



Transforming Children's Care

GLOBAL COLLABORATIVE PLATFORM

WEBINAR #8: Transitioning Residential Care Services

16 March 2022



WELCOME

- This webinar is hosted by the Transforming Children's Care Global Collaborative Platform
- The platform establishes more strategic sector-wide collaboration from global to local levels to strengthen children's care and care systems
- Sign up at the link in the chat to join the platform and receive updates about future webinars



Transforming Children's Care

GLOBAL COLLABORATIVE PLATFORM

HOUSEKEEPING

- This webinar is being recorded and the recording will be made available to you in Spanish and English.
- Introduce yourself in the chat (select “Panelists and Attendees” when sending a message so everyone can see it)
- Use the Q & A to ask questions and upvote and comment on the questions of other attendees.



MODERATOR

Christopher Muwanguzi
CEO, Child's i Foundation



Transforming Children's Care

GLOBAL COLLABORATIVE PLATFORM

AGENDA

Welcome

Presentation of the Transition Framework

- Rebecca Nhep, Better Care Network
- Hannah Won, ACCI

Panel discussion

- Sister Celia de Loera, Congregation of Our Lady of the Good Shepherd Mexico
 - Kusum Mohapatra, Miracle Foundation India
 - Evelyne Nanteza, Child's i Foundation Uganda
 - Lo Leang, Save the Children Cambodia
-
- Q & A



Transforming Children's Care

GLOBAL COLLABORATIVE PLATFORM

REBECCA
NHEP

Senior Technical Advisor,
Better Care Network



Transforming Children's Care

GLOBAL COLLABORATIVE PLATFORM

Video presentation



Better Care Network Languages

Find a resource... About BCN News & Updates

Children's Care and Human Rights Directory of Organisations Regions & Countries Thematic Areas Practitioner Hub



The Better Care Network is an interagency network facilitating global information exchange and collaboration on the issue of children without adequate family care.

The world's leading library of resources to facilitate global action for children without family care

Find a resource...

By Regions and Countries >

By Thematic Areas >

CRC Day of General Discussion (DGD) 2021

On 16-17 September 2021, the United Nations Committee on the Rights of the Child (CRC) held a Day of General Discussion (DGD) on Children's Rights and Alternative Care. The overall purpose of the day of general discussion is to examine broadly the current situation regarding alternative care in its complexity, identify and discuss particular areas of concern with regard to the unnecessary separation of children from their families and appropriate ways to respond to family and child separation in cases where it is unavoidable.

[Learn more here](#)

COVID-19 Resource Center

Resources on the response to the COVID-19 pandemic as it relates to child protection and children's care.

Explore >

The Global Collaborative Platform

Learn more about the Transforming Children's Care Global Collaborative Platform, aimed at establishing more strategic sector-wide collaboration.

Explore >

Transition Hub

Visit the resource hub on transforming systems of care, including the transitioning of institutional care services.

