



# Transitioning Care Assessment Tool Introductory Webinar

**Better  
Care  
Network**



**Changing  
THE WAY WE  
care**

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**Forget Me Not**

## Housekeeping

- This webinar is being recorded and the recording will be made available publicly.
- Please feel free to introduce yourself in the chat. And please let us know a bit about yourself (where you're from, your role) when you ask a question in the Q&A.
- You can type your questions in the Q&A box at any time
- You can upvote and comment on the questions of other attendees.
- We will be using polls at several times during the webinar.
- Those accessing the webinar from their internet browser will not be able to see polls but are encouraged to respond in the chat.

# Our Speakers



Rebecca Nhep  
BCN



Hannah Won  
ACCIR



Anju Pun  
Forget Me Not



Peter Kamau  
Child in Family Focus

**Better  
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Network**



Moderated by Kelley Bunkers,  
Senior Associate with Maestral International



# Agenda

1. Overview of the tool
2. Poll
3. Stakeholder engagement in the process
4. Experience with mandated and voluntary transitions
5. Question and answer
6. Poll
7. Closing



# Care System





## Care Reform

The process of transforming the system of care from one orientation to another in pursuit of a better approach to meeting the care and protection needs of children.

A common goal of reforms is deinstitutionalization which involves reducing reliance on institutional care services and expanding the range and availability of other services and forms of care.



Strategic Planning >

Transition /  
Implementation >

Transitioning residential care services is a component of care reforms. It is best outworked as a part of government-led deinstitutionalization efforts.

# Links between transitioning residential service outcomes and systems-level deinstitutionalization outcomes



Institution Level Outcomes	Systems Level Outcomes
Safe reintegration of children in the institution back into families and communities	Reduction in the overall number of children in institutional care
Divestment of human, financial, and material resources from an individual institution	Reduction in the overall number of institutions in operation
Reinvestment of human, financial, and material resources in family strengthening services or family-based alternative care	Development of non-institutional services as alternatives

## Stage 1 Engagement

### Advocacy

General awareness raising about the issue

### Awareness & Preliminary Agreement

Targeted awareness raising to secure initial agreement to explore transition

# Stages of Transition

## Stage 2 Preparation & On-boarding

### Organizational Assessments

Assessments and analysis

### Strategy

Strategic planning

### Buy-in

Secure full agreement

### \*Governance Strengthening

Strengthen governance and accountability systems

\*when required as indicated by assessments

## Stage 3 Active Transition Stage

### Option 3a Full Transition

#### Organizational Level Processes

Stakeholder consultation

Post-transition programming discussions and assessments

Re-design and repurposing

Implementation of new programs

#### Reintegration

Establish social work team and CMS

Family Tracing

Social work assessments and care planning

Placements and case reviews

Monitoring and ongoing support

### Option 3b Safe Closure/ Divestment

#### Organizational Level Processes

Implement closure/divestment as per strategic plan, including removal/relocation of children where necessary

Legal closure of entity (where relevant)

