



RAPID MAPPING AND ANALYSIS OF LAWS AND POLICIES RELEVANT TO CASE MANAGEMENT

for Prevention of Child Family
Separation and Reintegration
of Children to Family-Based
Care in Ukraine

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Introduction

1.1 Background

Ukraine's current care reform effort is centered around ensuring safe and nurturing family care for all children. The National Strategy for Ensuring the Right of Every Child in Ukraine to Grow Up in a Family Environment aims to "realize the right of every child to education in a favorable family environment by creating a system of support for children and families with children and developing family forms of education." This includes children who are at risk of being separated from their families, those who are in family-based alternative care, and children who are in the process of leaving institutional care to family care or independent living. A strong child protection system anchored in safe and nurturing family care is required to support this vision; this system includes both prevention and reintegration approaches. These comprise distinct yet complementary strategies anchored in standardized case management (CM) processes to identify, assess, plan, and monitor cases of children at risk of separation from their families to avert their entry to alternative care and those already separated or in the process of placement in family care.

Electronic Case Management System in Ukraine

The Ukrainian Government is advancing the development of an electronic case management system within its social services. This system represents a digital shift in managing social care and streamlining the process of providing targeted support and services from initial assessment to outcome evaluation, all within a secure electronic framework. Its purpose is to enhance the efficiency and effectiveness of social policy delivery by automating administrative tasks, allowing social workers to focus more on direct client support. The relevance of this initiative lies in its potential to improve the quality of social services, aligning with global digital transformation trends and leveraging technology to achieve better outcomes for individuals and families in need.

1.2 Importance of Tailored Case Management Approaches for Care Reform

While a universal system is important, care reform efforts have globally demonstrated that a tailored case management approach more effectively and efficiently addresses the individual needs of children and families for both prevention of child family separation and reintegration of children with their families.

One of the key disadvantages of a universal case management system, as opposed to a tailored one, are issues such as high caseloads that can overwhelm the system leading to an inability to respond to the specific needs of children, contributing to staff burnout, and creating confusion in the community about the purpose of case management.

Moreover, a universal system might lead to scenarios where the most at-risk children are not reached due to system overload, and there's a risk of failing to transfer cases to other agencies that could provide necessary help. These disadvantages underscore the importance of a tailored approach to effectively target individual needs, prioritize the most at-risk cases, and optimize resource allocation.

Conversely, a tailored case management approach emphasizes the strategic allocation of resources and personalized support, ensuring that interventions are efficiently targeted towards those most in need. It mitigates risks associated with reintegration, such as the potential for re-separation due to inadequate support or preparation (of the child and/or the family), an issue observed in rapid reunifications during emergencies like the COVID pandemic.

A tailored case management system also integrates cultural and contextual sensitivity, ensuring interventions are locally adapted. It allows for personalized management strategies that address individual challenges effectively. This approach emphasizes empowering children and families by leveraging their strengths, encouraging active participation in the reintegration process, and fostering more sustainable and positive outcomes.

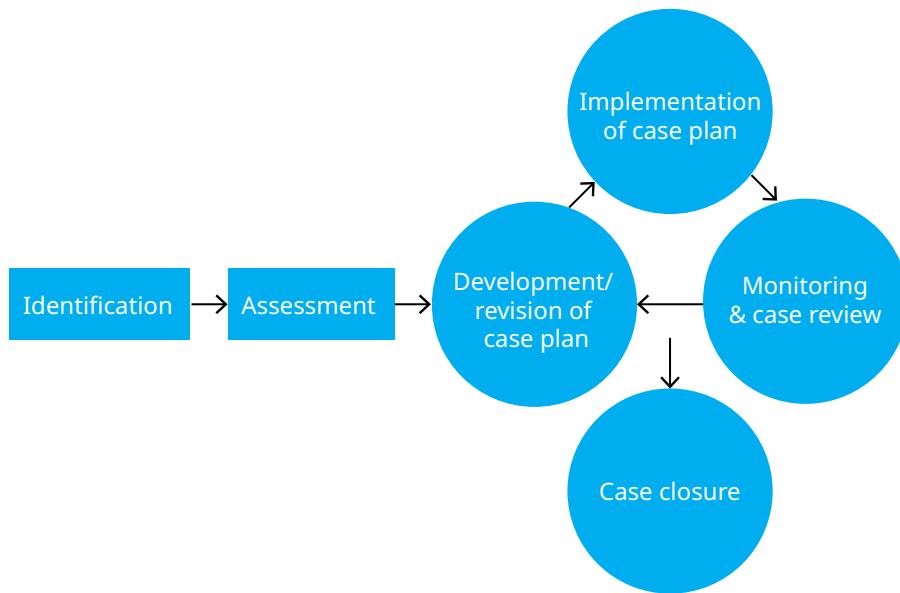
1.3 Case Management for Prevention of Family Separation and Reintegration

Countries working on care system reform often propel their efforts via the use of a standardized national case management framework tailored to prevention and reintegration and inclusive of standardized operating procedures, tools, and training programs; these are considered foundational building blocks of comprehensive care reform. These elements ensure consistency, quality, and adherence to best practices across the child protection and welfare spectrum.

Whilst the case management approach for both prevention of separation and reintegration cases are similar, there are important nuances which global evidence indicates are critical to ensure the safety and well-being of children.

A *prevention* case management process aims to support families to avert the need for alternative care. Case management for *reintegration* is designed to support a process that ensures a child who has been separated from their family is returned to family care or independent living in a safe and sustained manner. Both approaches share core principles (detailed below), are designed around the same core steps, and are accompanied by SOPs and tools to ensure standardized, quality implementation. Together, they form a case management framework necessary to support the social service workforce in their work.

Figure 1: Typical Prevention Case Management Approach

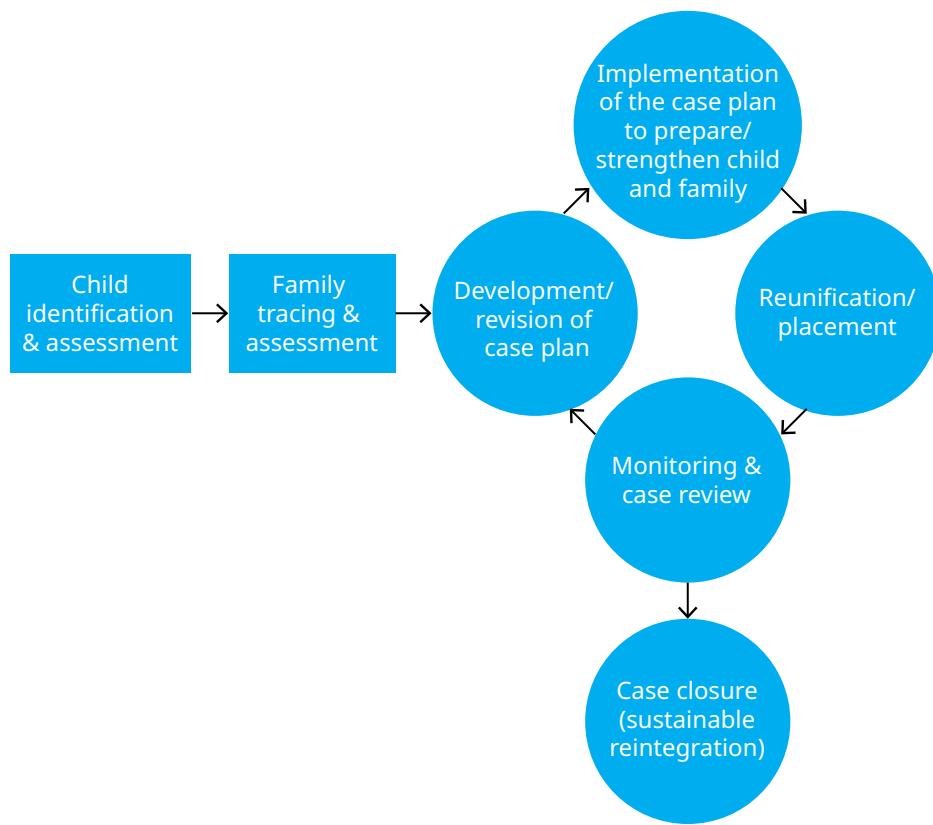


A typical prevention case management approach, based on global good practice, is highlighted in the diagram on the left. It is comprehensive and initiated to address a wide spectrum of issues that may catalyze family breakdown, including poverty, inadequate housing, lack of access to health, education, and social welfare services, illness, substance abuse, violence, and discrimination. Ukraine's current war exacerbates these circumstances. Communities are coping with an influx of internally displaced people, and the conscription of men (including fathers) into the war effort separates families and weakens positive coping strategies. In the context of Better Care, case management for prevention is a cornerstone to delivering the integrated social services and benefits package.

Reintegration case management is initiated when prevention efforts are insufficient, and a child enters the alternative care system.

Reintegration efforts focus on returning the child to their family of origin or community under suitable conditions, ensuring a sustainable transition back to family life. Best practice case management for reintegration adds the following steps to prevention case management: family tracing, preparing the child and family for reunification/placement, and reunification/placement (see these steps highlighted in the diagram below). These steps are accompanied by unique standard operating procedures (SOPs). Reintegration should be a gradual and supervised process that considers the child's and family's needs and ensures that the conditions leading to the initial separation have been adequately resolved.

Figure 2. Typical reintegration approach



BOX: The Republic of Moldova recently passed a national case management framework that includes SOPs, tools, and guidance for case managers. The approach incorporates a series of child well-being indicators and protective factors. These "benchmarks" are used to work toward and to goalpost progress in each case.

Global good practice has recently evolved to include a series of **benchmarks or well-being criteria** as part of case management. These are criteria designed to help identify the strengths and gaps in certain key areas, such as education, attachment, safety, health, and social connections. They are designed for both children and their caregivers and are based on what one would expect to see in a well-developed, securely attached, and resilient family. The criteria are integrated throughout the assessment, case plan, and monitoring and case closure tools. Importantly, benchmarks act as a safeguard against premature case closure.

