



**FONDACIJA  
STARIJI BRAT,  
STARIJA SESTRA**

## **Strategy**

# ***of the Foundation for Support and Mentoring Programs Development Older Brother, Older Sister***

**2024-2027**

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Fondacija za podršku i razvoj mentorskih programa  
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## Table of Contents

Glossary and Acronyms .....	3
Introduction .....	4
<i>Older Brother, Older Sister</i> Foundation – Who Are We and Why do We Exist... 4	
The Foundation's organisational structure .....	6
Strategic Planning Process Description .....	6
Mission, Vision and Core Values .....	8
The Foundation's General Aim .....	8
Mission .....	8
Vision .....	8
Core values .....	8
Strategic Planning Analyses .....	9
Stakeholder Analysis .....	9
LoNGPESTLE analysis .....	10
SWOT analysis .....	12
Strategic Objective and General Activities .....	14
Monitoring and evaluation.....	16



## Glossary and Acronyms

The terms and acronyms used in the forthcoming document have been standardized and maintained in the *Older Brother, Older Sister* Foundation. However, for easier understanding of the document, less familiar terms are explained and acronyms clarified below.

- *mentor* – an experienced, typically older individual who, through their own social capital, knowledge, experience, and competencies, provides support to a mentee
- *mentee* – less experienced, typically younger individual who receives support from a mentor
- *selective prevention* – focuses on the earliest possible detection of biological, psychological, and social risk factors and seeks to prevent them; it is applied to healthy individuals whose lives are affected by various risk factors that may impact their development
- *risk factors* – any influence that disrupts proper psychosocial development and increases the likelihood of risky behavior, as well as the development of this behavior to a stage considered serious and alarming
- *OBOS Foundation* – Foundation for Support and Mentoring Programs Development *Older Brother, Older Sister*
- *OBOS Program* – *Older Brother, Older Sister* program



## Introduction

### **Older Brother, Older Sister Foundation – Who Are We and Why do We Exist**

A mentoring program designed to work with children at risk under the name *Older Brother, Older Sister* (hereinafter referred to as the Program or *OBOS* Program) was launched and successfully implemented as a pilot project in 2004 in Sarajevo by the Addiction Prevention Association *NARKO-NE*. The Program's idea stemmed from efforts to address the problems of children at risk and the youth in a post-war and transitional Bosnian and Herzegovinian society. It primarily draws upon the knowledge from the field of selective addiction prevention, indicating that a stable and a reliable relationship with an adult is the strongest protective factor against the trauma of children whose parents are addicted to psychoactive substances. Additionally, inspiration for the initial idea of the Program was drawn from the American mentoring program *Big Brother, Big Sister*, which partly influenced the development of the *OBOS* Program in Bosnia and Herzegovina.

Independent of the Program initiated within the *NARKO-NE* Association in Sarajevo, the Union of Social Work Students from Banja Luka (who later founded the *New Generation* Association) launched a nearly identical pilot project in Banja Luka in 2002. By collaborating, through mutual support and exchange of experiences of these two Associations, the foundation was laid for further expansion of the Program's idea to other cities in Bosnia and Herzegovina. Based on the achieved results through the continuous implementation of the Program and guided by the vision that every child at risk in Bosnia and Herzegovina should have mentoring support for healthy development and reaching their full potential, the *NARKO-NE* Association initiated and established the *Older Brother, Older Sister* Network in 2009. Subsequently, the Network evolved into the Foundation for Support and Mentoring Programs Development *Older Brother, Older Sister* (hereinafter referred to as the *OBOS* Foundation), officially registered on 19 December 2013 by the *NARKO-NE* Association, which makes it the legal Founder. The full operational capacity of the *OBOS* Foundation was realized in 2019 when the Founder managed to secure resources for its development.

The *OBOS* Foundation operates as an independent legal entity (an independent Foundation) since 2021 when it officially took over the legacy of processes and knowledge related to the *OBOS* Program in Bosnia and Herzegovina from the Founder, *NARKO-NE* Association, finally acquiring legal ownership over them with the aim of promoting and further improving the concept of mentoring work with children at risk and youth, as well as the aim of ensuring long-term and sustainable support for the Program's implementation.