#### Reintegration

Establish social work team and CMS

Family Tracing

Social work assessments and care planning

Placements and case reviews

Monitoring and ongoing support

# Primary Stakeholders

## Power & Influence over Residential Care

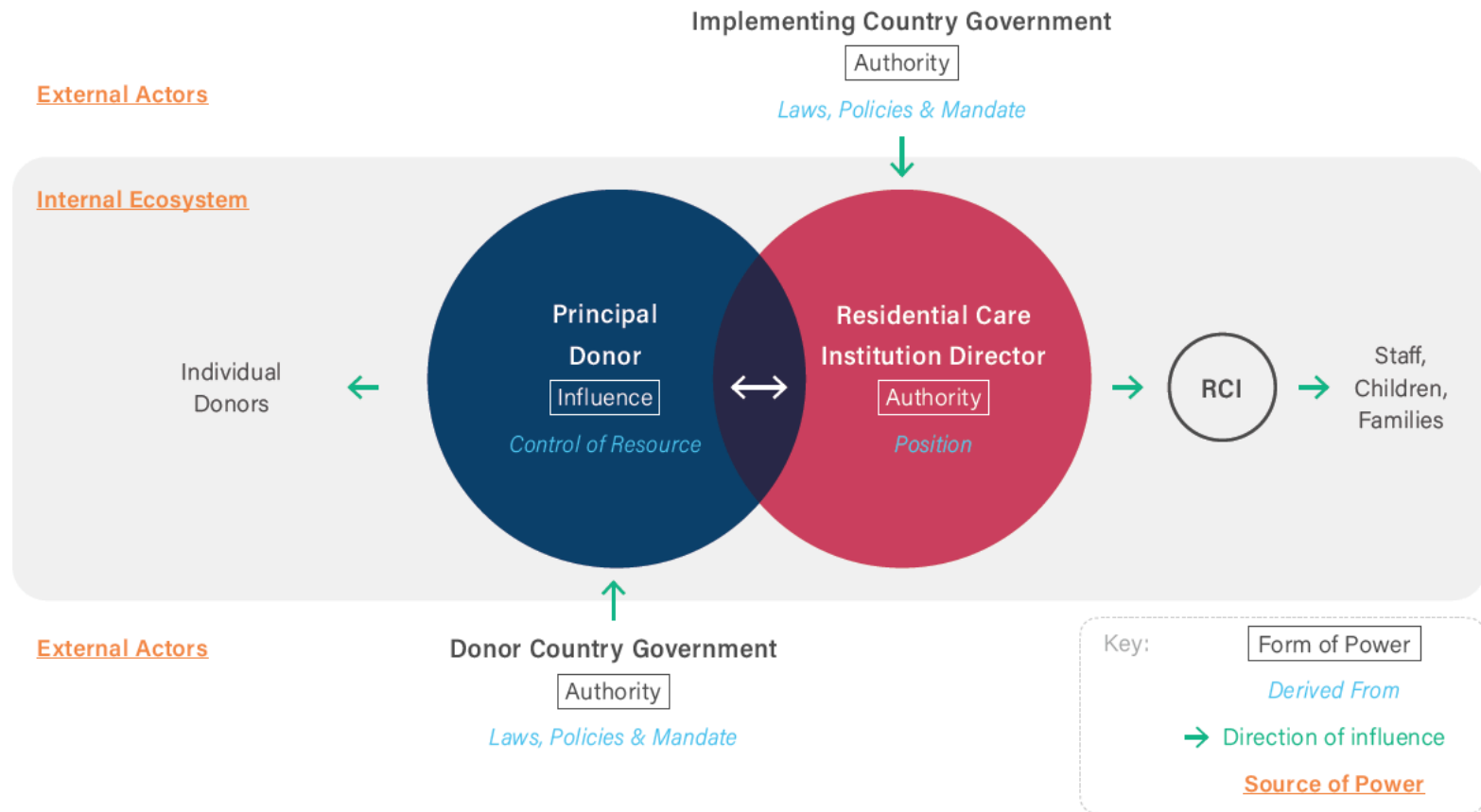


Diagram 2: Power and influence stakeholder diagram



# Focus of the Assessment and Analysis

## Internal Ecosystem of an Institution

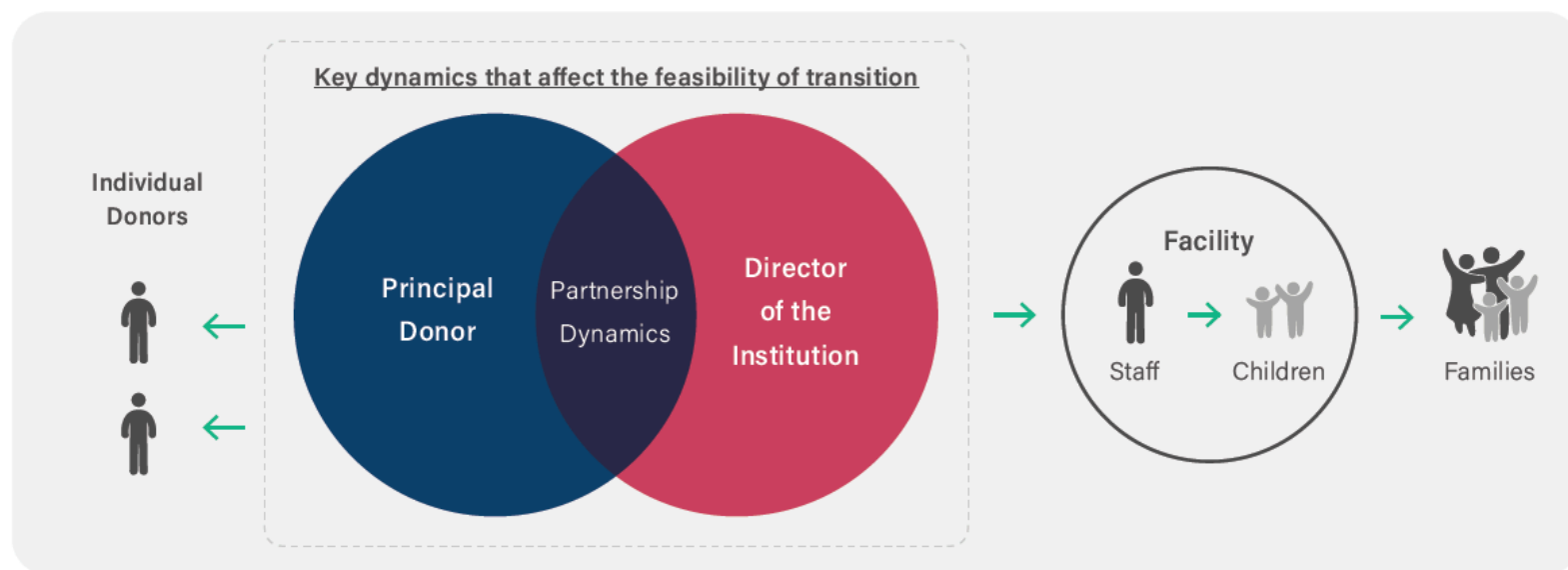


Diagram 3: Internal Ecosystem of Residential Care Institutions

# Target Audience and Context

## Designed for

- ✓ Practitioners providing technical support to organizations running residential care to transition
  - ✓ Primarily for use in transitions involving institutions that are:
    - ✓ Privately run
    - ✓ Privately/foreign funded
    - ✓ Located in countries with emerging or weak regulatory frameworks
- 

## What the tool is not

- ✗ Not a self-assessment tool
- ✗ Not an interview tool or questionnaire to be completed by stakeholders running institutions
- ✗ Not a reintegration manual
- ✗ Not primarily designed for closure of government institutions

# Structure of the Tool

The assessment section is organized around 7 themes

Theme 1: Making the case for transition

Theme 2: Loyalty and Commitment

Theme 3: Motivations

Theme 4: Othering

Theme 5: Clientism and social obligation

Theme 6: Psychological ownership

Theme 7: Nature of the partnership

# Indicators and Implications

- Each theme contains sets of indicators that users can select based on what has been evidenced through their engagement and assessments.
- Indicators are categorized using a traffic light system, indicating 'readiness and risk'.
- A scoring system guides users to select the most appropriate set of implications for that theme, based on the indicators they ticked.
- The implications provide suggested actions that link back to the stages of transition diagram.



## Green light

positive and/or low risk indicator sets

---



## Orange light

medium risk indicator sets

---