1.4 Guiding Practice Principles

Key guiding principles¹ for case management for prevention and reintegration, focusing on ensuring safe, effective, and child-centered approaches. These include:

¹ Republic of Kenya (2019). Caseworker's Guidebook. Case management for Reintegration of Children into Family or Community Based Care. Retrieved from [here](#)

- 1. Best interests of the child:** Case management must respect and promote the full range of children's rights as outlined in the UNCRC and national laws. This includes ensuring that children are not separated from their parents, unless it is in their best interests, and affirming their right to participate in decisions affecting them. Applying this principle in case management may involve conducting Best Interests Determinations (BID), a formal process with specific procedural safeguards and documentation requirements. During this process, a decision-maker is required to weigh and balance all the relevant factors of a case, giving appropriate weight to the rights and obligations recognized in human rights instruments. This comprehensive decision-making aims to protect the rights of children, involving key considerations, such as gathering all necessary information affecting the child's placement, considering the rights and interests of other parties (e.g., parents, siblings), and choosing the care option that is most positive for the child both immediately and in the long term.
- 2. Child-centered and family-focused:** This principle emphasizes the importance of keeping the family together and placing children and their families at the heart of all prevention and reintegration efforts. For prevention, the focus is on supporting families to prevent the relinquishment of children, especially for at-risk families to maintain the family unit. For reintegration, it recognizes the detrimental effects of separation from safe and caring families on children's development and well-being.
- 3. Do No Harm:** Case management should benefit children and families without causing harm, taking into consideration issues like abuse prevention, stigma, informed consent, trauma and re-traumatization, and confidentiality. Risks must be identified and mitigated throughout case management steps. Caseworkers should also be trained in their organization's child safeguarding and protection policy.
- 4. Child participation and family self-determination:** Children have the right to express their views and have them considered in decision-making, and families have the right to make informed decisions. Children and families' input should be regularly and intentionally solicited, and they should be fully engaged in all case management processes. By empowering families and involving children, these principles help prevent unnecessary separations and foster sustainable reintegration, with case workers working to minimize power imbalances to support family and child autonomy.
- 5. Worth, dignity, and strength of child/family:** Case management is based on respect for the inherent worth and dignity of all people. Caseworkers should uphold and defend the physical, developmental, psychological, emotional, and spiritual integrity and wellbeing of every child and their family member. This should be reflected in all the interactions with and decisions about each child and family member. Caseworkers recognize that every person (child or adult) has peculiar strengths and works to identify and build upon them to promote empowerment and resiliency. This is a strength-based focused versus a deficit-focused approach.

6. Rights-based: The rights-based principle, integral to prevention and reintegration efforts, ensures that all actions taken are grounded in the rights outlined in the UNCRC and relevant national laws, emphasizing the universal entitlement of children (including children with disabilities) to safety, protection, family unity, and participation in decisions affecting them. This principle mandates that a child's best interests are the primary consideration in all interventions, decisions, and plans, including the reintegration process. It acknowledges the family as the optimal environment for raising a child and stipulates that children should only be separated from their parents when absolutely necessary for their best interests.

7. Non-discrimination and respect for diversity: This principle ensures that all individuals, irrespective of their age, wealth,

gender, race, ethnicity, sexual orientation, health status, or other characteristics, are treated with equal respect. This approach creates an inclusive environment where every child and family has equal access to support services tailored to their specific needs. In case management, this means that caseworkers must actively challenge all forms of discrimination and work to respect the diversity within families and communities. This principle is particularly relevant to prevention and reintegration as it ensures that interventions are equitable and that every child's and family's unique circumstances are considered and respected. By acknowledging and addressing their own biases, caseworkers can prevent these from influencing their interactions and decisions, thereby promoting fair and just practices that support the successful reintegration of children into families and communities without discrimination.

1.5 Purpose of This Document

The document aims to give a rapid overview of Ukraine's legal and policy framework relevant to case management in the context of prevention of unnecessary child-family separation and reintegration to family-based care. Ukraine does not currently have a dedicated national standardized case management framework in place but does have different case management elements contained in different laws, policies, standards, and orders. The Government of Ukraine intends to finalize a universal digital case management information system. The objectives of the review and analysis are:

- > **To map existing case management elements within Ukraine's current legal and policy framework to determine if the existing legal framework provides a foundation for a comprehensive case management approach that supports prevention and reintegration in line with international standards; and**
- > **To provide recommendations to strengthen the existing system, with an eye towards a tailored case management framework becoming a relevant tool for timely and appropriate social services and other interventions to increase family resilience and promote safe and nurturing family care.**

The case management elements within the current legal and policy framework of Ukraine were analyzed against international standards and existing case management frameworks, specifically those designed for cases of children at risk of separation and those in the process of reintegration or placement into family care. This review within the current legal and policy framework will help address the development of a comprehensive case management approach that supports family-based care and Ukraine's current care reform agenda.

Methodology

Ten Ukrainian laws, provisions, and orders were reviewed and summarized in the matrix in Annex A. These laws, provisions, and orders were then compared against the international child rights instruments regarding alternative care, including the UN Guidelines on Alternative Care of Children, "Moving Forward: Implementing the Guidelines for Alternative Care of children"; case management standard operating procedures, forms, and learning products from Changing the Way We Care and the Global Social Service Workforce Alliance,² and the Inter-Agency Group on Children's Reintegration's Guidelines on Children's Reintegration.³

Findings

The findings of the rapid desk review are outlined below for each step typically found in a comprehensive case management approach. The findings for each step include: the existing underpinning legal and policy framework, a rapid analysis of strengths and gaps of existing provisions against global standards, and a series of recommendations for how to ensure the provisions for each step are strengthened to align with global good practice.

2 See <https://bettercarenetwork.org/case-management-for-children-reintegrating-into-family-and-community-based-care>; Global Social Service Workforce Alliance, see <https://bettercarenetwork.org/sites/default/files/Case-Management-Concepts-and-Principles.pdf> and <https://www.socialserviceworkforce.org/resources/compendium>

3 Key international standards for case management used include the following resources:

- UN Guidelines on Alternative Care for Children, retrieved from [here](#)
- CELCIS (2012). *Moving Forward: Implementing the Guidelines for the Alternative Care of Children*, retrieved from [here](#)
- Case management standard operating procedures, forms, and learning products from Changing the Way We Care
- Inter-Agency Group on Children's Reintegration (2016). *Guidelines on Children's Reintegration*, retrieved from [here](#)

3.1 Child Identification

Child identification involves locating vulnerable children, conducting a first conversation with the child and/or family, initiating the case management process by opening an individual case file, conducting a rapid assessment of their situation, including whether there is an immediate need for safety, and referring to services urgently needed.

What exists and where	Analysis of strengths and weaknesses against global practice	Recommendations to align with global good practice
<p>The Ukrainian law, specifically Resolution of the Cabinet of Ministers of Ukraine No. 585 dated June 1, 2020, outlines the procedure for ensuring social protection of children in difficult life circumstances. The law addresses the steps of child identification and case management process initiation through several provisions including:</p> <ul style="list-style-type: none"> Identification of Vulnerable Children: The law defines the mechanism for the interaction between various state authorities, local self-governments, educational, healthcare, social protection institutions, and other establishments in ensuring the social protection of children in difficult circumstances (Section 1 of the Procedure). Locate and Document Children in Need: Identification can be initiated through child's self-referral, appeals and messages to institutions sent by concerned entities or individuals, and in the course of performing professional or official duties by officials and employees of the entities (Section 4 of the Procedure). Law of Ukraine on Social Services (No. 18, 2019) analyzing applications/requests for social services. A case management file is opened after this application, or services are analyzed. When receiving an appeal or report about a child in difficult life circumstances due to abuse or threat to life or health, the service for children, along with the National Police and other social service providers, must immediately assess the child's safety level. If a threat is confirmed, immediate actions are required, such as sending the child to a healthcare facility for examination and care or temporarily placing the child in a shelter or similar institution. 	<p>The law outlines the provision of social services through case management, including analyzing applications/requests for social services and reports of individuals/families in difficult life circumstances.</p> <p>This aligns with the identification step in case management but lacks specific protocols for proactive identification and outreach.</p>	<ol style="list-style-type: none"> 1. Develop specific protocols to enhance proactive identification and outreach which may include community-based surveillance systems, where trained community members or social workers regularly monitor signs of children presenting specific vulnerabilities or being at risk, including those in imminent danger. 2. Develop and train staff on school-based identification programs, where teachers and school staff recognize and report signs of abuse or neglect, and do so in a confidential, safe, and timely manner. 3. Strengthen collaborative networks involving healthcare providers, law enforcement, and social services to facilitate early detection of at-risk children through cross-sectoral information sharing and referrals. 4. Raise community awareness of children's rights, including available social services for children and families, as a positive way of increasing the number of self-referrals, and for people to call children's hotlines or institutions for assistance.

3.2 Child Assessment

Child Assessment in case management is a critical, in-depth process aimed at understanding the unique needs, strengths, risks, and circumstances of a child who may require support and protection. The assessment's goal is to determine the most suitable and appropriate course of action for the child that best serves their interests. It involves:

1. Collecting comprehensive information about the child's situation, including their background, strengths, needs, and family dynamics.
2. Building a relationship of trust between the child and caseworker, which is crucial for encouraging the child to share their experiences, fears, and wishes openly.
3. Evaluating the child's needs and strengths meticulously to inform the development of an individualized case plan that addresses these areas effectively.



April 9, 2024, Bortnyky, Lvivska region, Ukraine. A boy shows his drawing at the pre-school development class, organized by UNICEF.

