishing the Centre. The examples of best practice of other countries were also made use of, in line with EU standards.



The activities of the CFCA NS in Vojvodina contribute directly to the attainment of most important reform goals, set in the strategic documents of the Republic of Serbia, which aim at paving the way for the development of the services, measures, and ways to protect children and the elderly, with priority given to alternative ways of dealing with institutional protection, on the one hand, and ensuring equal opportunities for everybody, on the other.

The Centre was formally established in 2014, and a number of preparatory activities were performed to start its work. However, due to the current “Regulation on the procedure for obtaining approvals and additional engagement with public service users” (hereinafter referred to as “the Regulation”), the Centre had no employees during this period and thus was prevented from conducting any activities. The Regulation was published in the “Official Gazette of RS”, No. 113/13. It entered into force on 21 December 2013 and has been applied ever since.

The funds for the establishment and work of the Centre were provided in 2015, in accordance with the decision of the Assembly of Vojvodina on the budget of the APV, for each year of the Centre's existence. The structure of the budget is shown on the next page. The table does not show the project funds allocated for 2016.

YEAR	FUNDS IN RSD
2016	25.586.582,00
2015	22.311.650,00
2014	23.757.900,00



The establishment of the Centre was the result of general reform processes in the system of social protection, particularly the system of protection of children without parental care, as an exceptionally vulnerable group. The advancement of foster care as a form of protection also depends on the reform of family legal and social protection, which is being implemented at the state level. Since 2002, intensive projects have been implemented within this reform in order to develop and improve foster care.

Given the fact that the Centre is a newly established institution, its basic elements, necessary for efficient work, were established for a short time. All the administrative and technical challenges related to the establishment were overcome successfully. All the necessary documents were adopted. The employees of the centre are people with diverse competence and considerable experience in the field of social protection in different sectors, such as public and civil.

Working space has been provided with the support of the Provincial Secretariat for Health Care, Social Policy and Demography, and is part of the Children's Village in Sremska Kamenica. It is supplied with adequate equipment indispensable in performing basic activities. The visual identity of the Centre has been created, as well as the website which is regularly updated: <http://www.cpsuns.rs>.

The Centre for Foster Care and Adoption Novi Sad has been investing in human resources since its very beginning. Our employees have been regularly educated and taught to cherish the values of teamwork, personal responsibility, high performance, professionalism, and good interpersonal relations.



The Centre is an innovative institution within the system of social protection in the Province of Vojvodina, aiming at employing a modern approach to user protection and ensuring that they make a profit in foster care. Within the business scope of the Centre, cooperation with all the local social protection institutions (i.e. centres for social work) has been established so far. Cooperation has also been established with all the other CFCA. Since its inception, the Centre has been raising funds from alternative sources, alongside the budget funds of the Province of Vojvodina. Thus, in order to back up its project proposals, the Centre has addressed various donors, such as the City Administration for Children and Social Welfare of the City of Novi Sad, the Novak Đoković Foundation, the Telenor Foundation, and UNICEF. These projects have been primarily aimed at strengthening human and material resources of the CFCA NS in order to facilitate the organisation of work in the Centre, and ensure the continuous professional training of its employees.

MANDATES OF CFCA NS

The Law on Social Protection (“Official Gazette of RS”, No. 24/11) defined the Centre for Foster Care and Adoption (Articles 130-133) as an institution for social protection. Its competence and work were also defined by the Law. The activity of the Centre was defined by the Regulation on foster care (“Official Gazette of RS”, No. 36/08) and the “Decision on the network of social protection institutions for the accommodation of beneficiaries” (“Official Gazette of RS”, No. 51/2008).



The Centre is a social protection institution whose activities are organising, supplying accommodation for beneficiaries, and providing technical assistance to foster and adoptive families to whom beneficiaries have been entrusted. The regulations concerning public services, and the regulations in the field of social protection and family relations, apply to the establishment, organisation, and work of the Centre. The Centre is a legal entity with rights, obligations, and responsibilities defined by laws, the Decision on the Establishment, and the Statute. In accordance with the Law on Social Protection (LSP), the Family Law, and the regulations adopted for their implementation, the Centre carries out the following:

1. Preparation, assessment, and training of future foster and adoptive parents;
2. Providing support to adoptive and foster parents, i.e. families who provide family accommodation;
3. Reporting to the Centre for Social Work (hereinafter also referred to as “CSW”) about the activities of foster parents and functioning of the families providing foster care; suggesting further measures in order to eliminate possible irregularities;
4. Performing other tasks in line with the laws and regulations.



The leading, managing, and supervisory bodies of the Centre are the following: Director, Managing Board, and Supervisory Board. The bodies are appointed and dismissed by the Provincial Government, and their term of office is four years. The Centre performs the following tasks:

- 1) Popularisation and advancement of foster care;
- 2) Participation in the assessment of general eligibility of families for foster care and their preparation for foster care;
- 3) Creating register - database of foster care;
- 4) Participation in the selection of foster families;
- 5) Participation in the planning of services and measures of protection in foster care;
- 6) Monitoring and review of the accomplishments of foster care;
- 7) Support for beneficiaries and foster families;
- 8) Participation in the preparation of beneficiaries to exit the system of social protection or change service;
- 9) Research;
- 10) Professional training of foster and adoptive parents;
- 11) Participation in project activities;
- 12) Preparation and publishing of technical literature;
- 13) Dissemination of information, promotion, and organisation of conferences and seminars.

The annual work programme of the CFCA NS determines the type and scope of its work, with specified amount of funds necessary for the execution of the programme activities in the current year. The transparency of the Centre is ensured by public decisions and the work of the Managing Board of the Centre; by submitting the report on the work of the Centre; by general regulations, programmes, and decisions.