International research results on mentoring indicate that only mentoring programs implemented according to clear standards have a positive impact on mentees. Based on these studies and considering the direct experience gained through the process of contextualization and adaptation of the *OBOS* Program to Bosnian-Herzegovinian society,

staff and partners, initially of the *NARKO-NE* Association, later on of the *Older Brother, Older Sister* Network and the *OBOS* Foundation, have worked hard over the years to develop and improve the Implementation Quality Standards for the *Older Brother, Older Sister* Program. The Standards were, for the first time, defined in 2009 and since then continuously updated, the last update being in 2023, representing the foundation of the *OBOS* Program and containing descriptions of all processes relevant to its quality implementation.

The *Older Brother, Older Sister* Program, promoted and supported by the *OBOS* Foundation, is a mentoring program defined, by its type and form, as one-on-one community mentoring focused on developing a caring and supportive friendship between a child at risk/mentee (aged 6 to 14 years) and a volunteer/mentor (university students or young employed individuals aged between 20 and 30 years). It is aimed at their time spent together during a minimum of one school year (meetings are organized once a week for at least 2 hours). The Program is primarily intended for children without parental care, children in foster families, children belonging to minority groups, children with developmental difficulties, neglected children, or children from families at risk.

The *Older Brother, Older Sister* Program has been continuously implemented in Bosnia and Herzegovina for the past 19 years, starting from 2004. Through the actions of the Addiction Prevention Association *NARKO-NE*, the *Older Brother, Older Sister* Network and the *OBOS* Foundation, in the past 19 years, the *OBOS* Program has been implemented by 21 non-governmental organizations as carriers in a total of 15 communities across Bosnia and Herzegovina (Banja Luka, Bijeljina, Brčko, Doboj, Foča, Modriča, Mostar, Laktaši, Čapljina, Sarajevo, Srbac, Srebrenica, Tuzla, Zenica, Zvornik), involving a total of 2020 mentor-mentee pairs who have been involved in the Program for at least one program cycle.

It is important to emphasize that the *OBOS* Program falls under preventive programs, specifically representing a Selective Prevention Program for addiction and risky behaviors. As such, it deals with the earliest possible detection of biological, psychological, and social risk factors aimed at prevention. It is applied to individuals who are healthy but have risk factors in their lives that may lead to addiction and problematic behaviors in the future. International research indicates that preventive programs are significantly more economical and cost-effective compared to treatment programs - the ratio of funds invested in the field of successful primary prevention is 10 times lower compared to funds invested in treatments (i.e., prevention is 10 times more cost-effective than treatment).

The main focus of the *OBOS* Program is to strengthen resilience in children at risk, and the "tool or intervention" used to achieve this goal is social support and social inclusion provided through mentoring relationships. Inclusion of vulnerable groups is one of the key factors in creating a just and equitable society in which every individual has equal participation opportunities.

## The Foundation's organisational structure

The first Steering Board of the *OBOS* Foundation comprised of managers from five Network organizations (*SOS Children's Villages* and *Bread of Saint Anthony* Sarajevo, *IPAK-MGB* Tuzla, *New Generation Association*, Banja Luka, *Medica Zenica*), and the former coordinator of the *OBOS* Network was appointed as the Executive Director. All operational processes were conducted through the Founder of the Foundation, the Addiction Prevention Association *NARKO-NE*, until 2019 when resources for the operational development of the Foundation were secured. A new Steering Board was appointed in 2019 for a 4-year term, and in 2023, the mandate of the same members was extended for another 4 years.

In accordance with the Foundation's Statute, the Steering Board adopts strategic and operational plans and budgets, annual reports, regulations, and all key documents necessary for the Foundation's operational work, as well as, oversees the work of the Executive Director.

The Supervisory Board, appointed by the Founder, plays a key role in ensuring compliance with regulations and ethical standards. Their task is to ensure that the Foundation operates in accordance with laws and norms.

At the head of the Foundation is the Executive Director, who is responsible for the day-to-day management of the organization. Her role includes implementing decisions of the Steering Board, managing resources, and ensuring the achievement of the Foundation's objectives.

Currently employed in the Foundation are a quality and development associate, as well as a public relations and fundraising assistant. External associates are engaged to manage administration and finances and monitoring and evaluation, as well. Further strategic development of the Foundation will require hiring more staff, primarily for the position of a grant manager. Therefore, in the future, it will be necessary to develop a clear job classification system and prepare and adopt work regulations.

The *OBOS* Foundation awards grants to co-finance the implementation of the *Older Brother, Older Sister* Program with partner organizations and, through coordinators, collaborators, and volunteers, impacts children as end-users.