What exists and where	Analysis of strengths and weaknesses against global practice	Recommendations to align with global good practice
<p>The Ukrainian law, specifically Resolution of the Cabinet of Ministers of Ukraine No. 585 dated June 1, 2020, includes the following:</p> <ul style="list-style-type: none"> Assessment of the Child's Well-Being: The law mandates the assessment of the child's safety level, especially if conditions and circumstances are identified that pose a threat to the child's life or health. This assessment is to be carried out by entities, such as the service for children, units of the National Police, social work specialists, or other social service providers, and if necessary, healthcare institutions (Sections 5 and 9 of the Procedure). The law includes provisions for identifying factors that may cause difficult life circumstances for the child, including partial or complete loss of motor activity, memory issues, incurable diseases, mental and behavioral disorders, homelessness, behavioral disorders due to parental divorce, evasion of child-rearing responsibilities by parents, loss of social ties, and damages caused by disasters or hostilities. It also covers cruel treatment of a child, including slavery-like practices, exploitation for prostitution, involvement in criminal activities, witnessing crimes against life and health, and acts of domestic violence (Section 5 of the Procedure). Services for children of district or city councils are responsible for coordinating activities on identification and protection of children in difficult life circumstances and managing their cases directly (Section 7 of the Procedure). <p>Order of the Ministry of Social Policy of Ukraine No. 1005 dated July 13, 2018, includes sections for assessing the needs of both children and adults within a family or individual context. This form provides a structured approach to identifying the needs and conditions of individuals and families, essential for planning and implementing appropriate support and interventions. This structured approach includes collecting general information about the family, the child's condition and needs, the specialists' role and highlights a multidisciplinary approach. The Order in the "Family/Individual Social Card" also mentions an interdisciplinary team whose composition is determined by the decision of the advisory body. This can provide a designated specialist, supervisor, representative of the guardianship and custody authority, a specialist of children's services, and in emergency interventions, an interdisciplinary emergency intervention team (medical professional, police officer, etc.)</p>	<p>The Law mentions assessing the needs of the individual/family for social services, which corresponds to the assessment phase in case management. However, the law might not detail the comprehensive assessment methods or tools typically used in case management to understand the full range of an individual's or family's needs.</p> <p>Child assessments should take into account a series of benchmarks or well-being criteria to help determine or measure the child's state of well-being. These are criteria designed to help identify the strengths and gaps in certain key areas, such as education, attachment, safety, health, and social connections. This can help guide the areas in which the caseworker can assist the household and determine when to close the case.</p> <p>It appears that the tools mainly assess the child's needs from a deficit perspective versus a strength-based perspective,⁴ which includes what is working and can be strengthened for prevention and reintegration support.</p> <p>While they mention the principles of child participation in decision-making (Article 1 of the Law of Ukraine on Childhood Protection), there is no specific operationalized guidance on how to realize this during the child assessment phase.</p> <p>The Family/Individual Social Card mentions that an interdisciplinary team, if applied correctly, has a potential to ensure a comprehensive assessment and support plan for the child, taking into account various aspects of their well-being and needs.</p>	<p>Review the existing case management assessment tools to ensure they capture the necessary details in-line with the benchmarks or well-being criteria, and operationalize a strength-based approach with genuine child and family participation.</p>

4 Deficit-based approaches focus on problems and seek remedies, often implying that individuals or communities are failing or inadequate. In contrast, strength-based approaches emphasize the inherent capabilities and resources of these groups, using these positive aspects as the basis for support and improvement.

What exists and where	Analysis of strengths and weaknesses against global practice	Recommendations to align with global good practice
<p>The Ukrainian legal framework, as outlined in the Family/Individual Social Card documentation approved by Order of the Ministry of Social Policy of Ukraine No. 1005 dated July 13, 2018, specifies the collection of detailed information about family members, their living conditions, types of state aid received, and the main features and factors affecting the family's functioning. This includes data on family connections, legal capacity, employment status, and living arrangements.</p> <ul style="list-style-type: none"> Through the classification of cases (simple, medium complexity, complex, emergency), the document provides a framework for evaluating the child's needs, strengths, risks, and family circumstances. It outlines criteria for determining the complexity of a case based on factors, such as the impact of difficult life circumstances on the child, the ability of parents or guardians to meet the child's needs, and the influence of family and environmental factors. While the document does not explicitly mention building trust between the child and the caseworker, it emphasizes the involvement of various specialists and social work entities in providing support, which can facilitate trust-building. The planning of services and support is based on the assessed needs, with provisions for information, counseling, mediation, representation, and other forms of assistance. <p>Based on the Report on the Results of Social Support of a Family/Individual, as outlined in the document approved by Order of the Ministry of Social Policy of Ukraine No. 1005 dated July 13, 2018:</p> <p>It outlines the organizational aspects of case management, such as the need for a comprehensive assessment, familiarity and agreement of the family/individual with the assessment report, submission of the case to the commission for the protection of children's rights, development and implementation of a social support plan, and the involvement of an interdisciplinary team of specialists. It also covers the supervision of the case, evaluation of meeting the child/individual's needs based on the results of supervision, and the completion status of social support for the family/individual.</p>	<p>The Law mentions assessing the needs of the individual/family for social services, which corresponds to the assessment phase in case management. However, the law might not detail the comprehensive assessment methods or tools typically used in case management to understand the full range of an individual's or family's needs.</p> <p>Child assessments should take into account a series of benchmarks or well-being criteria to help determine or measure the child's state of well-being. These are criteria designed to help identify the strengths and gaps in certain key areas, such as education, attachment, safety, health, and social connections. This can help guide the areas in which the caseworker can assist the household and determine when to close the case.</p> <p>It appears that the tools mainly assess the child's needs from a deficit perspective versus a strength-based perspective,⁵ which includes what is working and can be strengthened for prevention and reintegration support.</p> <p>While they mention the principles of child participation in decision-making (Article 1 of the Law of Ukraine on Childhood Protection), there is no specific operationalized guidance on how to realize this during the child assessment phase.</p> <p>The Family/Individual Social Card mentions that an interdisciplinary team, if applied correctly, has a potential to ensure a comprehensive assessment and support plan for the child, taking into account various aspects of their well-being and needs.</p>	<p>Review the existing case management assessment tools to ensure they capture the necessary details in-line with the benchmarks or well-being criteria, and operationalize a strength-based approach with genuine child and family participation.</p>

5 Deficit-based approaches focus on problems and seek remedies, often implying that individuals or communities are failing or inadequate. In contrast, strength-based approaches emphasize the inherent capabilities and resources of these groups, using these positive aspects as the basis for support and improvement.

3.3 Family Tracing and Identification

Family tracing and identification aim to locate a child's biological family or kin and, when necessary, identify prospective pre-qualified Alternative Family Caregivers (AFCs) such as foster families, who might be a good match to meet the child's need. This is a multifaceted step that includes:

1. Efforts to locate the child's biological family or close relatives using various search methods, including community inquiries, public records, and collaboration with authorities or organizations. This step explores the possibility of reuniting the child and their biological family, which is often considered the first and most preferred option.
considers various factors, including the family's current circumstances, their ability to meet the child's needs, and the presence of a supportive and protective environment.
2. Once the potential family members or kin are found, they are verified and assessed to determine their willingness and capability to provide care. This includes evaluating their living conditions, financial stability, and any potential risks to the child's well-being to ensure a safe and nurturing environment.
4. Identifying alternative caregivers who are in the child's best interests. This includes prospective pre-qualified AFCs, such as foster families or guardians who are evaluated to ensure they can offer a supportive, nurturing, and safe environment tailored to the child's individual needs.
3. An in-depth assessment is conducted to decide if the biological family can provide safe and effective care for the child. This assessment
5. An informed decision regarding the child's care arrangement is made through a Best Interests Determination (BID) process. This process considers all options, including placement with the biological family or alternative caregivers, and is based on an assessment of factors affecting the child's well-being and development.

What exists and where	Analysis of strengths and weaknesses against global practice	Recommendations to align with global good practice
<p>The Ukrainian legal framework, as outlined in the Family/Individual Social Card documentation approved by Order the Ministry of Social Policy of Ukraine No. 1005 dated July 13, 2018, includes provisions that indirectly address the process of Family Tracing and Identification within the broader context of social support for families and individuals. The document outlines a systematic approach to gathering comprehensive information about the child's situation, evaluating the child's needs, and understanding family circumstances.</p>	<p>While the Ukrainian legal framework provides a structured approach to managing social cases, several gaps can be identified when compared to international guidelines for Family Tracing and Identification.</p> <p>The document does not explicitly outline procedures for active search for and identification of the child's biological family or kin, which is an important component of family tracing and reunification efforts in international guidelines.</p> <p>There is a lack of specific provisions for identifying prospective alternative caregivers when the biological family is unwilling or unable to provide care, which is an essential aspect of ensuring the child's well-being in international case management practices.</p>	<ol style="list-style-type: none">1. Establish clear guidelines and procedures for active search for and identification of a child's biological family or kin, including methodologies for community enquiries, use of public records, and collaboration with local and national authorities or organizations.2. Create a framework for identifying prospective alternative caregivers when reunification with the biological family is impossible. This should involve the pre-qualification of foster families and other alternative caregivers, ensuring they can provide a supportive, nurturing, and safe environment tailored to the child's individual needs.

3.4 Family Assessment

In the case management process, particularly for reintegration cases, it is necessary to conduct assessments of both the child and the family, which may occur separately due to geographical distances. For prevention cases, family and child assessment happens together. Child assessment focuses on a holistic evaluation of the child's needs, risks, vulnerabilities, and available resources, covering various aspects, such as development, health, nutrition, education, and protection. For family assessments, especially in reintegration scenarios where the child is returning to a family environment, the assessment includes evaluating the family's ability to provide a safe and supportive environment. This involves assessing risk factors that affect the child's safety and well-being and identifying necessary changes. The assessment also investigates the family's strengths and resilience, including the resilience of siblings, and the family's perception of the reasons for separation and other problems. It should evaluate the family's readiness and capacity for change, their ability to care for the child and their socio-economic situation.

What exists and where	Analysis of strengths and weaknesses against global practice	Recommendations to align with global good practice
<p>"Family/Individual Needs Assessment Act⁶ approved by Order of the Ministry of Social Policy of Ukraine No. 1005 dated July 13, 2018, encompasses a comprehensive approach to family assessment within case management.</p> <p>This approach includes:</p> <ul style="list-style-type: none">Collection of detailed information about family members, including their health, emotional state, social contacts, and history, to understand the family dynamics and the environment the child lives in.Evaluation of the child's well-being, nutritional status, educational achievements, emotional state, habits, family and social relations, and self-service abilities, which helps understand the child's situation within the family context.Assessment of the health, emotional state, habits, social history, employment, self-service abilities, and fulfilment of parental responsibilities of adult family members, which is crucial in evaluating the family's ability to provide a safe and supportive environment.	<p>The Order includes sections for assessing the needs of both children and adults within a family or individual context, covering general information, the child's condition and needs, the condition of adult family members, family and environmental factors, and concludes with a classification of the case as simple, moderate, complex, or emergency.</p> <p>The Order mentions assessing the needs of individuals and families, which corresponds to the assessment phase of case management. However, it may not provide detailed methodologies or tools typically used in case management to understand the full range of an individual's or family's needs, potentially leading to incomplete assessments.</p>	<ol style="list-style-type: none">1. Develop and implement a comprehensive training program for professionals involved in family assessments to ensure they are equipped with the necessary skills and knowledge to conduct thorough and holistic evaluations. This training should include methodologies and tools for understanding the full range of an individual's or family's needs.2. Introduce detailed guidelines for assessing the dynamics of family relationships and interactions, emphasizing the importance of understanding the family's ability to support the child. These guidelines should include best practices for observing and evaluating family interactions, communication patterns, and support systems.3. Formalize the involvement of family members in the assessment process through the development of participatory assessment tools and protocols. This may involve structured interviews, family meetings, and other mechanisms to ensure that family members' perspectives and insights are actively incorporated into the assessment.4. Develop and integrate culturally competent assessment frameworks that respect and acknowledge the family's cultural, ethnic, and religious backgrounds. This may include cultural sensitivity training for assessors and the use of culturally adapted assessment tools.