ORGANISATION OF WORK

The Managing Board is appointed and dismissed by the Provincial Government. It has five members – three representatives of the founder and two representatives of the employees. In the upcoming period, the Managing Board will be constituted in accordance with Article 132 of the LSP ("Official Gazette of RS", No. 24/11), and it will include the representatives of users (or legal representatives of users) and the representatives of the associations which aim at protecting the rights of people in foster care.

The Supervisory Board is appointed by the Provincial Government. It has three members – two representatives of the founders and one representative of the employees at the Centre.

The Director represents the Centre; organises and manages its work; takes care of the legality of the Centre's proposed programme of work; proposes the regulations issued by the Board; adopts the documents on the internal organisation and systematisation of jobs; performs other tasks stipulated by law and the Statute.

The rulebook on the internal organisation and systematisation of jobs specifies that the Centre has 14 employees.



Staff of CFCA NS

Position	Number of employees
Managing personnel	1
Professional workers	9
Personnel in administration and finance	2
Technical personnel (driver)	1
Other (maid)	1
TOTAL	14

According to all standards, the Centre for Foster Care and Adoption Novi Sad should have 48 employees in order to perform its activities unhindered.



In 2015, the following expert teams were formed at the Centre to boost its performance:

1. Team for child protection against neglect and abuse;
2. Team for the assessment and implementation of new accommodation in foster families;
3. Teams for the assessment of overall eligibility for foster care (2 teams);
4. Teams for the training of candidates for foster care (3 pairs of trainers).

Team for child protection against neglect and abuse was formed with the goal to exercise the child's right to be protected from neglect and abuse. The team acts preventively in order to thwart neglect and abuse of children, simultaneously initiating a quick and coordinated action to stop abuse. It also protects children from further abuse and neglect, assists their recovery, and ensures their further safe development.

Team for the assessment and implementation of new accommodation in foster families was formed to recruit foster families to suit the needs of a beneficiary seeking for foster care. It determines the complementary eligibility of both the beneficiary and foster family, thus providing the families that will meet the needs of beneficiaries, i.e. provide conditions for their unhindered growth and development.



Teams for the assessment of overall eligibility for foster care (2 teams) formally consist of three expert consultants: a psychologist, an educationalist, and a social worker. The experts simultaneously conduct interviews with the candidates who have applied to become foster parents about their awareness of the existing foster care standards. They have the task of ensuring a continuous evaluation of foster families in order to find the foster parents who possess the adequate competence and care about children without parental care properly. The foster families also have to stimulate children's growth and enable them to reach their full potential. In the revision process of foster family eligibility, the teams determine the eligibility through repeated examinations, and they issue licences for a period of two years.

Teams for the training of candidates for foster care consist of trainer pairs who carry out foster care preparation programmes (3 pairs). The teams select new foster families with appropriate education, work and parental experience, and acceptable motivation for foster care, as starting points for the development and building of foster care competence. The trainers of the Centre have passed an accredited training course for trainers "Safe steps to foster care," and they have a licence issued by the Republic Institute of Social Welfare.



ACTIVITIES OF CFCA NS

To perform the tasks established by the Law on Social Protection and the Statute of the Centre, the following work groups have been defined within the organisation of work:

1. Management and coordination of work of the Centre;
2. Preparation, assessment, and training of future foster and adoptive families;
3. Monitoring and support for foster carers, i.e. foster and adoptive families.

Management and coordination of work of the Centre comprise of the following activities: management and representation of the Centre; coordination of the work of implementers; expert work related to the managing bodies; cooperation with the state institutions, self-government institutions, social protection and other institutions and organisations; cooperation with the media; organisation of expert meetings; work on statistics and record-keeping in the field of foster care and adoption, technical work, work in administration and finance, as well as other activities done in the Director's office.

Preparation, assessment and training of future foster and adoptive families comprise of the following activities: participation in the assessment of general eligibility for foster care and adoption; completion of the programme of preparation and training of future foster and adoptive families; issuance of foster care licence; repeated evaluation and subsequent extension or revocation of foster care licence; supervision of the work of the implementers of educational programmes for foster families; supervision of the work of fostering advisor; preparation and implementation of the



support programmes for beneficiaries and foster and adoptive families; monitoring and evaluation of the training programmes for beneficiaries, foster, and adoptive parents; preparation and implementation of the training programmes for foster care professionals; the training programmes for foster families and support programmes for foster children; preparation and training of volunteers in support for beneficiaries; implementation of various foster care campaigns in the administrative districts of South Bačka, Srem and Central Banat; research into the needs of beneficiaries; participation in the research and project activities in the field of foster care and adoption; creation and issuance of publications on foster care and adoption; organisation of round tables, conferences, and seminars; preparation of literature for foster parents and professionals; reporting on the work of the Centre.

Monitoring and support for foster parents, i.e. foster and adoptive families, include the following activities: monitoring the work of foster families in the administrative districts of South Bačka, Srem and Central Banat; evaluation of the degree of compliance and implementation of standards to protect beneficiaries in foster care; planning ways of support for beneficiaries and foster and adoptive families; organisation of the network of social support for a full satisfaction of the needs of beneficiaries in foster care; participation in the eligibility evaluation of future foster parents; repeated evaluation of foster parents aiming at the extension or revocation of their licence; acceptance of foster care applications. The following activities are done in cooperation with the relevant CSW: foster family selection for a specific beneficiary; preparation of foster families for accommodation; planning beneficiary protection in foster



care; signing contracts with foster families; monitoring foster care and the advancement of beneficiaries in foster families; reporting to the relevant CSW on the work of foster families and their functioning; suggesting measures to evade possible vulnerabilities. The work with the relevant CSW also includes the following activities: support planning for a change of form of protection; planning and giving support for independence of children and their leaving of foster care; supervision of the work of fostering advisor; resolving legal complaints of customers (or their legal representatives) about foster care and taking measures to overcome any problems; keeping database on foster care; record-keeping on foster care; monitoring and supporting children in foster families in the period of mutual adjustment; reporting to the CSW.