## Red light

high risk indicator sets

# Collating and Analyzing Findings

Users are directed to collate their scoring from the 7 themes.

Users identify their overall 'readiness and risk' category and access summary findings and suggestions about the:

- Presence of positive indicators
- Overall complexity
- Risk of sabotage
- Type of technical support required
- Implications for human and financial resources
- Starting point for transition
- Realistic end goal

## SCORING

Theme	Theme Title	Green	Orange	Red
1	Making the Case for Transition		x	
2	Loyalty and Commitment		x	
3	Motivation		x	
4	Othering	x		
5	Clientism and Social Obligation		x	
6	Psychological Ownership			x
7	Nature of the Partnership			x
Total		1	4	2



# THEME 1

## Making the Case for Transition

### Forms of Persuasive Communication

- Rational appeal: relies on logic, science, evidence, reports, facts
- Emotional appeal: relies on a personal connection to individuals or groups

### Implications for the Transition Strategy and Process

Determining the persuasive communication preferences of the primary stakeholders and utilizing the most effective appeal can help practitioners:

- Secure genuine buy-in for transition rather than commencing transition on the basis of an ambivalent agreement that stakeholders may later retract
- Discover and address primary stakeholder concerns about transition during the early stages of the process to prevent resistance in the later stages

# THEME 2

## Loyalty and Commitment

### Pathways of Loyalty

- Director to children
- Donor to children
- Donor to director
- Director to donor

### Implications for the Transition Strategy and Process

Determining where the loyalties of the primary stakeholders lie can help practitioners:

- Understand how to engage effectively with them throughout every stage of the transition process to ensure their ongoing commitment to transition
- Adequately address their concerns about how transition may impact the individual or children to whom they are loyal, to prevent barriers to transition