What exists and where	Analysis of strengths and weaknesses against global practice	Recommendations to align with global good practice
<ul style="list-style-type: none"> Analysis of the family's social support network, social relations in the community, family income, debts, other persons in need of support within the family, and the condition of the property to gauge the family's strengths, resilience, and readiness/capacity for change. <p>Specifically, the Law of Ukraine on Social Services emphasizes the obligation of social service providers to ensure the best interests of recipients when providing social services. This includes training employees, assessing the needs of individuals or families for social services, and interacting with other entities within the social service delivery system to assist vulnerable populations.</p> <p>The Law also includes several stages, including Assessing the Needs of the Individual/Family for Social Services. The law mandates that the assessment of a person's or family's needs for social services be carried out by qualified professionals, such as social work specialists, social workers, and, if necessary, medical, pedagogical workers, psychologists, rehabilitation specialists, and others. This assessment aims to understand the individual or family's needs comprehensively.</p>	<p>The assessment might not fully encapsulate the dynamics of family relationships and interactions that are critical in understanding the family's ability to support the child.</p> <p>International standards emphasize active involvement of family members in the assessment process to ensure their perspectives and insights are incorporated, which might not be explicitly stated in the Ukrainian approach.</p> <p>International guidelines often stress the importance of culturally competent assessments that respect and acknowledge the family's cultural, ethnic, and religious backgrounds, which may not be specifically addressed in the Ukrainian policies.</p> <p>International standards recommend ongoing assessments to capture changes in the family's situation over time, which may not be explicitly outlined in the Ukrainian framework.</p> <p>The document does mention evaluating the child's and family's needs, but it may not fully capture the holistic and individualized assessment processes recommended in international guidelines, which consider the child's views, experiences, fears, and wishes.</p>	<ol style="list-style-type: none"> Implement a system for ongoing assessments to capture changes in the family's situation over time. This may involve regular follow-up assessments, the use of dynamic assessment tools, and mechanisms for families to report changes in their circumstances. Enhance coordination and communication among service providers to ensure a multidisciplinary approach to family assessments. This may involve the establishment of inter-agency working groups, shared assessment tools, and common databases used for tracking family cases. Address the gap in providing ongoing support to individuals and families who initially receive emergency services by developing protocols for transitioning from emergency to long-term support. This may involve the establishment of case management teams dedicated to overseeing the continuity of care for families in crisis situations. Develop mechanisms to ensure the direct involvement of the child and their family in the decision-making process. This may involve establishing child-friendly procedures for gathering children's views and preferences and actively engaging family members in planning and assessment processes, reinforcing a child-centered approach. Develop a comprehensive assessment framework that captures a holistic and individualized evaluation of the child's and family's needs. This framework should consider the child's views, experiences, fears, and wishes, as well as the family's capacity and willingness to provide care, in line with international best practices for child and family assessments.

3.5 Case Planning

Case Planning is a systematic process aimed at developing or revising a care plan tailored to the specific needs of the child and their family. This care plan is created or updated based on comprehensive assessments of the child's and family's situation. It should be shaped through a multidisciplinary team, including the potential use of family conferencing, to ensure everyone's active participation. The process includes preparing the child and family for placement, focusing on well-being domains like education, health, and social connections. This approach ensures whether the child's reintegration is in their best interest and supports their overall well-being, emphasizing a holistic, family centered methodology. For prevention, the process focuses on addressing root causes like poverty, inadequate access to services, and discrimination to empower parents and keep families together, with measures to strengthen and support families at its core. The goal of the care plan is to achieve the best possible outcomes for the child, ensuring their safety, well-being, and development, as well as the preservation or re-establishment of family ties whenever it is in the child's best interest.

What exists and where	Analysis of strengths and weaknesses against global practice	Recommendations to align with global good practice
<ul style="list-style-type: none">The Ukrainian laws and policies, particularly as outlined in the Plan of Social Support for the Family/Person approved by Order of the Ministry of Social Policy of Ukraine No. 1005 dated July 13, 2018, provide a framework for developing or revising a care plan.This plan outlines a structured approach to defining the types of services to be provided, setting main goals, specifying necessary measures for social support, and determining expected outcomes to effectively address and minimize issues, such as violence, abuse, and neglect.The Ukrainian Law on Social Services requires the development of an individual plan for the provision of social services, which should include measures tailored to the specific needs of the individual or family.It requires the development of an individual plan for the provision of social services, which should include measures tailored to the specific needs of the individual or family.	<p>The development of individual plans for the provision of social services is discussed in the law. Nonetheless, this may not fully capture the collaborative and often iterative nature of case planning found in case management, where plans are frequently reviewed and revised based on changing needs.</p> <p>When compared to international guidelines, the Ukrainian framework supports the principles of necessity and suitability, prioritization of family-based care, and the involvement of children in decision-making processes. The guidelines emphasize the importance of determining the necessity and suitability of care on a case-by-case basis, requiring regular reassessment to ensure the child's safety, security, and best interests. They also stress the need for family support to prevent unnecessary separation and the involvement of children in decisions affecting them, aligning with the principle of child participation embedded in Ukraine's legislation since 2016.</p>	<ol style="list-style-type: none">Promote a flexible, more iterative case-planning process that is regularly updated based on children's and families' evolving needs, ensuring their active participation in shaping the plans.Ensure SOPs are in place to coordinate across different service providers to offer support that meets the comprehensive needs of children and families.Promote family group conferencing⁷ to include the extended family in decision-making, thus enhancing the support network for the child's care and protection.

⁷ A Family Group Conference (FGC) is a decision-making meeting in which a child's wider family network comes together to plan around meeting the needs of the child/ren. Outcome. Overall. Effectiveness. This rating shows how effective the intervention is at achieving the evaluated outcome.

What exists and where	Analysis of strengths and weaknesses against global practice	Recommendations to align with global good practice
<ul style="list-style-type: none"> This plan also specifies various types of services that can be provided, including home care, inpatient care, day care, supported accommodation, palliative/hospice care, social support, social adaptation, social integration and reintegration, social rehabilitation, and several others. It lists necessary measures to facilitate, encourage, and ensure the main goals of social support aimed at overcoming violence, abuse, and neglect. These measures include preparation of documents for state aid, organization of housing repairs, creating safe conditions for children/incapacitated persons, employment for able-bodied family members, legal advice, protection of housing and property rights, home care, minimizing risks for children during parental divorce, and various forms of rehabilitation and support services. The plan also calls for the involvement of specialists in the implementation, indicating a multi-disciplinary approach. It emphasizes the need for family/person agreement with the social support plan and their involvement in its implementation, which suggests an effort towards using a team approach and involving the child and family in the planning process. 	<p>However, gaps may exist in the specificity and application of these principles within the Ukrainian context, particularly regarding the detailed assessment methodologies, collaborative and iterative nature of care planning, comprehensive service implementation, formal case closure processes, and transition from emergency services to long-term support that international guidelines advocate for. The Ukrainian policies do provide a structured approach but may not fully capture the depth and breadth of practices recommended by international standards for child welfare and protection.</p> <p>There is no specific mention of family group conferencing, though Article 1 of the Law of Ukraine on Child Protection does include references to child participation in decision-making which aligns closely to this concept.</p> <p>There is a lack of emphasis on detailed, individualized plans for each child and family in the Ukrainian context, contrary to international guidelines that stress individual and personalized case plans.</p> <p>While the Family/Individual Social Card document involves various stakeholders in the assessment and planning process, it may not sufficiently emphasize the importance of directly involving the child and their family in the decision-making processes, which is a cornerstone of child-centered approach in international guidelines</p>	

3.6 Implementation of Case Plan (and Preparation for Placement, Where Applicable)

In the context of preventing the child-family separation and facilitating the reintegration of children back into their families, implementing a case plan encompasses providing comprehensive support and interventions tailored to support the family unit. This aims to address the underlying causes that may lead to separation while ensuring that families are equipped with the necessary tools and resources to foster a secure and nurturing environment. The objective is to safeguard against separations and successfully reintegrate children into their family settings, promoting their well-being and the family's overall resilience.