Explore >

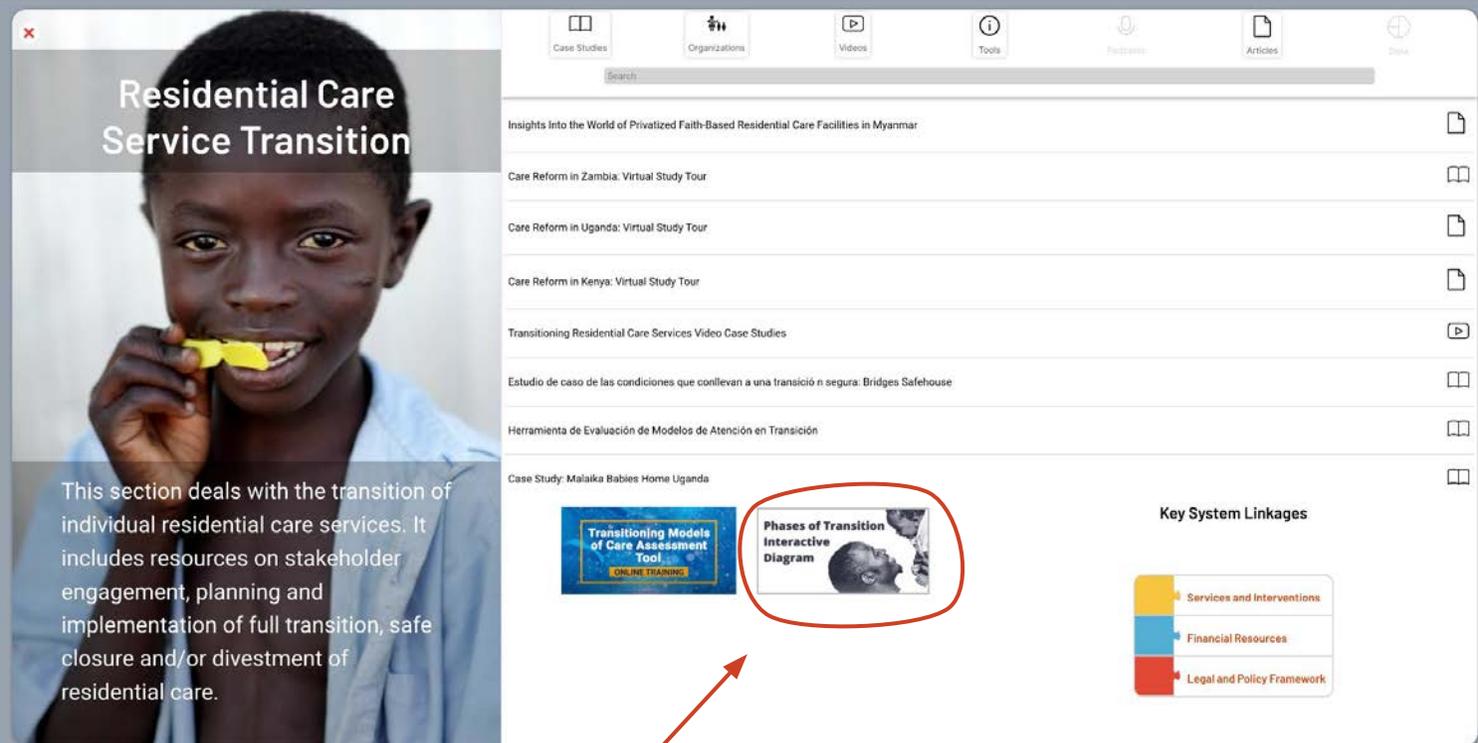
Browse the Practitioner Hub

Explore the Practitioner Hub, an online library containing practitioner-related resources organized around the components of the care system.

Explore >



Transition Hub



Residential Care Service Transition

This section deals with the transition of individual residential care services. It includes resources on stakeholder engagement, planning and implementation of full transition, safe closure and/or divestment of residential care.

Case Studies: Insights into the World of Privatized Faith-Based Residential Care Facilities in Myanmar, Care Reform in Zambia: Virtual Study Tour, Care Reform in Uganda: Virtual Study Tour, Care Reform in Kenya: Virtual Study Tour, Transitioning Residential Care Services Video Case Studies, Estudio de caso de las condiciones que conllevan a una transición segura: Bridges Safehouse, Herramienta de Evaluación de Modelos de Atención en Transición, Case Study: Malaika Babies Home Uganda

Key System Linkages

- Services and Interventions
- Financial Resources
- Legal and Policy Framework

Phases of Transition Interactive Diagram

Access the Phases of Transition Diagram via the Transition Hub on the BCN website.

Access the Directory of Organizations via the Transition Hub to view profiles of organizations involved in transition work and to facilitate referrals

Transition Hub

Residential Care Service Transition

This section deals with the transition of individual residential care services. It includes resources on stakeholder engagement, planning and implementation of full transition, safe closure and/or divestment of residential care.