# THEME 3

## Motivation

### Categories of Motives

- Intrinsic: self-esteem, sense of altruism
- Extrinsic: money, status, recognition
- Cognitive: knowledge and experience
- Social: approval/disapproval from others

### Examples of Motives

- Social justice, passion for a cause
- Identity, status within community
- Income, financial profit
- Religious, ethnic minority groups

### Implications for the Transition Strategy and Process

Understanding the motives of the primary stakeholders for their involvement in the institution can help practitioners:

- Determine whether the most appropriate goal for the institution is full transition or safe closure
- Explore alternate ways those motivational goals can be met post-transition, in cases where motives may not be child-focused but do not override child rights
- Put systems in place to curtail unethical conduct or report to the relevant authorities in extreme cases where intervention is required to protect children

# THEME 4

## Othering

**Othering commonly occurs along the following lines:**

- Ethnic and cultural
- Spatial and geographic
- Religious
- Class

### **Implications for the Transition Strategy and Process**

Facilitating discussions and providing opportunities for the primary stakeholders to break down any existence of othering can lead to:

- Genuine buy-in for transition and a lack of discrimination against families and communities around their capacity to provide care and protection for children
- Social work assessments and placement decisions that do not rely on stereotypes of certain groups to determine the level of risk to a child
- Post-transition programming that is based on an understanding of the structural forces of disadvantage and aligned with good practice principles of development

# THEME 5

## Clientism and Social Obligation

### Levels of Patron-Client Relationships

- Interpersonal level: between two individuals
- Group level: patron role extends over a group of people or network
- State level: political systems defined by clientism

### Implications for the Transition Strategy and Process

An understanding of how clientism often has a strong influence on the operation of residential institutions, as well as the behavior of primary stakeholders, can lead to:

- Identifying the many unspoken social obligations that patrons and clients have to each other, and how these can heavily impact the transition process
- Developing culturally sensitive strategies that allow stakeholders to fulfill these social obligations without relying on institutional care or blocking transition, thereby reducing bias in and interference with assessments and reintegration
- Conducting a child protection risk assessment determining the appropriate courses of action in cases where the patron-client relationship has been used to disrupt the transition process, coerce families, or exploit children



# THEME 6

## Psychological Ownership

### Scenarios Relating to Perceived Stakeholder Ownership of Institutions

- Roles and responsibilities of the primary stakeholders are clearly defined and adhered to
- Roles and responsibilities of the primary stakeholders are unclear and perceived to be more or less than their established donor and director roles
- Perceptions of ownership, where no legal ownership exists, are intentionally cultivated and may indicate donor deception or manipulation

### Implications for the Transition Strategy and Process

Determining the sense of ownership that the primary stakeholders have over the institution can help practitioners:

- Predict the roles, responsibilities, and levels of involvement and control they might expect to have in a transition process
- Develop a strategy for engaging with them in a way that shifts them over time into formalized roles aligned with their respective positions, and secures their commitment to the entire transition process

# THEME 7

## Nature of the Partnership

### **Types of Partnerships between Primary Stakeholders of Institutions**

- Contractual: formalized, structured, supported by policies
- Relational: based on trust, less structured, accountability is often purely verbal

### **Implications for the Transition Strategy and Process**

Determining the nature of the partnership can help practitioners:

- Locate the starting point for the transition process as the partnership brings the director and donor together to create a combined set of dynamics incorporating all of the previous themes
- Identify the extent to which accountability systems need to be put in place in order to ensure the protection of children throughout the transition process
- Develop an overall risk mitigation plan clearly outlining standardized responses to any issues that may emerge throughout the transition process, particularly around financial management, staff interference with transition, and child protection

# Green Light Case Study

## *Bridges Safehouse*



### Green light

positive and/or low risk  
indicator sets



### Orange light

medium risk indicator sets



### Red light

high risk indicator sets

## Key Indicators

- Child-focused and cognitive motives, relevant professional skills
- Average admission: 3 to 6 months in care
- Othering countered by primary stakeholders who lived in-country, spoke local language, and belonged to target community
- Self-initiated accountability framework

## Implications for Intervention

- Limited technical support required
- Connection to regional peers
- Typical early adopter transition

## Outcomes

- Full transition into family strengthening and community-based programming
- Small-scale provider of foster care
- Supporting third-party transitions