What exists and where	Analysis of strengths and weaknesses against global practice	Recommendations to align with global good practice
<p>The Law of Ukraine on Social Services outlines a comprehensive framework for the provision of social services through case management, which includes several stages relevant to the implementation of a case plan:</p> <ul style="list-style-type: none"> Analyzing Applications/ Requests for Social Services: This involves reviewing applications, requests, and reports concerning individuals and families in difficult life circumstances or situations that threaten a person's life or health. Making Decisions Based on Individual Needs: Following the assessment, decisions regarding the provision of social services are made to address the specific needs of the person or family. Execution of the Social Services Agreement and Individual Social Services Plan: The law ensures that social services are provided according to an agreed plan, which is executed through a formal agreement between the service provider and the recipient. Monitoring and Quality Assessment: The law also includes provisions for the ongoing monitoring of social services provision and the assessment of their quality, ensuring that the services meet the individual's or family's needs effectively. 	<p>While the execution of social services agreements and individual plans is mentioned, the law may not elaborate on the range of services and the coordination between multiple service providers often involved in case management.</p> <p>International guidelines on reintegration emphasize a holistic approach that integrates various services and supports mechanisms to address the multifaceted needs of children and families. While the Ukrainian law outlines a structured case management process, it may not explicitly emphasize the integration of services across sectors (education, health, social protection) to provide comprehensive support.</p> <p>International standards often stress the importance of engaging families and communities in the care and reintegration process to ensure sustainability and adherence to cultural and contextual relevance. The Ukrainian law mandates the involvement of professionals in planning and implementation, but the explicit roles of families and communities in these processes may not be as prominently highlighted.</p> <p>International standards emphasize thorough preparation of children and families, including emotional and psychological readiness, which is not detailed in Ukrainian documents.</p> <p>International guidelines advocate flexibility in care plans to respond to the changing needs and circumstances. While the Ukrainian law provides for the assessment and monitoring of services, the level of flexibility and adaptability in service provision to accommodate the changing needs over time may not be explicitly detailed.</p> <p>Emphasis on prevention and early intervention to avoid family separation and address issues before they escalate is a key component of international standards. The Ukrainian law focuses on the provision of social services in difficult circumstances, but a stronger emphasis on preventive measures and early support to families at risk may enhance alignment with international guidelines.</p>	<ol style="list-style-type: none"> 1. Create frameworks or SOPs to ensure integration of services across education, health, and social protection sectors, providing a multidimensional support system for children and families. 2. Establish coordination protocols among various service providers to facilitate a diverse range of services tailored to the specific needs of children and families. 3. Actively involve families and communities in the care and reintegration processes, emphasizing their crucial role in ensuring sustainability and cultural relevance. 4. Implement adaptable care plans that can be modified in response to the changing needs and circumstances of children and families, ensuring ongoing relevance and effectiveness. 5. Develop guidelines for development of personalized case plans. 6. Focus on preventive measures and early support for families at risk to address potential issues before they escalate, reducing the need for family separation. 7. Ensure there is a strength-based focus versus a deficit focus to increase family resilience. 8. Introduce supervision protocols during the implementation of case plans to effectively prepare and strengthen children and families for reintegration. 9. Introduce supportive supervision for case workers to assist them in managing their workloads. 10. Focus on preparing children and families for reintegration with customized support that addresses their emotional, psychological, and practical needs to facilitate smooth transitions. 11. Develop SOPs for the preparation of children and families for reintegration.

What exists and where	Analysis of strengths and weaknesses against global practice	Recommendations to align with global good practice
<p>Order of the MOSP No. 5 dated January 5, 2015, outlines the adoption of methodological recommendations to establish uniform principles of supervision in social services, aiming to improve service delivery, staff support, and policy implementation.</p>	<p>For child and family preparation for placement for reintegration cases, the broader framework of case management under the “best interest determination” implies a case management approach but does not provide specific insight or guidance.</p> <p>There is also limited mention of supervision during the implementation of the case plan to prepare and strengthen the child and family.</p>	<p>12. Introduce clear protocols for exit and permanency planning in temporary care arrangements such as foster care.</p>

3.7 Reunification/Placement

This stage involves transitioning the child into a permanent family setting, whether in their biological family or an adoptive family, with a strong emphasis on careful planning to ensure the child's safety and well-being. The process includes facilitating the child's smooth transition back into a permanent family environment or, if that's not possible, into an alternative care setting that best suits the child's needs. Additionally, this step involves preparing both children and families for reunification, which may include the use of temporary alternative care arrangements, when necessary, to ensure a stable and supportive environment for the child.

What exists and where	Analysis of strengths and weaknesses against global practice	Recommendations to align with global good practice
<p>The Ukrainian laws and policies or orders specifically regarding the Reunification/Placement in the context of facilitating a child's transition into a permanent family setting or alternative care and preparation of children and families for reunification, including the use of temporary alternative care when necessary, are not directly detailed.</p> <p>However, the general principles outlined in the Law of Ukraine on Social Services and other related documents emphasize the importance of a structured approach to assessing and meeting the needs of individuals and families in difficult circumstances, ensuring the provision of appropriate social services and support. This could inherently include considerations for reunification or placement as part of a broader case-management process aimed at protecting the well-being of children and supporting families.</p> <p>Cabinet of Ministers of Ukraine's Resolution No. 587 (2020) says that placements are made based on referrals issued by the authorized bodies, which may include the Ministry of Social Policy. The process involves the person in need of a placement, their legal representative, or an authorized person from the guardianship and custody authority applying for referral to a residential facility or institution. In a state of emergency under martial law, social services, such as inpatient care, palliative care, home and supported accommodation in residential institution, are based on an application to social services. Applications can be submitted to the authorized body, the relevant military administration, or directly to the social service provider.</p>	<p>The practice of celebrating reunification and allowing farewells, which is important for emotional well-being, is not mentioned in Ukrainian policies.</p> <p>The direct involvement of professionals and the community in the transition process, which is advocated in international standards, is not clearly specified in Ukrainian documents.</p> <p>There may be a lack of detailed guidelines for alternative care arrangements when reunification is not possible, leading to uncertainties in securing stable, long-term care solutions.</p>	<p>1. Develop protocols for direct involvement of professionals and the community in the placement process.</p> <p>2. Develop comprehensive guidelines for exploring and implementing alternative care arrangements when reunification is not feasible.</p>

3.8 Monitoring

This is an important step in the reintegration of children back into their families and preventing child-family separation that entails regularly checking on the child's well-being and the adequacy of care in the new setting. This step ensures that the child's needs continue to be met after reunification or placement. Initially, monitoring is more intensive immediately following placement to swiftly address any issues and ensure a smooth transition for the child. As stability is established over time, the frequency of monitoring may decrease, yet the importance of maintaining vigilance remains. Monitoring serves as a proactive measure within the broader strategy of preventing child-family separation by identifying potential risks or issues early. This allows for timely interventions and support, reinforcing the family unit's stability and reducing the likelihood of separation. Through this continuous oversight, families are supported in creating and maintaining a nurturing environment, thus minimizing the risk of separation, and fostering a stable, secure setting for children.

What exists and where	Analysis of strengths and weaknesses against global practice	Recommendations to align with global good practice
<p>Cabinet of Ministers of Ukraine's Resolution No. 585 addresses the monitoring of children's well-being and the adequacy of care in several ways:</p> <ul style="list-style-type: none">• The services for children of district, rayon, and city administrations, as well as village and settlement councils, are responsible for the identification, protection, and direct management of cases involving children in difficult life circumstances. They are responsible for providing assistance and informing the relevant entities about such children in a timely manner.• In the case of receiving an appeal or report about a child in difficult circumstances due to abuse or threat to life or health, the service for children, along with the National Police and other social service providers, must immediately assess the child's safety level. If a threat is confirmed, immediate actions are required, such as sending the child to a healthcare facility for examination and care or temporarily placing the child in a shelter or similar institution. NOTE: whilst this point is important during the identification and assessment phase, it can also be relevant if post-placement follows up.• Entities implementing the individual plan are required to submit a report on the status of its implementation to the children's service on a quarterly basis or upon request. This ensures regular checks on the child's well-being and the adequacy of care.• In the event of circumstances that make it impossible to implement the individual plan or the need to determine additional measures for the child's social protection, the issue of its adjustment is submitted for consideration at a meeting of the commission for the protection of the child's rights.	<p>Monitoring the provision of social services and assessing their quality is aligned with the monitoring and evaluation step of case management. However, the law does not appear to detail specific mechanisms or indicators used to measure progress and outcomes for individuals and families receiving services.</p> <p>International guidelines recommend post-reunification monitoring to address any arising needs, which is not explicitly outlined in the Ukrainian policies.</p> <p>There is limited information on supervision in the context of regular monitoring and case review.</p>	<ol style="list-style-type: none">1. Develop specific mechanisms or indicators aligned with well-being benchmarks to measure progress and outcomes for individuals and families receiving services.2. Develop case monitoring supervision protocols to ensure regular monitoring.3. Introduce SOPs for case closure, ensuring that there are clear criteria and processes for formally concluding a case once the goals have been met and the client no longer requires services. This should include guidelines for evaluating the effectiveness of interventions and preparing clients for independent well-being.

3.9 Case Review

Case Review involves periodically assessing the impact of the care plan and adjusting it to meet the child's changing needs. This step is necessary to evaluate the reintegration process, assess the suitability of care arrangements, and ensure the child's welfare and developmental needs are prioritized. Case reviews also involve exit planning for children in temporary care like foster care aiming for stable, permanent family settings. Through case conferencing, professionals from various disciplines collaborate to make informed decisions, enhancing the care plan's effectiveness, and ensuring it remains responsive to the child's needs. This comprehensive approach ensures that the child's well-being is continuously monitored and supported, facilitating successful family reunification or alternative care arrangements when necessary.

What exists and where	Analysis of strengths and weaknesses against global practice	Recommendations to align with global good practice
<p>The "Making Best Interest Decision for Children's Care" guidance developed in 2024 by Maestral International emphasizes the need for regular assessments and evaluations to ensure the effectiveness of the care plan and to make necessary adjustments. This includes reassessing the reintegration process and considering alternative care arrangements or permanent placements if reunification is not in the child's best interests.</p> <p>Article 18 of the Law of Ukraine on Social Services refers to Case Reviews as part of the case management process to ensure that the provision of social services is effective and meets the needs of individuals and families in difficult circumstances.</p> <p>Based on the Report on the Results of Social Support of a Family/Individual, as outlined in the document approved by Order of the Ministry of Social Policy of Ukraine No. 1005 dated July 13, 2018:</p> <ul style="list-style-type: none"> The document mandates a comprehensive listing and evaluation of services provided to the family or individual, including, among others, home care, inpatient care, day care, supported accommodation, social support, and various forms of rehabilitation. This evaluation aims to determine the level of achievement of the main results defined in the social support plan. These results will be later categorized as fully achieved, partially achieved, or not achieved. The document requires an assessment of the family's or individual's status and their ability to overcome violence, abuse, and neglect, including the child/individual's needs, the state of the parents or caregivers, and the impact of family and environmental factors. This assessment is conducted at the beginning and end of the support, with recommendations or notes provided for each criterion. 	<p>There's a lack of explicit guidance on the periodic re-evaluation of care plans and the necessary flexibility to adapt to children's changing needs.</p> <p>Ukrainian policies may not detail the ongoing reassessment process for reintegration, which is crucial for determining whether reunification is sustainable and in the child's best interest.</p> <p>The extent to which a multidisciplinary approach is implemented in case reviews may not fully align with international practices, potentially limiting the comprehensiveness of evaluations.</p> <p>While the importance of participation is recognized, the specifics of involving children and families in case reviews may not be as structured as international guidelines suggest.</p>	<ol style="list-style-type: none"> Develop clear guidelines for the periodic re-evaluation of care plans, ensuring they are adaptable to the changing needs of children. Implement detailed procedures for the ongoing reassessment of reintegration efforts, focusing on the sustainability of reunification and the child's best interests. Strengthen the multidisciplinary approach in case reviews by formalizing the involvement of various professionals, including social workers, psychologists, educators, and healthcare providers. Establish structured mechanisms for the meaningful participation of children and families in case reviews. Implement a system for measuring progress against predefined well-being benchmarks as part of the case review process. <p>Promote the use of case conferencing as a tool for collaborative decision-making, bringing together all stakeholders involved in the child's care to discuss progress, address challenges, and make informed decisions about the child's future.</p>

3.10 Case Closure

Case Closure is the final step that indicates that a child is securely and permanently in a stable family care setting and that the care plan goals have been fulfilled. This process underscores the child's successful transition to a secure environment, highlighting the end of case management support. It is necessary to prevent child separation by affirmatively establishing that the family dynamics and support systems are sufficiently robust to ensure the child's ongoing safety and well-being without external intervention. During reintegration, case closure confirms that the child's return to the family is sustainable and that the family has the necessary resources and support to maintain a stable environment. This involves establishing post-reintegration support mechanisms that ensure the family and child have access to continuous support from trained professionals who employ evidence-based therapeutic approaches to address any emerging challenges and support the family's long-term stability.