## Strategic Planning Process Description

The first Strategy of development and further action of the *OBOS* Foundation was created for the 2019-2023 time period, with the participation of all members of the Steering Board, the *OBOS* Foundation's team and the Association *NARKO-NE* as the Founder. The document was officially adopted at a Steering Board meeting held on 26 September 2019. The mentioned Strategy defined the following areas of action:

- promotion of socially desirable behaviors,
- improvement of the Program and further support to organizations in its implementation

- development of new mentoring program models aimed at increasing life skills of children and youth in everyday life,
- promotion of philanthropy,
- creating opportunities for the promotion and use of social capital through mobilization of local resources from the private and public sectors (individual, organized, and corporate philanthropy)
- public advocacy,
- ensuring legal and financial conditions for systemic (institutional) support and sustainability of the BBBS Program and other mentoring programs.

Reflecting on the first Strategy of the *OBOS* Foundation, it can be said that its first goal has been fully achieved, even exceeded, while the second goal has been achieved only partially due to circumstances arising from the COVID-19 pandemic. The new *OBOS* Foundation team (Ivana Radić, Executive Director, and Nerma Daut-Bajramović, Quality and Development Associate), that started working in November 2019, with the approval of the Steering Board, unanimously decided to completely abandon the third goal, as it was not in line with the aspirations and capacities of the *OBOS* Foundation at that time.

The main challenges encountered during the implementation of the previous Strategy for the 2019-2023 time period, which are aim to be addressed through the current Strategy, include:

- significant differences among partner organizations regarding active involvement and support from management for the *OBOS* Program, as well as significant differences in the competencies and motivation of staff engaged in direct implementation of the Program, which directly affects the quality and scope of *OBOS* activities in communities;
- significant differences among organizations regarding the opportunities and possibilities they have in their communities for implementing the *OBOS* Program (lack of youth/volunteers/mentors in smaller communities) and for organizing follow-up activities for children once they exit the Program;
- sustainability of the *OBOS* Program and the *OBOS* Foundation, especially considering financial sustainability.

Creating the current Strategy began with the support of the Institute for Youth Development *KULT*, which, within the Capacity Building Development Program (ROK), supported the engagement of an external consultant who held three working meetings with the *OBOS* Foundation's staff and Steering Board, based on which the basic outlines of the Strategy were created. Further development of the Strategy for the 2024-2027 time period was based on data and information collected during a two-day strategic planning workshop. The Strategy itself was created and finalized by the members of the *OBOS* Foundation team (Executive Director, Professional Development and Quality Associate and Assistant for Public Relations and Fundraising).



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## Mission, Vision and Core Values

### The Foundation's General Aim

By volunteering, advocating, support and philanthropic work, we nourish universal human values and contribute to a healthy upbringing of children and the youth, for them to become responsible and exemplary members of society.

### Mission

Through strengthening our partner organisations and volunteers and through cooperation with institutions, we make mentoring programs' implementation possible, while also setting positive behaviour models to children and the youth in all of Bosnia and Herzegovina.

### Vision

The children and the youth in Bosnia and Herzegovina have equal opportunities to develop life skills necessary for a healthy upbringing and taking responsibility for building a righteous society.

### Core values

Through the *Older Brother, Older Sister* Program, the Foundation has developed, alongside the Implementation Quality Standards, the fundamental principles and values of mentoring work. At the heart of this type of work lies volunteerism and philanthropy. In international circles, philanthropy involves active individuals and/or groups who use various tools, methods, and approaches to act and promote action for the common good. Philanthropic work is most often realized through the provision of material goods and investments in the planned development of communities. However, it can also be seen as an investment of time, knowledge, skills, and competencies to contribute to the common good (*NARKO-NE*, 2019).

This intersection of philanthropy and mentoring is significant for the operations of the *Older Brother, Older Sister* Foundation, as it guarantees a supportive relationship that will contribute to the healthier development of mentees, as much as to the personal growth of mentors.

A series of efforts that demonstrate the importance of the Foundation's work include the following: prevention, learning, empowerment, improvement, perseverance, partnership, cooperation, networking, transparency, unity, equality, humanity, support, experience, lessons learned, trust, development, solidarity, tolerance, flexibility, long-term thinking and acting, social inclusion, professionalism, competence, consistency, quality, ethics, civic responsibility. Among all these, according to the views of the working group formed for the purpose of the strategic planning process, love, security, and empathy are particularly highlighted.