In September 2015, the employees at the Centre began supporting the existing foster families from the city of Novi Sad and the municipalities of Petrovaradin, Beočin, and Sremski Karlovci. They have worked on the popularisation and development of foster care since the beginning of the Centre. In order to fully contribute to the development of the system of social protection, the Centre needs to have all the necessary conditions, in line with the relevant legal and programme documents. It is also necessary to provide working conditions and strengthen organisational and institutional capacities by employing expert consultants of the relevant profile, as well as by supplying additional working space and equipment. By employing people with a university degree, qualified for performing activities of the Centre, we would ensure proper work of the fostering advisor, supervisor, and implementer of educational programmes. We would also ensure proper execution of the financial and legal business of the Centre, as well as supplementary technical



Strategic plan 2016 – 2018.

and administrative work. In 2015, the Centre created its visual identity which has become an integral part of its internet presentation and promotional material. We have established cooperation with the media, and a number of texts have been published about the beginning of the Centre.



OUR VISION

OUR VISION is a society where every person has equal opportunities to live in a supporting family environment, in accordance with their needs and personal potential.

Using our expertise, innovation, quality and creativity, we strive to become a stronghold of alternative family care and a model to others.

OUR MISSION

By strengthening the alternative family and getting closer to the likelihood of living and growing up in a supporting family environment, we contribute to the achievement of the full capacity of children, youth, adults and the elderly without family care, in the districts of South Bačka, Srem and Central Banat.



PRINCIPLES AND VALUES

- **The welfare of children and other beneficiaries** has been the centre of our interest as a fundamental principle from the beginning. Although currently children are the biggest group of foster care beneficiaries, grown ups and the elderly are the beneficiaries with a high priority. For the benefit of everyone, future efforts should be made to develop a system of support which would be an alternative to institutional accommodation.
- We are guided by **altruism** as a universal value that contributes to the development of the integrity of our institution.
- **Acceptance and respect for diversity** are the starting points that define us in relation to all the stakeholders we collaborate with.
- The value of **participation** means that we believe that with an active and essential participation of our users we can contribute to promoting and improving the quality of foster care in the region covered by the Centre.
- The belief that investing pays off indicates that **confidence in people** is a decision we have made both as individuals and as a collective.
- We show **enthusiasm and responsibility** in everything we do. We express great enthusiasm regarding expected results and the welfare of each user we access and support. We nurture responsibility with our beneficiaries and associates, as well as with ourselves.
- We are an organisation that cherishes **knowledge and learning**. We support the individual growth and development of all our employees and beneficiaries. The synergy provided by our individual efforts makes our organisation constantly evolve, thus pushing its own boundaries.



DESCRIPTION OF CONTEXT

POLITICAL AND LEGAL CONTEXT

Foster care is a service with a long tradition in our region. Act 3 of the Law on Social Protection defines the following goals of social protection:

1. Ensuring and maintaining a minimal material security and independence of individuals and families in satisfying their vital needs;
2. Ensuring availability of services and exercising rights in social protection;
3. Creating equal opportunities for independent life and stimulating social inclusion;
4. Preserving and improving family relationships, as well as improving family, gender, and intergenerational solidarity;
5. Preventing abuse, neglect and exploitation, i.e. eliminating their consequences.

The goals of social protection are achieved through the provision of social protection services and other activities that prevent, reduce, or eliminate the dependence of individuals and families on social institutions.

Although the foster care service is not recognised as a community service in the LSP, it primarily enables beneficiaries (i.e. children, young people, adults, and the elderly) to remain in their community of origin in order to gain support that is most similar to a family environment: "By providing foster care, children and young people are temporarily provided with care (namely, until the completion of regular schooling or until the age of 26), protection, and



conditions for optimal development in a family environment. Foster care for children and young people includes their preparation for the return to parents, another permanent living arrangement, and their preparation for independent living. Providing adults and older people with foster care means to maintain or improve the quality of their life.“ (Article 48).

The following types of foster care are subsequently enumerated in the LSP: standard foster care; foster care with intensive or additional support; emergency foster care; respite foster care; other types. It is essentially important that the LSP recognises relatives as primary foster carers if it is in the best interest of beneficiaries. On the other hand, this type of foster care has not been fully developed yet, although centres for social work had assigned high priority to kinship foster care even before the LSP was passed. According to the data of the Provincial Institute of Social Welfare, 12% of the foster children in Vojvodina are provided with kinship foster care. Moreover, the bylaws that would enable the development of kinship, emergency, or respite foster care still have not been passed. In line with the LSP, the foster care service can be provided by the other suitable individual that has passed the training and acquired the licence for providing such service. The people who reach the status of foster carers undergo proper training. They are given support while providing the service and are granted a licence by the Centre for Foster Care and Adoption with a two-year validity.

The LSP states that more detailed requirements for assessing the suitability for the provision of the foster care service are stipulated by the Minister in charge of social protection. Furthermore, the Minister stipulates the programme and manner of conducting training, standards in providing the



service, the design and content of the licence. However, a new rulebook regulating the conditions and standards has not been passed yet. The old rulebook, adopted in 2011, does not comply with the LSP. Nevertheless, it is still being used. By the “Decision on the network of social protection institutions,” eight foster care and adoption centres are supposed to be established to cover the territory of Serbia.

The following centres have been established so far:

- ✓ In Belgrade, for the territory of the City of Belgrade and the administrative districts of Mačva and Kolubara;
- ✓ In Čuprija, for the territory of the administrative districts of Pomoravlje, Zaječar, and Bor;
- ✓ In Kragujevac, for the territory of the administrative districts of Šumadija, Raška, Rasina, Moravica, and Zlatibor;
- ✓ In Niš, for the territory of the administrative districts of Niš, Toplica, Pirot, Jablanica, and Pčinj
- ✓ In Miloševac, where the service has been provided since 1931.