# Orange Light Case Study

## *Firefly Orphanage*



### Green light

positive and/or low risk  
indicator sets



### Orange light

medium risk indicator sets



### Red light

high risk indicator sets

## Key Indicators

- Director had mixed motives around status, income, and genuine concern for children
- Clientism resulted in director interference with assessments
- Highly relationship partnership, unethical fundraising methods

## Implications for Intervention

- 5 years of decreasing technical support
- New community role allowed fulfillment of director's social obligations to clients and ended interference with reintegration
- Intensive work with donor on organizational transformation and accountability systems

## Outcomes

- Ongoing reintegration of remaining young people into community-based care
- Director is advocate of family-based care

# Red Light Case Study

## *Lighthouse Children's Village*



### Green light

positive and/or low risk  
indicator sets



### Orange light

medium risk indicator sets



### Red light

high risk indicator sets

## Key Indicators

- 10-year donor loyalty to director
- Nepotism, donor manipulation, financial misappropriation, severe abuse of children, discrediting of care leaver allegations
- Bullying of social worker, child coercion, sabotage of reintegration process
- Suspicions of trafficking and director ties to corrupt child welfare government officials

## Implications for Intervention

- 1 year full-time technical support role
- Emergency transfer of children to small group homes under government authority
- Reliance on practitioners' local language fluency and in-country support networks

## Outcomes

- Closure of institution
- Ongoing significant challenges and risks with care leavers and monitoring cases