What exists and where	Analysis of strengths and weaknesses against global practice	Recommendations to align with global good practice
<p>There are no policies, laws, or orders that explicitly mention case closure, an essential step in case management where a case is formally concluded once the goals have been met and the client no longer requires services. While there may be procedures and guidelines related to various aspects of case management, the specific step of case closure is not detailed or may be implied within broader processes.</p>	<p>This omission may lead to a lack of formal processes for ending services, which is crucial for evaluating the effectiveness of interventions and ensuring clients are adequately prepared to maintain their well-being independently.</p> <p>The law specifically states that case management does not apply in the case of one-time emergency (crisis) provision of social services, which may create a gap in providing ongoing support to individuals and families who initially receive emergency services but also need long-term support.</p>	<ol style="list-style-type: none">1. Develop SOPs or guidelines that clearly articulate the criteria for case closure in both prevention and reintegration cases.2. Ensure that case data is collated and analyzed on a regular basis to inform policy and programming.3. Conduct random post-closure visits to ensure that children and families are safe and that the closure is successful or, if not, that the case is assessed and referrals to services are made.



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10 June 2025, Uzhhorod (Zakarpattia region, Ukraine) – Siblings Viacheslav (21, top), Tymur (13, left), Nicole (14, right) and Olivia (11, front) embrace during a family day out.

Conclusion

In conclusion, positive strides are evident in Ukraine's case management landscape, particularly in developing the universal electronic case management system. A review of Ukrainian laws, orders, and policies reveals commendable efforts in establishing foundational case management measures. However, the analysis also uncovers significant gaps, including in the practical application of guiding principles, such as determining the best interests of children and including them in decision-making processes. These principles are crucial for care reform but currently lack clear operational guidelines within the case management framework. This raises concerns about how children, including those with disabilities, and families are involved in decisions that directly impact their lives.

An absence of a dedicated case management system with necessary guidelines, standard operating procedures (SOPs), and tools means that these principles are not thoroughly implemented. Moreover, the prevalent approach to family assessments tends to focus on deficits rather than strengths, missing opportunities to build on family resilience. The document also highlights the scarcity of supportive supervision, which is necessary to safeguard case management practices, promote shared decision-making, and mitigate burnout risks among social workers. The absence of case closure provisions or mechanisms results in cases phasing out over time rather than closing once certain outcomes have been achieved. Given the limited resources, robust coordination systems are needed, especially between the Ministry of Social Policy (MOSP) and sectors like education and health.

The overarching recommendation is for the Ukrainian government to develop and adopt a case management process tailored to family care for children, ensuring that children and families receive the support and care they need in alignment with international best practices.



April 9, 2024, Bortnyky, Lvivska region, Ukraine. Four kids raise their hands at the pre-school development class, organized by UNICEF at local library.

Annex A: Mapping of Document for Legal Review of Case Management Framework in Ukraine



May 27, 2024, Shyshaky, Poltavska oblast, Ukraine. Angelina (9 years old)..

No.	Name of Document	Type of Document	Key Findings, Quotes, or Important Information to Note
1.	Annex 10 to the Procedure (as amended by Resolution of the Cabinet of Ministers of Ukraine No. 585 dated June 1, 2020). ACT, conducting a child safety assessment	Form	<p>As specified in Annex 10, the document pertains to the procedure for conducting a child safety assessment, as amended by Resolution of the Cabinet of Ministers of Ukraine No. 585 dated June 1, 2020. It outlines the process of assessing the safety of a child in potentially harmful situations. The document includes sections for:</p> <ol style="list-style-type: none">1. Personal data about the child, including their name, gender, date of birth, and their status (e.g., orphan, child deprived of parental care, child left without parental care), along with their birth certificate or passport information and contact details.2. Information on the child's parents, other legal representatives, persons actually caring for the child, and relatives. <p>This assessment is crucial in case management as it helps in understanding the child's current situation and any immediate risks to their safety. It forms the basis for any interventions needed to protect the child and ensure their well-being, guiding caseworkers in developing a tailored approach to address the child's specific needs and circumstances.</p>

No.	Name of Document	Type of Document	Key Findings, Quotes, or Important Information to Note
2.	Needs assessment of the family/individual. Order of the Ministry of Social Policy of Ukraine No. 1005 July 13, 2018	Form	<p>The document is titled "ACT of Needs Assessment for Family/Individual" and includes sections for assessing the needs of both children and adults within a family or individual context. It covers general information, the child's condition and needs, the condition of adult family members, family and environmental factors and concludes with a classification of the case (simple, moderate, complex, emergency). This document is integral to case management as it provides a structured approach to identifying the needs and conditions of individuals and families, which is essential for planning and implementing appropriate support and interventions.</p> <p>The ACT of Needs Assessment for Family/Individual includes the following subtopics:</p> <p>1. General Information: This section collects basic details about the family members or individual at their place of residence at the time of assessment. It includes:</p> <ul style="list-style-type: none"> > Full name (last name first name, patronymic if applicable) > Date of birth > Family connection (relationship to the main individual or family unit) > Disability status > Legal capacity (whether the individual is considered legally competent) > Current occupation or place of study and position > Registration at the place of residence > Contact phone number. <p>This part is crucial for establishing a baseline understanding of the family or individual's demographic and legal status.</p> <p>2. Child's Condition and Needs: This section focuses on the well-being and appearance of the child, looking for signs of violence, abuse, or neglect (VAW). It assesses various physical and environmental indicators, such as:</p> <ul style="list-style-type: none"> > Age-appropriate weight and height > Frequency of illnesses > Any disabilities > Appearance of bruises, burns, cuts, or other injuries > Neglected appearance, cleanliness of clothes, and personal hygiene > Presence of clean bed linen. <p>This section helps identify immediate health and safety concerns for children, which is a critical component of case management in ensuring child welfare.</p> <p>The section titled "4. A Specialist Who Carries Out a Needs Assessment" requires a specialist to provide their name, patronymic, place of work, signature, and phone number. This implies that the form is filled out by professionals who are trained to assess the needs of individuals or families in various situations. Additionally, it mentions other specialists involved in the needs assessment, suggesting a multi-disciplinary approach where various professionals may contribute to the evaluation process.</p>

No.	Name of Document	Type of Document	Key Findings, Quotes, or Important Information to Note
3.	Report on the Results of social support of a family/individual. Order of the Ministry of Social Policy of Ukraine No. 1005 dated July 13, 2018	Form	<p>The document titled "Report on the Results of Social Support of a Family/Individual" is approved by the Ministry of Social Policy of Ukraine and includes sections that list services provided, evaluate the main results, assess the family's or individual's status, and organize case management.</p> <p>It is crucial for case management because it offers a structured way to document the outcomes of social support interventions, evaluate the effectiveness of services provided, and guide future actions to support families or individuals in need.</p>
4.	Order No. 1005 dated July 13, 2018, approved by the MOSP. Plan of social support for the family/person	Form	<p>The document is titled "Social Support Plan for the Family/Person" and approved by the Ministry of Social Policy of Ukraine. It includes a structured format to outline the types of services provided, main goals, necessary measures for social support, and expected results to address and minimize violence, abuse, and neglect. It also specifies services, such as home care, legal advice, and rehabilitation. This plan is relevant to case management for setting clear objectives, actions, and timelines to support individuals or families in overcoming difficult circumstances.</p> <p>Completed by a specialist who provides the social support to the family/person.</p>
5.	Order of the MOSP No. 1005 dated July 13, 2018. Referral of a family/individual to another entity for the provision of social services	Form	<p>The document is a referral form titled "Referral of a Family/Individual to Another Entity for the Provision of Social Services," approved by the Ministry of Social Policy of Ukraine. It includes sections for referring the entity's details, family's or individual's information, a description of their difficult life situation, and any other additional information relevant to their case. The form facilitates case management by coordinating different service providers to ensure that families or individuals receive the comprehensive support they need. The form is completed by the head of the entity issuing the referral, as indicated by the space for the position, signature, and date at the bottom of the form.</p>
6.	Order of the Ministry of Social Policy of Ukraine on the Provision of Adult Social Services on an Emergency (Crisis) Basis No. 135 dated April 18, 2022,	Form	<p>The document is a referral form designed for cases involving individuals or families in difficult life situations. It outlines the nature of the problematic circumstances, requests appropriate interventions, and gathers additional details on any prior services or financial support the person has received. This form is essential in case management for directing individuals to suitable services and ensuring a coordinated response to their needs.</p>