Although 3 such centres were supposed to be founded for the territory of the Province of Vojvodina (in Novi Sad, Subotica, and Bela Crkva), only the centre in Novi Sad was established - in February 2014. The Centre covers the administrative districts of South Bačka, Srem, and Central Banat. These three regions cover more than a half of the total number of municipalities in Vojvodina (25 out of 45).

In the upcoming period, the remaining two CFCA will be founded in Subotica (to cover the territory of the administrative districts of North Bačka, West Bačka, and North Banat) and Bela Crkva (to cover the territory of the administrative district of South Banat).



This context is vital to understanding the fact that the CFCA NS, besides having difficulties coming from the insufficient number of employees, has difficulties in transferring beneficiaries to the centres for social work, which, on their part, expect a quicker and more efficient process of their transference. The centres for social work situated in Vojvodina, but are not under the jurisdiction of the CFCA NS, still perform the tasks that should be within the business scope of the Centres for Foster Care and Adoption.

SOCIO-ECONOMIC CONTEXT

In 2014, according to the data of the Provincial Institute of Social Welfare, there were 2,108 children in foster care in the Province of Vojvodina. There were 1,886 children as of 31 December 2014. By analysing their age structure, it can be easily seen that the children aged 6-14 were the most numerous, followed by the children aged 15-17.

In 2014, the number of children in foster care increased by 10.6% (264 children) in comparison with 2013. Out of the total number of children in foster care, 15.8% (334 children) were the children who were fostered during 2014 (new beneficiaries). The group of children 6-14 years of age, which is the most numerous, dominated the data regarding the newly recruited children (49%).

During 2014, foster care was discontinued with 227 children or 10.7% of the total number of children in foster families during the year. The number is compared with the number of children received in foster care during the year – 15.8% is the share of the “new” beneficiaries, whereas the percentage of



the children whose foster care was discontinued was 10.7%. The most common reasons for the discontinuation of foster care were fulfilling the conditions for the return to biological/kinship families and placing the children for adoption.

The share of the children leaving foster families on these two grounds was about 26%. The places where the children were sent after their foster care period had terminated were chosen in proportion to the reasons for the discontinuation. Therefore, it was the biological or adoptive family in most cases.

In December 2015, **in the territory covered by the Centre for Foster Care and Adoption Novi Sad**, there were **709 foster families** which accommodated **1,039 children and young people**. This makes up about **a half** of the total number of children and young people, and a half of the total number of foster families in Vojvodina². In addition to this, there were **71 families** who **provided foster care for adults**.

Since the day the CFCA NS started working with foster families, and throughout 2015, there were **157 foster families** registered at the Centre, with **foster care implemented in 132 families (84%)**. The records of the Centre as of 31 December 2015 show that there were 25 free foster families. An important fact is that out of the 132 foster families, 37 (28%) fall into the category of kinship foster care.

² Data from the Summary report of the Provincial Institute of Social Welfare on the work of the centres for social work in the Province of Vojvodina, in 2014.



Bearing in mind that the CFCA NS was established on 19 February 2014, and that there has been a prohibition of employment in the public sector, as well as that, due to the Regulation,³ the Centre began employing people only in June 2015, the process of taking on foster families has been very slow in the district covered by the Centre.

Besides the lack of human resources, a major problem is the organisation of work and taking on beneficiaries from 25 municipalities, i.e. 21 centres for social work. Apart from the small number of skilled workers, there is an insufficient number of vehicles for their everyday outreach work. At present, the CFCA NS has only one vehicle at its disposal, which is clearly insufficient for the needs of the district, as well as for the job description, which requires a constant advisor outreach stay.

Centres for social work also expect that the transference of the work is done more quickly, which puts an additional pressure on the CFCA NS to provide resources (mainly human resources, but also means of transport and educational equipment) in support of this.

³ Regulation on the procedure for obtaining approval for new employment and further engagement in public funds (“Official Gazette of RS”, No. 113/2013 and 21/2014)



CFCA NS IN THE ENVIRONMENT

The Centre for Foster Care and Adoption Novi Sad has been functioning in a quickly changing environment ever since its inception. The needs of end users change, and the number of the actors representing stakeholders is on the increase.

The CFCA NS employees have identified the following stakeholders: Candidates for foster families, Foster/adoptive families, Foster care beneficiaries, Centres for social work, Provincial Secretariat for Health Care, Social Policy and Demography, Other CFCA, Ministry of Labour, Employment, Veteran and Social Affairs, Provincial Institute of Social Welfare, Chamber of Social Protection, Preschool institutions, Schools, universities, Health care institutions, Police, Residential social institutions, Local self-governments, Local social protection service providers, Biological family, The media, Political parties, NGOs, Associations of foster families, Red Cross, UNICEF, Novak Đoković Foundation, Citizens, International donors, Business sector.

Foster and adoptive families are direct partners of the CFCA NS. They require continuous professional support, availability, professional training, advancement of knowledge and skills, appreciation, and acceptance. On the other hand, they are valuable for the Centre, because it considers them as future participants in planning and decision-making. On that account, it is necessary to support the families directly, ensure optimal availability of the support, create new and compare current educational programmes, build a partnership, and create a positive image of foster care through campaigns and joint activities.



Candidates for foster care are the families that have not been covered by training yet. They have different, often false and vague expectations regarding foster care and adoption. This stems from their lack of information and different motivations for engaging in foster care. The recognition and appreciation of their needs are a prerequisite for an adequate dissemination of information, education, and new knowledge acquisition. It is vital to carry out a continuous information campaign on foster care and its types. In this respect, the CFCA NS will develop its professional competence and improve its skills in order to educate and inform foster carers.