# Thank you!



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Participant  
poll #1

1. How helpful/relevant is this tool to your work?
2. How likely are you to use this tool?

## Relevance of Stakeholder Assessment

Peter Kamau, Child in  
Family Focus- Kenya



# **Background in supporting institutions to transition**

## **Care Experience / Upbringing**

**Social Worker & Social Programmes Manager at  
the Residential Care Facility – 10 years**

**Child in Family Focus –Kenya director – 8 years  
(2012) Association for Alternative Family Care  
(4yrs)**

**Consultant 4 Years (2017 to date)**

# **Background in supporting institutions to transition**

**Advocacy**

**Training**

**Support transitions**

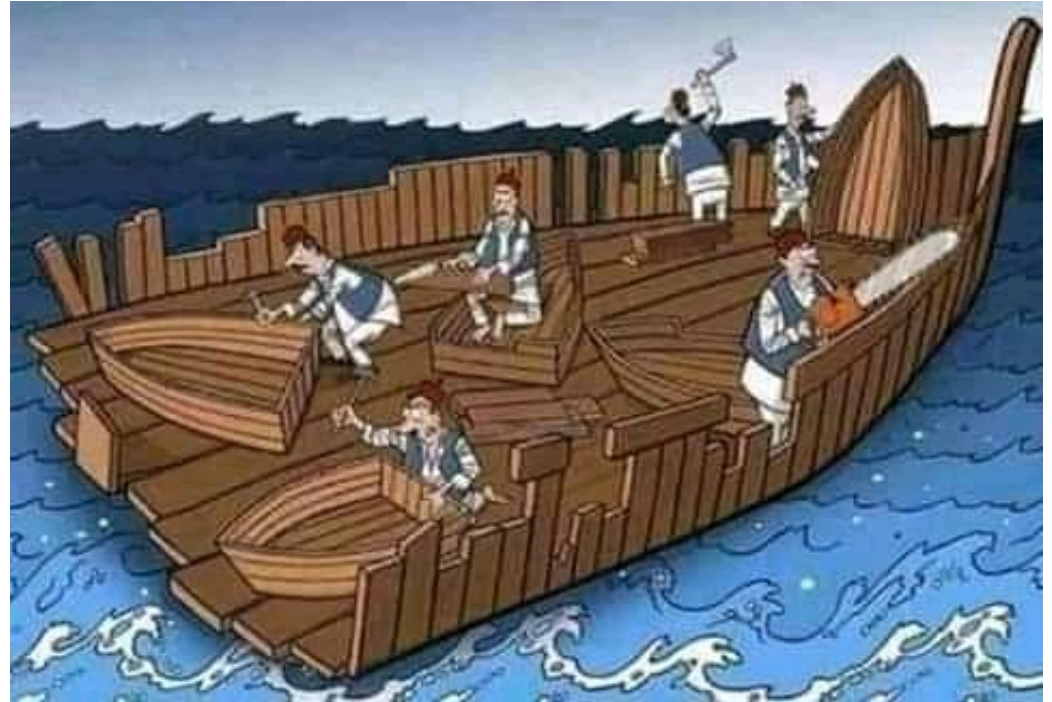
**Feasibility Studies / Evaluation**



# Background in supporting institutions to transition



# Relevance of Stakeholder Assessment



**Helps all get on the  
same page**



# Relevance of Stakeholder Assessment

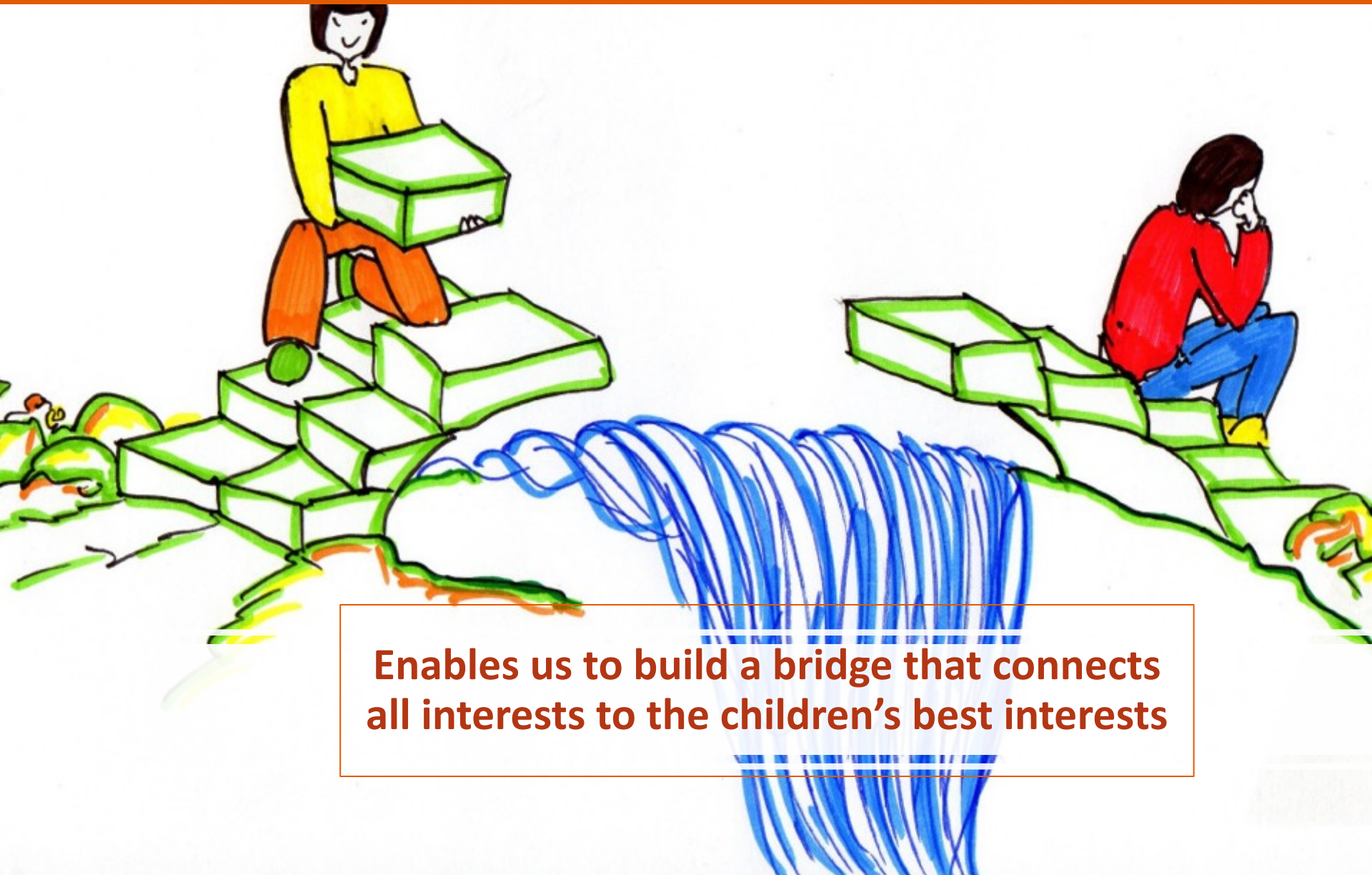


# Relevance of Stakeholder Assessment

**Understanding  
the motivation  
for doing what  
they do and  
their journey**



# Relevance of Stakeholder Assessment



**Enables us to build a bridge that connects  
all interests to the children's best interests**

# Thank you!



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**Anju Pun**

Forget Me  
Not Nepal's  
experiences  
in  
supporting  
institutions  
to transition  
and or close