Based on this array of key concepts, the working group derived the following guidelines, reflecting the efforts and mission of the *OBOS* Foundation:

- The Foundation supports a happy childhood.
- The Foundation provides a safe environment for a proper and healthy upbringing and development.
- The Foundation provides equal opportunities for all.
- The Foundation reduces social exclusion.
- Children grow up to be happy individuals.
- Together, we work for a better tomorrow.
- The Foundation supports and develops mentoring programs for the development of life skills in children and youth.
- The Foundation nurtures philanthropy through mentoring.

In the future, the Foundation will actively work on developing and standardizing other mentoring programs, and the knowledge gained so far will be of great importance in their creation. The focus will be on further involving young people who have gone through the *Older Brother, Older Sister* Program, as well as continuing the development of mentoring work with children with atypical development. However, the imperative will be to build on previous examples of good practice.

In accordance with the aforementioned, the values of the Foundation are as follows:

- 1. We develop professionally based, standardized approaches in all our actions, with full assumption of responsibility.*
- 2. We nurture public and transparent presentation of the Foundation's activities and all its programs and projects.*
- 3. We constantly invest in the development of services, resources, staff, external associates and partners of the Foundation.*
- 4. We nurture a personal and a quality relationship between mentors and mentees, making and fostering lifelong friendships and connections.*
- 5. We reciprocate love with love – nurturing a sense of belonging in an authentic and recognizable manner.*
- 6. We are focused on preserving healthy potentials and strengthening protective factors for both the mentors and the mentees.*

## **Strategic Planning Analyses**

### **Stakeholder Analysis**

Using a matrix that considers the relationship between interest/importance and impact, along with previous experiences, users (primary and ultimate), current and potential partners, as well as other key stakeholders in the Foundation's work, have been identified.

The analysis was conducted and the matrix was filled out during the previously mentioned strategic planning workshop. However, its current content has been rearranged to align with what was agreed upon after additional analysis during the strategic planning meetings of Foundation's team.

<b>INTEREST/IMPOR- TANC E</b>	<ul style="list-style-type: none"> <li>- The Foundation</li> <li>- children and youth at risk</li> <li>- the youth (volunteers)</li> <li>- children and youth work professionals</li> </ul>	<ul style="list-style-type: none"> <li>- parents, guardians and/or caregivers</li> <li>- social ans welfare services</li> <li>- non-governmental organisations with children and youth at risk as their primary focus – partner organisations</li> </ul>
	<ul style="list-style-type: none"> <li>- educational institutions (primary and secondary schools, faculties)</li> <li>- non-formal education organisations</li> <li>- mental health centers</li> </ul>	<ul style="list-style-type: none"> <li>- donors</li> <li>- the government (licencing the Program)</li> <li>- the media</li> <li>- sorts, cultural and service industry</li> <li>- small, medium and large companies</li> </ul>
	<b>IMPACT</b>	

The primary target group of the Foundation consists of young people willing to volunteer and contribute to the well-being of their local community in this way. Therefore, the ultimate beneficiaries include children and young people at risk, for whom the Foundation actually develops mentoring programs and support models. We should not overlook professionals working with children and young people whom the Foundation continuously empowers and supports in their work.

Partners in these efforts are primarily parents, guardians, and/or caregivers, which also includes social and welfare services. Since the Foundation acts as a mentoring body, it is necessary to establish partnerships with other non-governmental organizations whose primary focus is children and youth at risk, considering their resources, meaning the existence of daily centers.

Among the key stakeholders, it is impossible not to mention donors, the media, and the government and their overall influence on the Foundation's operations. More about them will be discussed in the following analyses. Thanks to the positive examples implemented through the *Older Brother, Older Sister* Program, potential partners can also include the sports, cultural, and the service industry, as well as small, medium, and large companies willing to donate funds for the implementation of the Foundation's programs.

Key stakeholders will be targeted towards each strategic objective in this document, in the Strategic Objectives and General Activities chapter.

## **LoNGPESTLE analysis**

The PESTLE analysis provides a framework for identifying political, economic, socio-cultural, technological, legal and ecological factors that can significantly influence the operations of organizations, whether positively or negatively. The prefix LoNG further

encompasses local, national, and global factors. Ultimately, the LoNGPESTLE analysis offers a unique and detailed framework that can significantly enhance the functioning and further work of the Foundation.