Before the Centre was founded, foster families from the territories of the City of Novi Sad and the municipalities of Petrovaradin, Sremski Karlovci, and Beočin had been aided by the Novi Sad Centre for Social Work and its foster care service. The families had had fostering advisors at their disposal. The majority of the families were satisfied with their cooperation with the advisors. The arrival of new professional workers (that is, fostering advisors) to the foster families posed a challenge for both the foster carers and the professionals.

However, by taking over a number of the professional workers from their posts in the foster care service at the Novi Sad Centre for Social Work, the Centre succeeded in providing continuity in its work. It also succeeded in taking on the families without any problems and/or resistance. It is significant to highlight a slight increase in the readiness to foster children with developmental and health difficulties, i.e. openness to specialised foster care. As regards children with behavioural problems, there is a lack of families willing to accept this kind of challenge. An additional challenge is the lack of appropriate educational programmes to prepare



families to foster children and young people with behavioural problems.

Adoption has not yet been transferred to the jurisdiction of the CFCA NS. This Strategic Plan covers adoption in terms of initial preparatory activities so that the Centre could take on this area of work in the future as well.

Foster care beneficiaries are indirect users of the CFCA NS, and their best interest is a priority for the Centre. Therefore, the Centre is aware that it is important that they feel good in their foster families, that their needs are met, that advisors are at their disposal, and that the special service which meets specific aspects of foster care (e.g. children with disabilities, the elderly, adults with disabilities, etc.) is developed. Because of this, the Centre should cultivate direct work in foster families and ensure availability of the service and information about it. Through the support of its advisors, the CFCA NS strives to accomplish the purpose of foster care: that children are accepted and safe in families; that there are appropriate conditions for life and development; that they can maintain a relationship with the people important to them and be prepared for the changes that await them.

Centers for social work are the principal partners of the CFCA NS. In the territory covered by the Centre, there are 21 centres for social work. Currently, the Centre has only taken on the beneficiaries of the Centre for Social Work from Novi Sad. By the end of 2015, the CFCA NS held meetings with all the centres for social work within its business scope. In one of the meetings, the CSW were introduced to the activities and work plan of the Centre for 2016. On this occasion, together with the CSW, the Centre obtained information to start keeping records as a prerequisite of the further planning of its



work. In addition, based on the collected data, an internal database of foster families was created for the municipalities where the Centre secured foster care support. The CSW expect to take on the work in foster care, so it is important that the CFCA NS provides an available foster family for each beneficiary of a particular CSW. Given that the CFCA NS is a new institution in the system of social protection, it is critical to keep working on supplying information on its role and mandate. Additionally, further development of the foster care service - particularly specialised foster care - will enable us to meet the growing needs.

On behalf of the founder, the **Provincial Secretariat for Social Policy, Demography and Gender Equality** (until recently, the Provincial Secretariat for Health Care, Social Policy and Demography) is in charge of the work of the Centre for Foster Care and Adoption Novi Sad. In the forthcoming period, the Secretariat is expected to establish two additional foster care centres in Subotica and Bela Crkva, which to a great extent depends on available funds.

The Provincial Institute of Social Welfare (PISW) advocated for and initiated the establishment of the CFCA NS. Therefore, it is an institution which has had a pivotal role in the development of the Centre from its inception. Partnership, the right attitude, support, and respect are the main characteristics of our cooperation. In this regard, **the Republic Institute of Social Welfare** has great significance for the CFCA NS, too. In 2015, together with the Centre, both institutions were involved in the development of the guidelines for respite foster care service. A draft of the guidelines for relapse and kinship foster care service was also made. The draft was delivered and has been a basis for piloting of the service in the pilot areas ever since. In addition, the PISW



initiated and has been involved in the activities related to kinship and emergency foster care - the types of foster care that have not been standardised yet.

The Ministry of Labour, Employment, Veteran and Social Affairs (MLEVSA) is both the creator and the bearer of the policy within which the foster care service is developed and provided a legal framework. The MLEVSA is a very important stakeholder for the CFCA NS in terms of advice and mentoring. Considering that it is in the interest of the MLEVSA that the centres for foster care do their work properly, that it has control over them, and that it monitors their performance through reporting, it is necessary for the Centre to work on increasing the visibility of its work and results. It is also essential that the Centre provides information and submits data to the MLEVSA, that it participates in the events organised by the MLEVSA, and that the Centre invites the MLEVSA to its events.

Other centres for foster care are already constituted institutions, with the developed system and organisation of work. They have taken on beneficiaries and have a considerable experience in comparison with the Centre. Since the Centre was founded, these centres have given it advice and support in terms of best practice exchange.

During the strategic planning process, we realised the importance of **the media** for the CFCA NS. On the one hand, we should improve further cooperation with them in order to avoid sensationalism; on the other hand, we should provide the facilities that will promote the service and welfare of the beneficiaries. RTV Vojvodina is a public service that is relatively sensitised, with considerable room that the Centre



can fill in terms of promoting not only foster care as a service but also the value of the social protection system. In this regard, the local media are extremely important. A balance must be found to avoid the sensationalist approach. Appropriate content must be provided to attract the attention of the media and the public in favour of family care and welfare of beneficiaries. Therefore, the CFCA NS should ensure a strategic cooperation with the media.

Local self-governments are decision-makers and they create the policy and services regarding social welfare at the local level. Consequently, this makes them potential donors for the activities carried out within the foster care service. The CFCA NS succeeded in establishing a very constructive cooperation with the City of Novi Sad. In 2016, the Centre was included in the “Decision on social protection of the City of Novi Sad” (“Official Gazette of the City of Novi Sad”, No. 38/11 and 10/12), and the “Development programme of social protection of the City of Novi Sad for 2016.” Local self-governments have an interest in implementing the policies adopted at the local level. They are also interested in having a competent partner in the creation of the new policies that will improve the standard and quality of life of the local community and have a positive impact on their image.