Organizations

- Insights Into the World of Privatized Faith-Based Residential Care Facilities in Myanmar
- Care Reform in Zambia: Virtual Study Tour
- Care Reform in Uganda: Virtual Study Tour
- Care Reform in Kenya: Virtual Study Tour
- Transitioning Residential Care Services Video Case Studies
- Estudio de caso de las condiciones que conllevan a una transición segura: Bridges Safehouse
- Herramienta de Evaluación de Modelos de Atención en Transición
- Case Study: Malaika Babies Home Uganda

Key System Linkages

- Services and Interventions
- Financial Resources
- Legal and Policy Framework

Example of an Organizational Profile

Heaven's Family

Heaven's Family was founded in 2002 by David and Becky Servant. The organization began as a teaching ministry directed towards pastors and Christian leaders living in developing nations. Today, Heaven's Family is increasingly invested in helping catalyze disciple-making movements among unreached people groups.

The Ministries of Heaven's Family
Advancing Jesus' Kingdom

Send Email > Visit Website >

Where they operate: Asia, Southeastern Asia, Myanmar, Global

Contact this organization about: Care reforms in the countries where they operate, Finding out more about their work and experience, Networking and partnerships

Organization Size: Medium (15-49 employees and sub-contractors)

Headquarters Location: Punxsutawney, PA, United States

Organization Type: Charity/Not for Profit Organisation

Main Areas of Work

Kinnected Myanmar

Location: Myanmar

Implementation Partners

Heaven's Family partnered with Australian Christian Churches International (ACCI) Relief to deinstitutionalize the institutional-care homes that they historically financially supported. The organization transferred the program over to ACCI and are now a donor.