<b>POLITICAL</b>	<b>ECONOMIC</b>	<b>SOCIO-CULTURAL</b>
<ul style="list-style-type: none"> <li>• political instability</li> <li>• very good laws that are not enforced or their certain provisions are currently inapplicable</li> <li>• change of government affecting the destabilization of existing partnerships with state institutions</li> <li>• lack of political interest/awareness regarding the well-being and needs of a healthy upbringing</li> <li>• global events in terms of resource redistribution</li> <li>• alignment of program goals with SDG objectives</li> </ul>	<ul style="list-style-type: none"> <li>• economic instability, namely inflation, which can lead to an increase in the number of users of social and welfare centers</li> <li>• possibility of allocating funds for the <i>Older Brother, Older Sister</i> Program from local authorities and their budgets</li> <li>• companies and individuals willing to donate funds for the implementation of the Foundation's programs, projects, and activities</li> </ul>	<ul style="list-style-type: none"> <li>• lack of free resources for children in smaller communities</li> <li>• lack of support programs for parents, which would help them keep up with technology trends and development, significantly impacting children's growth</li> <li>• declining birth rates in the country, migration of young people and entire families abroad</li> <li>• devaluation of education, i.e., reduced number of students within universities</li> </ul>
<b>TECHNOLOGICAL</b>	<b>LEGAL</b>	<b>ECOLOGICAL</b>
<ul style="list-style-type: none"> <li>• technological advancement, combined with parental unawareness, which has a detrimental effect on children</li> <li>• lack of systemic support in restricting access to certain websites for children</li> <li>• absence of cyber security programs</li> </ul>	<ul style="list-style-type: none"> <li>• outdated Family Law in the Federation of Bosnia and Herzegovina</li> <li>• absence of a social protection inspectorate</li> <li>• lack of legal framework regarding cyber security</li> <li>• The Law on Child Protection in Republic of Srpska offers the possibility of financing based on the prescribed Child Protection Fund</li> <li>• Trademark Protection Act for the Program, which will entail the logo and Implementation Quality Standards, can serve as a foundation for expanding the Program beyond the B&amp;H border</li> </ul>	<ul style="list-style-type: none"> <li>• increasingly frequent microclimatic disasters</li> <li>• lack of environmental responsibility and awareness on environmental protection</li> </ul>

It is worth noting that this tabular representation includes local, national, and global factors, as well. The Foundation operates at the national level, relying on partner organizations in various local communities. In addition, the program donors of the Foundation are mostly international, and the aspirations, as it will be mentioned later, are focused on forming a regional network. The scope of the Foundation's activities necessitates special attention to all three geographical determinants. Therefore, during the 2024-2027 time period, to which this document refers, the employees, partners, and those engaged in the Foundation's operations will actively monitor and analyze all the factors mentioned in the LoNGPESTLE analysis.

This analysis, alike the previous one has been refined in the strategic planning meetings conducted by the *Older Brother, Older Sister* Foundation's team.

## SWOT analysis

The SWOT analysis is used to identify four aspects of an organization: strengths, weaknesses, opportunities, and threats, and is therefore used in strategic planning. Strengths and weaknesses imply internal factors of the organization, those that the organization can directly influence. On the other hand, opportunities and threats are external factors over which the organization does not have direct control, but they should still be considered and adapted to.

**Strengths** of the Foundation are reflected in numerous solid partnerships, both with civil society organizations and various institutions important for mentoring, philanthropy, and volunteering, which would certainly not be sustainable without years of experience and a professional approach to working with children and young people. A unique model of approach and the focus placed on children is evidence to this. Although other mentoring programs will be developed in the future, it is important to mention the continuity and territorial spread of the *Older Brother, Older Sister* Program, thanks to which the values of the Foundation are more than visible and recognizable. Inclusivity is one of the Foundation's basic efforts when it comes to children and young people at risk, along with continuous work on improving the Quality Implementation Standards and constantly enhancing the support provided to partner organizations, particularly concerning the *Older Brother, Older Sister* Program.

**Weaknesses**, according to the working group formed for the strategic planning, include the fact that the aforementioned Program is only implemented within the territory of Bosnia and Herzegovina and that adherence to the Quality Implementation Standards is overly flexible. On the other hand, program coordinators express being overwhelmed by administrative procedures and performing the tasks of professional associates. Difficulties arise in the support provided by the management of partner organizations to coordinators, where the resources of these organizations are not fully utilized. Specifically regarding the *Older Brother, Older Sister* Program, insufficient focus is placed on volunteers (it is assumed that the participants of the strategic planning workshop referred to support provided by organizations where volunteers are engaged), and there is insufficient financial support from donors or the Foundation.