UNICEF and other donors currently finance innovative service in Serbia, and they have material resources for the development of social infrastructure. In addition to this, they support best practice exchange, advocacy, and lobbying to establish the service that meets the needs of end users. These organisations find it essential to promote universal values and respect for human rights, so there is a considerable room to collaborate with them.



Given that the foster care service is part of the broader system of social protection that is comprehensively aimed at end users, the educational and health care systems are critical to the CFCA NS. By including children and young people from vulnerable groups in foster care, we are contributing to preventing children from leaving the **educational system**, and we are striving for a quality and inclusive education of every child. This can be done through sensitisation and support for the people working in education in their work with foster children, as well as through dissemination of information and partnership.

In partnership with the **health care system**, which usually faces family problems first, we can carry out specific preventive activities, work on educating foster families on health, and sensitise the employees in the health care system to work with them.

Besides the analysis of the context it works in and the analysis of stakeholders, the CFCA NS has also conducted an analysis of its own strengths and weaknesses through the process of strategic planning.



With the participation of our partners and collaborators, the following have been recognised as the strengths of the Centre:

- Professional and motivated staff with an experience that has been constantly invested in, courtesy, expertise, excellent cooperation, and continuity in working with users⁴;
- Already established quality cooperation with other institutions (e.g. other foster care and adoption centres, centres for social work, institutes, etc.);
- Quality management, good internal organisation, good interpersonal relations; this is closely related to the small number of employees, easier communication, flexibility, and faster problem-solving process;
- In accordance with an agreement made with the Faculty of Philosophy at the University of Novi Sad, the Centre has become a basis for professional practice of students;
- Support of the Centre for Social Work from Novi Sad in the initial stage of the Centre's existence;
- Support of the administration of the City of Novi Sad, which recognised the necessity of such an institution as the Centre and ensured its appropriate funding;
- Openness to society;
- The Centre has been recognised by donors (UNICEF).

On the other hand, the CFCA NS also has weaknesses, and they currently have a significant impact on its plans:

- Insufficient staff – the Centre has only 12 workers;

⁴ As seen by foster families, which is immensely important.



- Insufficient room – it does not have a meeting room, nor premises to work with foster carers;
- Insufficient funds – its budget only covers the costs of maintenance of activities, not their development;
- Intersectoral cooperation is still not developed enough, which is understandable given the date of establishment;
- Large territory and sprawl of the municipalities covered by the Centre;
- Insubstantial availability to users due to location;
- Overloaded employees (i.e. non-compliance with standards in the sense that one worker has to cover a much larger number of users than provided by the existing standards);
- Cooperation with users, that is, all foster carers, in the whole territory within the scope of the Centre, has not been established – only Novi Sad, Sremski Karlovci, and Beočin have been covered so far;
- The contract on sharing premises with the Children's Village, valid only until 30 June 2016, needs to be renewed and extended.

As far as the environmental context is concerned, first of all, it is necessary to point out that the current legal context constitutes a good framework, and that the new rulebooks, which have been announced, are a prerequisite of a stimulating setting for further advancement of the service.

The Centre for Foster Care and Adoption Novi Sad has an intersectoral cooperation and there is an interest of different systems in partnership and cooperation. For example, the support of the self-government of Novi Sad has been provided; the CFCA NS is part of the intersectoral network for



children in Novi Sad; there is a firm support by the founders (that is, the Provincial Government, PISW, and RISW).

A favourable circumstance for the CFCA NS is that there are already centres for foster care and adoption in the region. Their experience, combined with the experience of the service for foster care within the centres for social work, is a valuable resource for the Centre.

The work of associations of citizens, primarily those who work in child welfare and foster care, in company with the work of associations of foster carers, makes room for the development and improvement for the CFCA NS, as well as the promotion of the service itself. Today, as distinct from the time before the social protection system reform, there is a better media promotion of foster care, and a positive image of the service has been created. Therefore, the Centre considers associations of foster carers an exceptional resource able to support the promotion of the service and have a positive impact on the existing interest of citizens to engage in foster care. On the other hand, they help reduce prejudice against foster carers/foster care.

The acknowledgement of foster care by the civil sector, international, and donor organisations, is a sound basis for joint project activities and the development of innovative projects. The cooperation with the aforementioned actors, besides the cooperation with the Faculty of Philosophy and future international cooperation, will certainly contribute to the advancement of foster care as a service within the system of social protection. The support of economic organisations and corporations, and our partnership with them can



contribute significantly to the economic empowerment of users.

The cooperation with SOS Foundation Children's Village is currently of vital interest since the CFCA NS works on the premises of the Children's Village and uses its infrastructure. In addition to the stimulating circumstances, there are challenging ones as well, and they can obstruct the work of the Centre. They are primarily the legal framework and political context: long waiting for the adoption of bylaws to be harmonised with the Law on Social Protection; overall crisis closely related to the ban on employment in the public sector (thus, disallowing the CFCA NS to hire the necessary staff); not yet established centres in Subotica and Bela Crkva that should cover half of the territory of the Province of Vojvodina. The upcoming elections and the election campaign have pushed aside regular activities, making 2016 a year of turmoil with little chance of progress.

Dissemination of information about alternative family care is poor, and there are certain prejudices against foster parents and the service itself, with the financial aspect in focus. There are few professionals and paraprofessionals who advance family support services (such as the service of family assistant, which is provided for certain projects). To conclude, there is a negative attitude of the public towards foster care, with the financial momentum in the foreground (e.g. the financial assets intended for foster families as opposed to the financial assets intended for biological parents, etc.), which to some extent has to do with the media or sensationalist reporting without a proper insight into the actual state of affairs.