**HANNAH
WON**

Kinected Technical
Consultant, ACC
International Relief,
Vietnam



Transforming Children's Care

GLOBAL COLLABORATIVE PLATFORM



Transitioning Models of Care Assessment Tool: Online Training

**Better
Care
Network**



Changing
THE WAY WE
care



Maestral

Focus of the Assessment and Analysis

Internal Ecosystem of an Institution

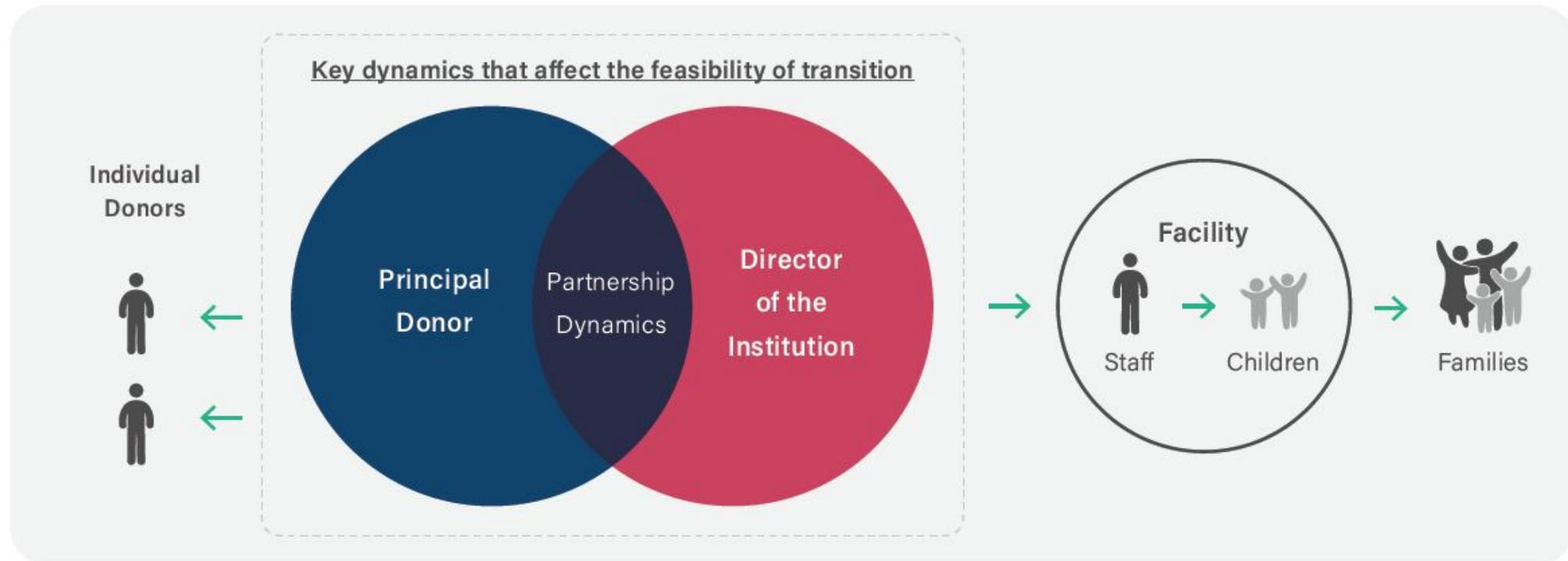


Diagram 3: Internal Ecosystem of Residential Care Institutions



Green light

positive and/or low risk
indicator sets



Orange light

medium risk indicator sets



Red light

high risk indicator sets

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

Phase 1 Learning and Exploration

Phase 2 Preparing for Transition

● Conducting Organizational Assessments

○ Making Links to the National Child Protection and Care System

○ Developing a Strategic Plan

○ Securing Agreement from Remaining Key Decision Makers

○ Governance and Organizational Strengthening/Capacity Building

Phase 3 Implementing a Transition

Conducting Organizational Assessments

Understanding baseline strengths, risks, and readiness

Aim

To plan the way forward, it's important to have a clear picture of the starting point of the organisation and of the residential care services in operation.

The aim of this step is to conduct a baseline assessment or organizational review. This will review how adequate existing structures, systems, policies, procedures, staffing and resources are to support a safe transition.

Assessments or reviews help identify the organization's strengths and weaknesses and where risk and tension might stem from. They assist in understanding what organizational strengthening activities may need to be factored into the strategy to safely proceed with transition.

These reviews will also help organizations and their partners determine what the most appropriate end goal is; full transition or safe closure. It can also help inform organizations' decision making about what post transition services they are well placed to run, if full transition is the goal.

Key Actions and Processes

This step is concerned with organizational **assessment** (where transition is being guided by organizations or individuals providing overarching technical support) or internal review (where the transitioning is being self-managed by the transitioning organisation).

Assessments or internal reviews conducted throughout this step may include:

Video presentation



Phase 1
Learning and Exploration

Phase 2
Preparing for Transition

- **Conducting Organizational Assessments**
- **Making Links to the National Child Protection and Care System**
- **Developing a Strategic Plan**
- **Securing Agreement from Remaining Key Decision Makers**
- **Governance and Organizational Strengthening/Capacity Building**

Phase 3
Implementing a Transition



**Better
Care
Network**



**Changing
THE WAY WE
care**



Transition Panel Discussion



**SISTER
CELIA de
LOERA**

Coordinator of the Office of
Mission Development,
Sisters of Our Lady of
Charity of the Good
Shepherd in Mexico





COMPARTIENDO EXPERIENCIAS EN EL CAMBIO DEL CUIDADO DE LA NIÑEZ Y ADOLESCENCIA

Congregación Nuestra Señora de
la Caridad del Buen Pastor en
México



Cambiando
LA FORMA EN QUE
cuidamos



¿Quiénes somos?

- Somos una Congregación presente en 72 países.
- Estamos en México **desde 1900**.
- Desde nuestra fundación en 1641, **nuestra carisma** se ha venido **adaptando** a cada época, en las diferentes circunstancias.
- Actualmente en México, **estamos cambiando nuestro modelo de atención** en 5 casas hogar.
- La decisión se **fundamenta en las directrices Congregacionales**, es parte de un **proceso global**, que ha requerido **varios años de planeación y discernimiento**.