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## Voluntary transition: an experience of transition in Ramechhap



Government-led transition/ closure:

Nepal's second largest residential care transition





Finding families & sharing evidences to  
authorities to bring care reform in Nepal



Educating stakeholders/ donors to  
support keeping families together





Education and awareness  
to stop family separation



*Going home,  
where I belong.*

Thank you





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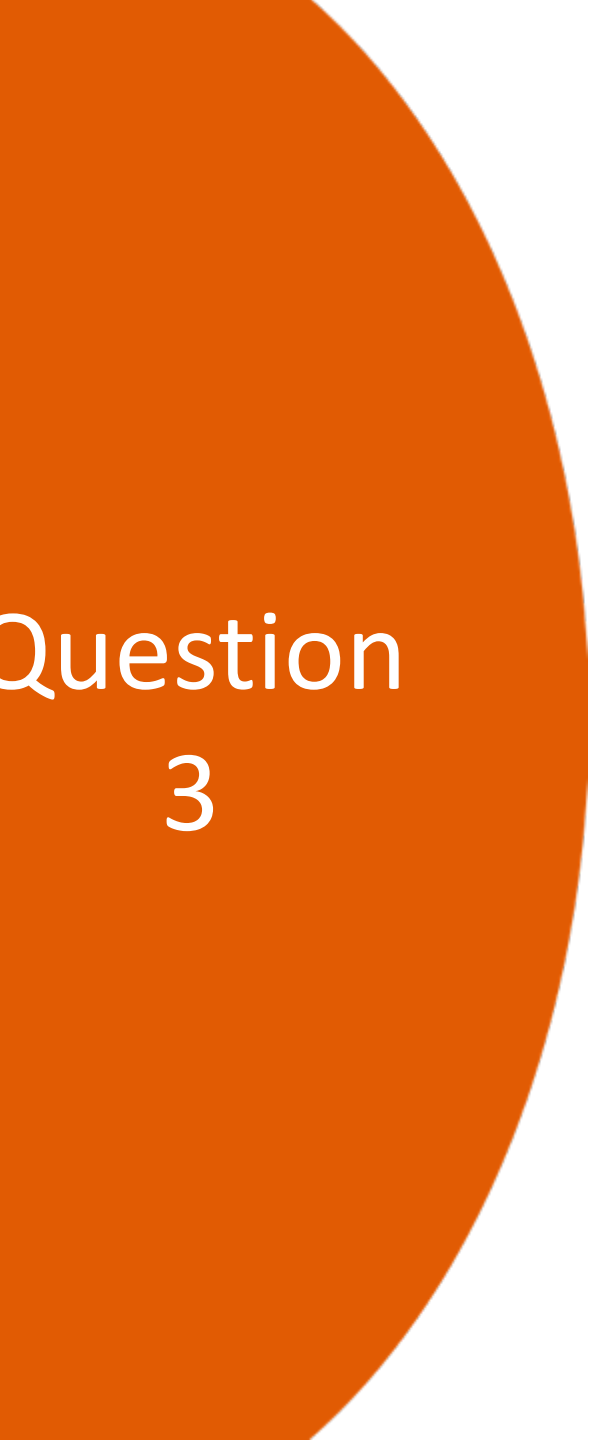
# Question 1

In your experience, what are some of the issues that have come up/risks to children when stakeholder assessments haven't been properly conducted?

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## Question 2

Why is the tool not  
recommended for use  
with government  
institutions?

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## Question 3


The tool sounds pretty involved and assumes a lot of knowledge. What kind of training will be available for practitioners who want to use the tool?





# Participant poll #2

What supporting  
resources/training would you  
like to see developed to support  
you in using this tool?





# Thank You!

For further queries, please contact us at:

- Rebecca Nhep: [Rebecca.nhep@bettercarenetwork.org](mailto:Rebecca.nhep@bettercarenetwork.org)
- Hannah Won: [hannah@accir.org.au](mailto:hannah@accir.org.au)
- Peter Kamau: [peterk@childinfamilyfocus.or.ke](mailto:peterk@childinfamilyfocus.or.ke)
- Anju Pun: [anjupun@forgetmenot.org.au](mailto:anjupun@forgetmenot.org.au)

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