**Opportunities** that have been identified include the importance of expanding the *Older Brother, Older Sister* Program beyond the borders of Bosnia and Herzegovina, which the Foundation will actively work on through the establishment of a regional network with the same name. In addition to this Program, efforts will be focused on creating and standardizing new and innovative approaches that will broaden the Foundation's target group to include other categories of children and youth at risk, along with paying special attention to emerging societal needs. The educational system of the country is generally

working on its own improvement, which presents an opportunity for the Foundation in terms of increased interest in mentorship programs. Another significant opportunity is the dissemination of the Foundation's work and results in the media space. Although it has its own channels, for which its employees regularly create content in various formats, promoting the Foundation in the public media space would significantly enhance the success of its actions, not only in raising awareness about the importance of mentorship programs but also in fundraising efforts.

**Threats** faced are universal for the whole society and require adaptation. Some of them include climate and epidemiological threats, the global financial situation including inflation, and new trends in technological development. It is worth mentioning the potential lack of partner organizations, both at the national and regional levels, a change in value systems, namely, lenient parenting styles and a focus on individualism. From the perspective of funding needs, it is important to consider changes in the focus and priorities of program donors.

The contents of the SWOT analysis were developed during the already mentioned strategic planning workshop. It is important to emphasize that the participants focused primarily on the *Older Brother, Older Sister* Program in their work, as reflected in the content of this analysis. However, regardless of this, the information gathered in the following matrix will be particularly significant in achieving the set strategic objectives during the 2024-2027 time period.

<ul style="list-style-type: none"> <li>• networking with civil society organizations and institutions</li> <li>• long-standing experience and expertise in working with children and volunteers</li> <li>• continuity and tradition of the <i>Older Brother, Older Sister</i> Program</li> <li>• the Foundation's values being recognizable and visible</li> <li>• territorial expansion of the <i>Older Brother, Older Sister</i> Program</li> <li>• large number of volunteers involved over the years</li> <li>• sustainability, consistency, and accessibility of the <i>Older Brother, Older Sister</i> Program</li> <li>• inclusiveness as a method in working with children with developmental difficulties</li> <li>• advisory support to volunteers for personal and professional growth and development</li> <li>• primary prevention</li> <li>• focus on children</li> <li>• uniqueness of the approach model</li> </ul>	<ul style="list-style-type: none"> <li>• the <i>Older Brother, Older Sister</i> Program is only implemented in Bosnia and Herzegovina</li> <li>• too many administrative procedures</li> <li>• Program coordinators are overloaded, often performing tasks of professional associates</li> <li>• management of partner organizations does not sufficiently appreciate the <i>Older Brother, Older Sister</i> Program</li> <li>• adherence to the Implementation Quality Standards for the <i>Older Brother, Older Sister</i> Program is overly flexible</li> <li>• partner organizations' resources are not fully utilized</li> <li>• insufficient financial support</li> <li>• lack of focus on supporting volunteers</li> </ul>

- the need to expand the *Older Brother, Older Sister Program* beyond the borders of Bosnia and Herzegovina
- the need for new, innovative approaches to address emerging societal needs (school shootings, collaboration with the education system, other types of crises)
- greater interest from the education system in mentoring programs
- the media

- inflation
- epidemiological and climatic threats
- political and economic changes
- lack of partner organizations
- new trends in technological development and social networks
- decline in interest for volunteering
- change in focus and funding priorities from the perspective of donors
- shift in values (narcissistic generations), focus on individualism
- indifferent and permissive parenting styles
- decline in the number of students overall, with a focus on humanities students

## Strategic Objective and General Activities

**Strategic Objective 1:** *The Foundation has developed its capacities and operates successfully towards sustainability*

**Specific Objective 1.1:** The *Older Brother, Older Sister Program* is continuously implemented and improved, in line with the Implementation Quality Standards

**Activity 1.1.1:** Collaboration with a minimum of 10 organizations annually

**Activity 1.1.2:** Empowerment of professionals implementing the mentoring program through supervision, interventions, trainings, and meetings

**Activity 1.1.3:** Enhancement and revision of the Implementation Quality Standards for an effective implementation of mentoring programs