In addition to the above, it is essential to repeat that the new rulebook on foster care has not been adopted yet and that specialised foster care is almost underdeveloped: there is a large discrepancy between the number of specialised foster families and the needs of users for the service; there are no training programmes for specialised foster care; foster care for adults and the elderly is unregulated.

All things considered, such context makes up an environment in which the CFCA NS functions, develops, innovates, and plans to advance the foster care system.



Strategic plan 2016 – 2018.

STRATEGIC GOALS OF CFCA NS

1. Improvement of existing and development of new forms of foster care.
2. Creating conditions for work with adoptive families.
3. Promotion and development of positive public image about foster care through increased visibility of CFCA NS, eliminating prejudice, and building partnerships.
4. Strengthening human and material capacities of CFCA NS.



STRATEGIC MEASURES

Strategic goal 1: Improvement of existing and development of new forms of foster care

Strategic goal indicators:

- 1.1. Number and territorial distribution of foster families**
- 1.2. Number and structure of end users**
- 1.3. Attitudes of users and expert public towards services**

MEASURES:	Annual indicators, until the end of 2018
1.1. Providing continuous support for foster families	<ol style="list-style-type: none">1.1.1. Number of completed visits to providers of foster care services1.1.2. Number of provided services1.1.3. Satisfaction of foster carers and beneficiaries
1.2. Increasing number of foster families trained in providing proper service	<ol style="list-style-type: none">1.2.1. Number of informative talks with potential foster carers1.2.2. Number of candidates included in assessment1.2.3. Number of completed educational programmes “Safe steps to foster care”1.2.4. Number of trained candidates



	<p>1.2.5. Number of cases of foster care implementation</p>
<p>1.3. Carrying out educational workshops for foster carers, children and mixed groups (foster carers and children)</p>	<p>1.3.1. Number and content of completed workshops</p> <p>1.3.2. Number of families and foster carers participating in workshops</p> <p>1.3.3. Number of children/teenagers participating in workshops</p> <p>1.3.4. Satisfaction with educational training</p>
<p>1.4. Ensuring participation of foster carers in improving quality of service</p>	<p>1.4.1. Founded a 5-member Council of foster carers</p> <p>1.4.2. Number of annual meetings of Council of foster carers</p> <p>1.4.3. Number and form of implemented activities initiated by Council</p>
<p>1.5. Sensitizing experts from various systems and foster carers through education</p>	<p>1.5.1. Number of completed educational training courses</p> <p>1.5.2. Number of families and foster carers participating in workshops</p> <p>1.5.3. Number of experts</p>



	participating in workshops 1.5.4. Satisfaction with educational training
1.6. Improving cooperation with service providers from the system of social protection	1.6.1. Number of foster families using other social protection services 1.6.2. Number of protocols of cooperation 1.6.3. Number of completed projects 1.6.4. Number of joint activities
1.7. Cooperating with institutions and organisations from other systems	1.7.1. Number of protocols of cooperation 1.7.2. Number of completed projects 1.7.3. Number of joint activities
1.8. Developing specialised foster care service – foster care with intensive support	1.8.1. Number of recruited candidates 1.8.2. Number of completed educational training courses 1.8.3. Number of trained candidates for foster care 1.8.4. Number of cases of completed accommodation
1.9. Developing service of urgent foster care	1.9.1. Number of recruited candidates



	<p>1.9.2. Number of completed educational training courses</p> <p>1.9.3. Number of trained candidates for foster care</p> <p>1.9.4. Number of cases of completed accommodation</p>
<p>1.10. Developing service of respite foster care</p>	<p>1.9.5. Number of recruited candidates</p> <p>1.9.6. Number of completed educational training courses</p> <p>1.9.7. Number of trained candidates for foster care</p> <p>1.9.8. Number of cases of completed accommodation</p>
<p>1.11. Developing preconditions and establishing foster care service for adults and the elderly</p>	<p>1.9.9. Identified needs until the end of 2016</p> <p>1.9.10. Developed training programme</p> <p>1.9.11. Number of applied candidates for training</p> <p>1.9.12. Number of completed educational training courses</p> <p>1.9.13. Number of trained candidates for foster care</p>



	1.9.14. Number of cases of completed accommodation
<p>Strategic goal 2: Creating conditions for work with adoptive families</p> <p>Strategic goal indicator: Types and number of established services</p>	
MEASURES:	Annual indicators, until the end of 2018
2.1. Working with potential adoptive families	<p>2.1.1. Number of informative talks</p> <p>2.1.2. Number of completed training courses of potential adoptive parents</p> <p>2.1.3. Number of trained candidates</p>
2.2. Providing continuous support; counselling work with adoptive families	<p>2.2.1. Number of provided services</p> <p>2.2.2. Satisfaction of adoptive parents with provided services</p>



Strategic goal 3: Promotion and development of positive public image about foster care through increased visibility of CFCA NS, eliminating prejudice, and building partnerships

Strategic goal indicators:

3.1. Public attitudes towards CFCA NS and/or its service

3.2. Number and type of affirmative content on the Centre and/or services published in the media

3.3. Number and quality of established partnerships

MEASURES:	Annual indicators, until the end of 2018
<p>1.1. Establishing long-term cooperation and promoting the Centre in the media</p>	<p>1.1.1. Number of media with whom cooperation has been established</p> <p>1.1.2. Number of audiovisual records and published articles</p>
<p>1.2. Establishing long-term cooperation and encouraging corporate social responsibility</p>	<p>1.2.1. Number and content of established cooperation/partnerships with public sector</p> <p>1.2.2. Number and content of established cooperation/partnerships with for-profit sector</p> <p>1.2.3. Number and content of established cooperation/partnerships with non-profit sector</p>