No.	Name of Document	Type of Document	Key Findings, Quotes, or Important Information to Note
7.	Law of Ukraine on Social Services (Bulletin of Verkhovna Rada, 2019, No. 18. p. 73)	Law	<p>The Law of Ukraine on Social Services outlines the organizational and legal framework for social services provision aimed at preventing, overcoming, or minimizing the negative consequences of difficult life circumstances. The law defines basic terms, objectives, principles, and the system of social service provision, including the roles of various subjects within the system. It emphasizes the importance of case management, detailing the stages from application to service provision and quality assessment. Pertinent to case management, this law establishes a structured approach to assessing and meeting the needs of individuals and families in difficult life circumstances, ensuring the provision of appropriate social services and support.</p> <p>See a summarized overview of the first 26 Articles of the Law of Ukraine on Social Services and their relevance to case management:</p> <ul style="list-style-type: none"> Article 2 (Main Objectives of Social Services Provision): Outlines the goals of social services: preventing, overcoming, and minimizing the effects of difficult life circumstances. Article 3 (Basic Principles of Social Services Provision): Establishes the foundational principles for providing social services, including respect for human rights, impartiality, confidentiality, and efficiency. Article 4 (Legislation on Social Services): Describes the legal framework for social services, emphasizing the role of the Constitution, other laws, regulations, and international treaties. Article 5 (Scope of the Law): Clarifies the law's applicability to citizens, foreigners, and stateless persons residing in Ukraine, particularly those from vulnerable groups. Article 6 (Use of Information on Recipients of Social Services): Regulates the use and protection of personal information of social service recipients. <p>Section II - THE SYSTEM OF SOCIAL SERVICES PROVISION: 6. Article 7 (The system of Social Services Provision): Defines the system as a legal, principle-based, methodical framework involving various actors.</p> <ul style="list-style-type: none"> Article 8 (Subjects of the System of Social Services Provision): Lists the entities involved in social services provision, including authorized bodies, recipients, and providers, and emphasizes their collaboration. Article 9: Outlines the state policy directions in social services, focusing on legal frameworks, system management, market development, program implementation, service organization, and ensuring service standards. Article 10: Establishes the functioning principles of the social services system, emphasizing preventive nature, relevance, continuity, state guarantees, market demonopolization, and equality in the public and non-governmental sectors. Article 11: Details the roles of authorized bodies within the social services system, including policy formulation, coordination, professional development, service monitoring, and compliance with legal requirements. Article 12: Defines the rights and obligations of social service recipients, such as receiving services according to the established terms, respecting service providers, and providing accurate information for service determination.

No.	Name of Document	Type of Document	Key Findings, Quotes, or Important Information to Note
7	Law of Ukraine on Social Services (Bulletin of Verkhovna Rada, 2019, No. 18. p. 73)	Law	<ul style="list-style-type: none"> Article 13: Explains the operations of social service providers, alignment of their activities with legislation, employee qualifications, remuneration, and the involvement of non-professionals in providing care to family members. Article 14: Discusses the engagement of associations related to the social services system in activities like need determination, service monitoring, informing the public, and professional development of service providers. Article 15: Introduces the Register of social service providers and recipients meant for service coordination and activity tracking within the social services system. Article 16: Classifies social services by their aim, type, method of provision, place(location) and duration and specifies the basic services provided under the law. Article 17: Establishes the state standard for social services, setting the requirements for service accessibility, content, scope, and quality indicators. Article 18: Describes the case management process for providing social services, including application analysis, needs assessment, decision-making, service planning, contract conclusion, and service monitoring. Article 19: Outlines the procedure for applying for social services, including the submission of applications or notifications by individuals or their legal representatives. Article 20: Details the assessment process for determining an individual's or family's need for social services, conducted by qualified professionals within a specified timeframe. Article 21: Covers decision-making on the provision or refusal of social services, the involved authorities, and the timeframe for making and communicating these decisions. Article 22: Discusses the contract for social service provision, its essential terms, and the inclusion of an individual service provision plan as part of the contract. Article 23: Addresses services provided on an emergency basis, specifying the confirmation process through an act on service provision, and the conditions under which these services are rendered. Article 24: Outlines the grounds for denying or terminating social services, including lack of need, contract expiry, recipient non-compliance, and provider liquidation, ensuring that services cannot be denied or terminated in the case of threat to life or health. Article 25: Defines the process for determining the population's need for social services within administrative and territorial units or communities based on various data sources. Article 26: Explains the social services commissioning process, where services are provided through tenders announced by authorized bodies and funded through budgetary allocations.

No.	Name of Document	Type of Document	Key Findings, Quotes, or Important Information to Note
7	Law of Ukraine on Social Services (Bulletin of Verkhovna Rada, 2019, No. 18. p. 73)	Law	<p>The Law of Ukraine on Social Services is crucial for case management for several reasons:</p> <ol style="list-style-type: none"> Structured Framework: It provides a structured legal and operational framework for the provision of social services, ensuring that case managers have clear guidelines and procedures to follow when assessing and addressing the needs of individuals and families. Rights and Responsibilities: The law outlines the rights of service recipients and the responsibilities of service providers, ensuring that case management practices respect the dignity, rights, and specific needs of each individual or family. Standardization of Services: By establishing state standards for social services, the law ensures the quality, accessibility, and consistency of services provided to all recipients, which is essential for effective case management. Case Management Process: The law details the case management process, including application, assessment, decision-making, service planning, and monitoring while ensuring a comprehensive approach to support individuals and families in difficult circumstances. Transparency and Accountability: The legislation mandates transparency in the use of funds and accountability of service providers, which are essential principles in case management to build trust and ensure that services meet the recipients' needs effectively. Interdisciplinary Collaboration: The law emphasizes collaboration among various entities within the social services system, promoting an interdisciplinary approach in case management that leverages the expertise of different professionals to provide holistic support. Emergency Services Provision: It specifies provisions for emergency social services, ensuring that case managers can swiftly respond to immediate threats to life or health of individuals or families. Inclusivity: The law applies to all residents, including citizens, foreigners, and stateless persons, ensuring that case management practices and social services are inclusive and accessible to everyone in need, regardless of their legal status. <p>These points below cover a comprehensive range of topics related to the provision, organization, and regulation of social services crucial for case management in addressing the needs of individuals and families in difficult life circumstances:</p> <ol style="list-style-type: none"> Individuals Providing Non-Professional Care: Defines eligibility of non-professional caregivers providing services to family members, including those with disabilities and severe medical conditions, who do not require training or adherence to state standards. Compensation for Non-Professional Caregivers: Outlines the compensation mechanism for individuals providing non-professional social care based on the difference between the subsistence minimum and the caregiver's average income. Obligations of Social Service Providers: Lists the responsibilities of service providers, including ensuring the best interest of recipients, training employees, assessing needs, and maintaining confidentiality. Rights of Social Service Providers: Specifies the rights of service providers, such as accessing necessary information and engaging other entities to deliver services.

No.	Name of Document	Type of Document	Key Findings, Quotes, or Important Information to Note
7	Law of Ukraine on Social Services (Bulletin of Verkhovna Rada, 2019, No. 18. p. 73)	Law	<p>5. Guarantees for Social Service Employees: Describes the working conditions and benefits that providers must offer to their employees, including health checks and safe work environments.</p> <p>6. Involvement of Volunteers: States that volunteers can participate in providing social services, adhering to the law.</p> <p>7. Associations in the Social Services System: Mentions the engagement of employees and service recipient associations in activities like needs assessment, service quality monitoring, and professional training.</p> <p>8. Social Services Register: Introduces a register to track providers, recipients, and services, thus facilitating coordination and accountability in the social services system.</p> <p>9. Classification of Social Services: Categorizes services based on goals (prevention, support, rehabilitation) and types (simple, comprehensive, specialized, auxiliary), with distinctions in service provision locations and durations.</p> <p>10. State Standards for Social Services: Requires that the services meet state standards, ensuring quality and accessibility at all provision stages.</p> <p>11. Case Management Stages: Details the case management process, including application analysis, needs assessment, decision-making, individual plan development, service agreement, and quality monitoring.</p> <p>12. Service Applications: Describes the procedure for applying for services, including direct applications to providers and the role of legal representatives.</p> <p>13. Needs Assessment: Outlines the process for assessing service needs, involving various specialists and completing within five working days.</p> <p>14. Decision-making on Services: Details the decision-making process for providing or refusing services, including timelines and the basis for decisions.</p> <p>15. Social Services Agreement: Defines the contract for service provision between providers and recipients, highlighting essential terms and the inclusion of an individual service plan.</p> <p>16. Emergency Services: Specifies the provision of services on an emergency basis, including the documentation required to confirm service delivery.</p> <p>17. Service Denial and Termination: Lists the grounds for refusing or terminating services, while emphasizing the importance of a needs-based assessment and legal motivations for decisions.</p> <p>18. Needs Determination: Describes the annual process for identifying the social service needs of a community, based on socio-demographic data and assessments.</p> <p>19. Social Services Commissioning: Explains the commissioning of services through tenders, ensuring the involvement of various providers and compensation for service costs.</p> <p>20. Service Provision Financing: Covers the funding sources for social services, including budgets, special funds, and charitable donations.</p> <p>21. Payment for Services: Details the payment structure for services, considering recipient income and the source of funding, with provisions for fee exemptions and compensations.</p> <p>22. Liability for Legislation Violation: Holds individuals accountable for failing to organize services or violating service provision laws.</p>

No.	Name of Document	Type of Document	Key Findings, Quotes, or Important Information to Note
7	Law of Ukraine on Social Services (Bulletin of Verkhovna Rada, 2019, No. 18. p. 73)	Law	<p>23. International Cooperation: Encourages Ukraine's participation in international social service provision efforts in accordance with national and international laws.</p> <p>24-27. Final Provisions: Enact the law, amend related laws to align with the new legislation, and mandate the Cabinet of Ministers of Ukraine and the relevant authorities to update regulations accordingly.</p>
8.	Order of MOSP No. 1005 dated July 13, 2018. Notification/information about family/person in difficult life circumstances	Form	<p>The document titled "Notification/Information on a Family/Person in Difficult Life Circumstances" is designed to report cases of families or individuals facing challenging situations. It includes fields for reporting organization's details, the person's or family's information, the nature of their difficult life circumstances, actions taken, and any accompanying documents. This form is integral to case management, as it initiates the process of support and intervention by documenting and communicating the needs of at-risk individuals or families to the relevant social service providers. The form is completed by the organization or individual reporting the case or the specialist who received the notification, ensuring that the information is accurately conveyed to the Department of Integrated Social Services for further action.</p>

No.	Name of Document	Type of Document	Key Findings, Quotes, or Important Information to Note
9.	Cabinet of Ministers of Ukraine's Resolution on Ensuring Social Protection of Children in Difficult Life Circumstances No. 585 dated June 1, 2020.	Resolution	<p>Resolution No. 585 by the Cabinet of Ministers of Ukraine dated June 1, 2020, details enhanced measures for the social protection of children in difficult life circumstances. It involves various government departments and agencies collaborating to identify at-risk children, assess their needs, and provide timely interventions. The resolution includes guidelines for reporting, monitoring, and evaluating the well-being of these children, ensuring they receive necessary care and support.</p> <p>This document establishes a comprehensive framework for the protection and support of children in difficult life circumstances, involving multiple stakeholders and ensuring a coordinated and effective response to safeguard the well-being and rights of children in Ukraine.</p> <p>Topics organized into key sections and main points:</p> <ol style="list-style-type: none"> 1. Approval and Amendments: The resolution approves new procedures for protecting children in difficult life circumstances and amends existing resolutions to align with updated policies. 2. General Part: It defines the interaction mechanism between various state and local bodies, institutions, and establishments to provide necessary assistance to children in difficult life circumstances, including those who have suffered from cruel treatment. 3. Definitions: Clarifies terms like "child abuse," "threat to life or health," and "difficult life circumstances," providing a comprehensive understanding of the situations addressed. 4. Principles: Emphasizes respect for children's dignity, ensuring the child's rights and safety, preventing discrimination, and ensuring confidentiality and effective collaboration among stakeholders. 5. Identification: Describes how children in difficult life circumstances are identified, either through self-referral or notifications from various entities or during the performance of professional duties by officials. 6. Priority Measures: Outlines the steps to be taken once a child in difficult life circumstances is identified, focusing on factors that may cause such circumstances and the types of cruel treatment children may endure. 7. Registration and Reporting: Details the process of registering appeals and reports concerning children in difficult circumstances, including the information that must be recorded.