**Specific Objective 1.2:** The Foundation has secured continuous funding for the organization and the *Older Brother, Older Sister Program*

**Activity 1.2.1:** Strengthening partner organizations for independent implementation of local fundraising

**Activity 1.2.2:** Securing at least two long-term Program donors

**Activity 1.2.3:** Continuous implementation of the Foundation's local fundraising

**Specific Objective 1.3:** Financial-administrative capacities and human resources of the Foundation are enhanced

**Activity 1.3.1:** Development of regulations and procedures for efficient and transparent operating of the Foundation

**Activity 1.3.2:** Expansion of the Foundation's team and consideration of new organizational structure models

**Activity 1.3.3:** Continuous support to employees through education and training

**Key Stakeholders:** the Foundation, children at risk, youth, donors, partner and other non-governmental organizations, professionals working with children and youth, the media, other experts, small, medium, and large companies, parents, guardians, and/or caregivers, social and welfare services

**Strategic Objective 2:** *The Foundation has developed new mentoring programs and successfully promoted mentorship*

**Specific Objective 2.1:** New mentoring models for children and youth at risk have been developed

**Activity 2.1.1:** Development and standardization of group mentoring

**Activity 2.1.2:** Development and standardization of mentoring for the youth who used to be the beneficiaries of the *Older Brother, Older Sister* Program

**Activity 2.1.3:** Development and standardization of mentoring for children with atypical development

**Specific Objective 2.2:** The Foundation has established and enhanced its identity as the umbrella organization for mentorship

**Activity 2.2.1:** Preparation and issuance of expert articles, publications, and manuals

**Activity 2.2.2:** Licensing of the *Older Brother, Older Sister* Program

**Activity 2.2.3:** Integration into the legal system and accreditation, for the purpose of funding and outsourcing

**Activity 2.2.4:** Promotion of the Foundation and its programs, projects, and activities

**Specific Objective 2.3:** The Foundation has effectively disseminated mentorship and commercialized mentoring services

**Activity 2.3.1:** Provision of commercialized mentoring services during transitional developmental periods

**Activity 2.3.2:** Provision of consultancy services; development of social entrepreneurship

**Key Stakeholders:** the Foundation, children and youth at risk, youth, donors, the government, the media, partner and other non-governmental organizations, professionals working with children and youth, educational institutions, parents, guardians, and/or caregivers, social and welfare services

### **Strategic Objective 3:** *The Foundation has established international cooperation*

**Specific Objective 3.1:** The Foundation is engaged in relevant networks at the international level in the fields of mentorship, philanthropy, and working with children and youth at risk

**Activity 3.1.1:** Research and involvement into organizations and networks at both the regional and global level

**Activity 3.1.2:** Establishing partnerships with relevant individuals, organizations, and networks at both the regional and global level

**Specific Objective 3.2:** A regional *Older Brother, Older Sister* network has been established, with the Foundation as the umbrella organization

**Activity 3.2.1:** Establishing collaboration with organizations in the region

**Activity 3.2.2:** Advisory support for and in the implementation of mentoring programs in the region

**Key Stakeholders:** the Foundation, children and youth at risk, partner and other non-governmental organizations, donors, the media

## **Monitoring and evaluation**

The *Older Brother, Older Sister* Foundation will be preparing the Annual Report at the end of the calendar year, and at the beginning of the following year, it will be drafting the Annual Work Plan. The Annual Work Plan will contain only those strategic objectives and their specific objectives that will be continuously worked on during that year, with clearly defined deadlines and responsible persons. The Foundation's employees are responsible for implementing the strategic objectives, in accordance with their job descriptions. Based on the defined Work Plan, an Operational Budget will be prepared containing the necessary funds for implementing the plans, as well as a plan for securing funds to execute the budget.

The Foundation's Executive Director is responsible for achieving the objectives outlined in the Strategy, along with the Steering Board, to whom she will regularly report on progress at Board meetings. During these meetings, the Executive Director will present annual reports and plans, which will be adopted by the Steering Board.

Achieving 80% of the objectives from the Annual Plan will be considered a successful Plan implementation. Any discrepancies identified during the analysis of the Annual Report compared to the Annual Plan for a given year will be taken into account when drafting the Annual Plan for the following year.

The Foundation's employees will conduct quarterly reviews of progress in goal achievement and adjust the action plan for the upcoming period accordingly.