<p>1.3. Promoting the Centre and its services to the general public</p>	<p>1.3.1. Number of campaigns aiming at the general public</p> <p>1.3.2. Number of visits to the Centre's website</p> <p>1.3.3. Number of followers on social networks</p> <p>1.3.4. Number of new candidates for provision of services</p> <p>1.3.5. Amount of printed and distributed material aimed at the general public</p>
<p>1.4. Improving cooperation with potential donors and international cooperation</p>	<p>1.4.1. Number of meetings at which employees of the Centre participated</p> <p>1.4.2. Number of meetings organised by employees of the Centre</p> <p>1.4.3. Number of international meetings</p> <p>1.4.4. Number and value of supported projects compared with number of applications</p> <p>1.4.5. Number and structure of donors cooperating with the Centre</p>



<p>1.5. Improving and motivating existing foster and adoptive parents; boosting confidence in the Centre</p>	<p>1.5.1. Number of completed training courses for foster and adoptive parents</p> <p>1.5.2. Number and content of contacts with foster and adoptive parents</p> <p>1.5.3. Amount of printed and distributed material for foster and adoptive parents</p> <p>1.5.4. Satisfaction of foster and adoptive parents with support of the Centre</p>
<p>Strategic goal 4: Strengthening human and material capacities of CFCA NS Strategic goal indicators: Satisfaction of users, partners, and employees</p>	
<p>MEASURES:</p>	<p>Annual indicators, until the end of 2018</p>
<p>1.1 Strengthening employees and collaborators for providing quality service</p>	<p>1.1.1. Number of employees and collaborators</p> <p>1.1.2. Satisfaction of employees and collaborators work with aspects of the Centre</p> <p>1.1.3. Number and content of</p>



	<p>educational training courses of employees</p> <p>1.1.4. Number and content of activities to prevent burnout of employees and collaborators at the Centre</p> <p>1.1.5. Extent of completed results of employees and collaborators</p>
<p>1.2. Securing material and other resources for a smooth work of the Centre</p>	<p>1.2.1. Scope of other funding sources provided</p> <p>1.2.2. Amount and quality of material resources necessary for work</p>



PLAN OF COMMUNICATION – PUBLIC REPRESENTATION

Due to the fact that one of the strategic goals is to increase the visibility of the Centre and foster care service, communication with the public is of vital importance. The positioning of the Centre depends to a great extent on the way of communication with stakeholders. The Centre shall promote its activities and goals through clear and concrete messages to create a positive image of foster care as a service with the public, as well as of the role of the Centre in providing and developing the service in all its forms. Currently, there is an insufficient number of foster families within the system of social protection regarding the capacities of working with children with disabilities, adults, and the elderly. The plan of communication shall be part of annual action plans.

External communication is related to the stakeholders of the CFCA NS.

Internal communication is related to the employees at the Centre and the potential volunteers, practicing students, etc.



External communication

Target group	Goal of communication	Channel of communication
Users (foster families, candidates for foster families)	Meeting CFCA NS Establishment and development of partnership and cooperation Developing participation of foster families in the work of the Centre Developing and upgrading skills and knowledge for competent foster care	Direct contact in the field, print media, and electronic media Training Print material
Centres for social work	Establishment of partnership Development of joint understanding of roles of CFCA NS and its relationship with centres for social work Strengthening Centre for Social Work to cooperate with CFCA NS	Meetings Various public events, expert meetings Printed material Website Print and electronic media
Civil society organisations	Introduction to the Centre's mandate and development of its positive public image Building partnerships and implementation of joint activities of support to foster parents and beneficiaries; foster care promotion	Meetings Various public events, expert meetings Printed material Website The media



<p>Citizens</p>	<p>Development of positive attitudes to foster care and its importance to the welfare of users Recruiting potential foster families</p>	<p>Print and electronic media Printed material Website</p>
<p>Governments at all levels</p>	<p>Contribution to establishing a framework that is encouraging for the development of foster care (regulations, local decisions/announcements, etc.) Raising funds to support foster families, beneficiaries, and CFCA NS activities</p>	<p>Direct contacts: meetings, expert meetings, written material Print and electronic media Website</p>
<p>Other experts in the system of social protection, education, and health care</p>	<p>Establishing cooperation, learning about the service and activities of CFCA NS Sensitisation to the situation and needs of children and other beneficiaries of foster care and families Contribution to the improvement of services from other systems for foster families and beneficiaries</p>	<p>Direct contacts: meetings, expert meetings, written material Print and electronic media Website</p>



Internal communication

Target group	Goal of communication	Channel of communication
Staff	Ensuring highest quality of service Achieving the effect provided by the indicators Exchange of information on ongoing activities Making plans and reporting	Meetings Phone Email
Volunteers, practicing students, etc.	Introduction to the service Work on improving competence to work with foster families and children	Direct mentor support, participation in outreach work with users Phone Email Facebook



IMPLEMENTATION ARRANGEMENTS

The Centre for Foster Care and Adoption Novi Sad will implement the strategic plan in line with the existing organisation of work.

An operational action plan will be made for every year, with clearly defined activities, indicators, necessary resources, and responsible stakeholders.

The levels of responsibility for the realisation of the strategic goals, measures, and activities will be in line with the levels of responsibility allocated in accordance with the job descriptions of employees.

Given the fact that the CFCA NS nurtures teamwork and has established the practice of working in teams since its inception, the implementation of the strategic plan will be carried out in accordance with this principle.



PLAN FOR MONITORING AND PERFORMANCE ASSESSMENT

Monitoring and evaluation will be carried out internally, by the management and employees of the Centre. The Strategic Plan has clearly defined the indicators set during the process of strategic planning. The indicators will be monitored and analysed internally, and the results will be shown on an annual basis, in the reports of the Centre. The annual reports will be written in relation to annual action plans.

If funds are sufficient, the Centre will organise an external assessment of the performance of this plan by the end of 2018. The external evaluation shall subsidise the set indicators, open new horizons, and offer the guidelines for further advancement of the institution and the service it self.





Strategic plan 2016 – 2018.

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