No.	Name of Document	Type of Document	Key Findings, Quotes, or Important Information to Note
9.	Cabinet of Ministers of Ukraine's Resolution on Ensuring Social Protection of Children in Difficult Life Circumstances No. 585 dated June 1, 2020.	Resolution	<p>8. Coordination and Management: Specifies the role of children's services in coordinating activities related to the identification and protection of children in difficult life circumstances and the responsibilities of village and settlement mayors.</p> <p>9. Immediate Actions: Lists the immediate actions required by various entities upon discovering a child in difficult circumstances, such as providing first aid, notifying the police, and assessing the child's safety level.</p> <p>10. Assessment and Assistance: Discusses the assessment of the child's safety level and the subsequent actions, including medical examination, temporary placement, and the initiation of measures to protect the child's rights and interests.</p> <p>11. Urgent Restraining Orders: Addresses the procedure when urgent restraining orders are issued against all legal representatives of the child due to domestic violence.</p> <p>12. Notification and Assessment: Explains the notification process when child's difficult life circumstances are detected, when organizing needs assessment and providing relevant social services.</p> <p>13. Interviewing the Child: Details the procedure for interviewing a child to gather information on their circumstances, ensuring the child's comfort and minimizing trauma.</p> <p>14. Accounting for Children: Describes how children in difficult life circumstances are accounted for, including the creation of personal files and the entry of information into relevant registers.</p> <p>15. Dereistration: Outlines the conditions under which a child can be deregistered from the list of children in difficult life circumstances.</p> <p>16. Interdisciplinary Team and Individual Plan: Discusses the formation of an interdisciplinary team, the development of an individual social protection plan for the child, and the roles of various entities in this process.</p> <p>17. Assistance by Social Service Providers: Highlights the role of social service providers in assisting children in difficult life circumstances, focusing on tailored social services and developing responsible parenting skills.</p> <p>18. Assistance by the National Police: Specifies the responsibilities of the National Police in assisting children in difficult life circumstances, including entering homes without consent in urgent cases and organizing preventive registration of children.</p> <p>19. Assistance by Educational Institutions: Details the role of educational institutions in identifying and assisting children in difficult life circumstances, including identifying bullying and organizing support.</p> <p>20. Assistance by Healthcare Institutions: Outlines the responsibilities of healthcare institutions in receiving children who have suffered from cruel treatment and providing necessary medical and psychological assistance.</p>

No.	Name of Document	Type of Document	Key Findings, Quotes, or Important Information to Note
10.	Cabinet of Ministers of Ukraine's Resolution on the Organization of Social Service Providers No. 587 dated June 1, 2020	Resolution	<p>The document is a comprehensive resolution by the Cabinet of Ministers of Ukraine, detailing the procedures for organizing the provision of social services. It outlines the identification of individuals and families in difficult life circumstances, the roles and responsibilities of various administrative and service bodies, and the mechanisms for delivering social services tailored to individual needs. Key points include the definition of difficult life circumstances, identification and assessment processes for those needing services, and the coordination among different entities to ensure efficient service delivery. The resolution also specifies the procedures for applying for services, decision-making processes, and the conditions for the provision, refusal, or termination of services. This structured approach aims to ensure a coordinated, efficient, and effective response to the social service needs of vulnerable populations.</p> <p>It is structured into several key sections, each addressing a specific aspect of social service provision. Here is a summary of the key sections and points:</p> <ol style="list-style-type: none"> 1. General Questions: This section outlines the purpose of the procedure, defining the mechanism for identifying individuals and families in difficult life circumstances and organizing the provision of social services based on their individual needs. 2. Identification of Individuals/Families in Difficult Life Circumstances: It details the criteria for identifying individuals and families who are unable to overcome adverse circumstances on their own, including factors like advanced age, disability, homelessness, unemployment, and exposure to violence or natural disasters. 3. Subjects of Identification: Lists the entities responsible for identifying vulnerable individuals or families, including social protection units, social service centers, and specialized support services. 4. Identification Process: Describes how the identification is carried out through official duties, personal statements, and reports on individuals or families in need. 5. Assessment of Needs: Once identified, the needs of the person or family for social services are assessed within seven working days, and the results are used to organize the necessary social services. 6. Planning the Organisation and Delivery of Social Services: This section explains how authorized bodies determine the population's needs for social services and plan measures to organize their provision, including during states of emergency or martial law. 7. Submission of an Application for Social Services: Details the process for individuals in need of social services to submit an application, including the list of required documents and the procedure for electronic submission. 8. Decision-Making on Provision or Refusal to Provide Social Services: Outlines the process for deciding on whether to provide social services, including the assessment of the individual's or family's needs and the criteria for refusal. 9. Provision of Social Services: Describes how social services are provided, including emergency (crisis) services, and the roles of different providers in the social service system. 10. Termination of Social Services: Specifies the grounds for the termination of social services, such as the absence of need, failure of the provider, or the recipient's refusal to receive services.

No.	Name of Document	Type of Document	Key Findings, Quotes, or Important Information to Note
11.	Ministry of Social Policy of Ukraine. Order No. 5 dated January 5, 2015	Order	<p>The document is an order by the Ministry of Social Policy of Ukraine, titled "On Approval of Methodological Recommendations for Supervision in Social Services," dated January 5, 2015. It outlines the adoption of methodological recommendations to establish uniform principles of supervision in social services, aiming to improve service delivery, staff support, and policy implementation.</p> <p>The document emphasizes the importance of supportive supervision in providing emotional and professional support to social workers, improving service delivery, and addressing challenges within the field. It outlines the principles, methods, types, and organizational aspects of implementing supervision in social service settings.</p> <p>What is supportive supervision?</p> <p>Supportive supervision is described as a process providing professional assistance to social service workers, focusing on overcoming professional challenges, improving work organization, maintaining motivation, adhering to ethical standards, preventing burnout, providing emotional support, and enhancing professional skills. The document details the functions, principles, methods, types, and organizational mechanisms of supervision, emphasizing its importance in maintaining high standards of social service delivery and supporting the professional development of social service workers.</p> <p>The document provides a comprehensive framework for the standardization of supervision processes in social services, detailing the principles, methods, types, and organizational mechanisms for implementing effective supervision. Here is a detailed breakdown:</p> <p>Principles of Supervision</p> <ul style="list-style-type: none"> ● Awareness: Informing social service workers about the goals, conditions, and outcomes of the supervision. ● Ethical Standards: Maintaining confidentiality and adhering to anti-discrimination practices. ● Regularity and Systematicity: Ensuring that supervision occurs regularly and systematically. ● Availability: Making supervision accessible to all social service workers, as needed (emergency supervision) and according to a planned schedule. <p>Methods of Supervision</p> <p>Various methods are recommended, including the Socratic method, dialog, coaching, observation, counseling, document analysis, and interactive methods. The choice of a method should be tailored to the specific situation, incorporating both verbal and written feedback from service recipients, colleagues, and management.</p> <p>Types of Supervision</p> <ul style="list-style-type: none"> ● By Purpose: Training (mentoring) supervision for employee adaptation and professional competence development and consulting supervision to address individual needs and resolve disputes. ● By Participants: Individual, pair/team, and group supervision, each with specific contexts and durations.

No.	Name of Document	Type of Document	Key Findings, Quotes, or Important Information to Note
11	Ministry of Social Policy of Ukraine. Order No. 5 dated January 5, 2015	Order	<ul style="list-style-type: none"> By Timing: Planned supervision according to a schedule and unscheduled (emergency) supervision upon request. By Format: Internal supervision by appointed personnel or external supervision by engaged specialists. <p>Organizational Mechanisms</p> <p>Supervision involves preparatory, main, and final stages, starting with ensuring conditions for supervision, conducting meetings, and utilizing the results. The organizational and technical conditions should be defined, supervisors should be identified and assigned clear responsibilities, and a supervision plan and schedule should be developed.</p> <p>Supervisor's Role</p> <p>Depending on the supervision type, a supervisor can act as a mentor focusing on professional development, as a consultant providing feedback and resolution strategies, or as an expert offering professional assessments.</p> <p>Supervision Process</p> <p>The process includes identifying supervised individuals, outlining supervision objectives, choosing a type of supervision, scheduling, and preparing the venue. It emphasizes establishing contact, clarifying expectations, discussing supervision terms, and addressing issues.</p> <p>Recording and Utilization of Results</p> <p>The results of supervision sessions are documented using a Supervision Card, which includes details of discussions, conclusions, and recommendations. These cards are submitted to the head of the social service and are part of the supervision log, ensuring accountability and confidentiality.</p>



September 9, 2024, Kurmany,
Sumy region, Ukraine.
Veronika (8) is standing outdoors..
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for every child,

Whoever she is.

Wherever he lives.

Every child deserves a childhood.

A future.

A fair chance.

That's why UNICEF is there.

For each and every child.

Working day in and day out.

In more than 190 countries and territories.

Reaching the hardest to reach.

The furthest from help.

The most excluded.

It's why we stay to the end.

And never give up.