Abordando el cambio



- Abordamos el cambio a través del fortalecimiento familiar.
- Los NNA tienen derecho a crecer dentro de un ambiente protector y acogedor, evitando ser separado de manera innecesaria de su familia.
- La Congregación nos impulsa a trabajar implementando las mejores prácticas, con un enfoque de derechos e implementando políticas de salvaguarda infantil.
- Hemos colaborado con Cambiando la Forma en que Cuidamos desde el junio 2021.

¿Qué cambios necesitamos en la transformación?

Nuestra propia pensamiento y sentimientos sobre la transformación

Organización & Operaciones

Alianzas

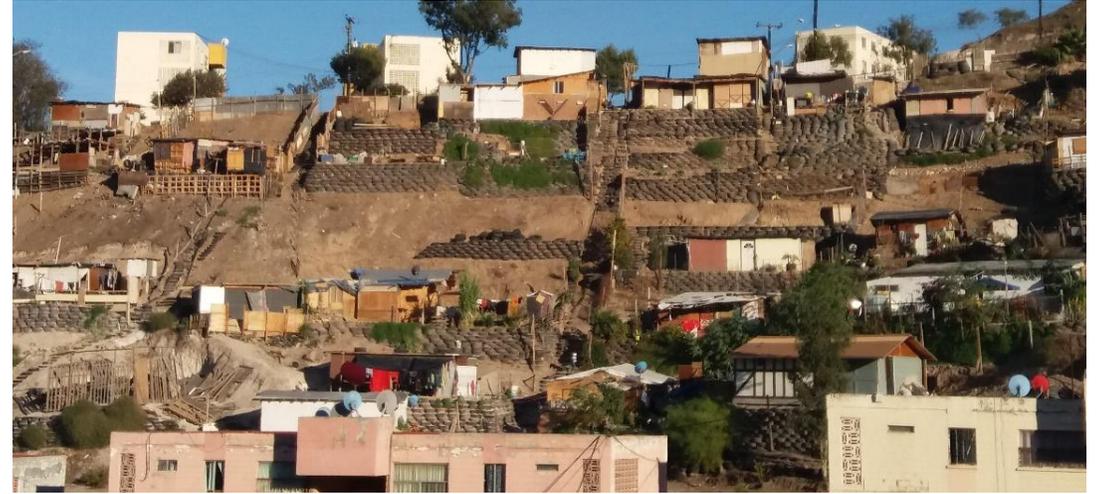
Modelo de Servicio

Cuidado de la niñez y adolescencia



Transición a nuevos modelos de atención

- A consecuencia de la pandemia de COVID-19, las niñas y adolescentes regresaron a sus hogares con su familia.
- Actualmente **dos casas** han transitado a un nuevo modelo de atención, el resto continua en discernimiento y solo una de continua acogiendo niñas.
- Casa Eudes de **Tijuana** Baja California
- En Casa Eudes de **Ciudad Juárez**





SHARING OUR EXPERIENCE WITH TRANSITIONING THE CARE OF CHILDREN

Congregation of Our Lady of
Charity of the Good Shepherd in
Mexico



Cambiando
LA FORMA EN QUE
cuidamos



Who are we?

- A Congregation that is present in 72 countries. In Mexico since 1900. Since our foundation in 1641, our charism has been adapted to each era and different circumstances. Currently in Mexico, we are changing our model of care in five residential care facilities. The decision is based on congregational guidelines, which it is part of a global process, and has required several years of planning and discernment.

Addressing change

- We address change through family strengthening.
Children have the right to grow up within a protective and welcoming environment, avoiding being unnecessarily separated from their family.
The Congregation encourages us to work by implementing best practices, with a rights-based approach and implementing policies to safeguard children.
We have collaborated with Changing the Way We Care since June 2021.



¿Qué cambios necesitamos en la transformación?

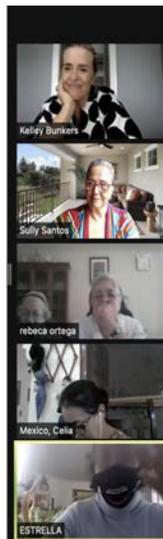
Nuestra propia pensamiento y sentimientos sobre la transformación

Organización & Operaciones

Alianzas

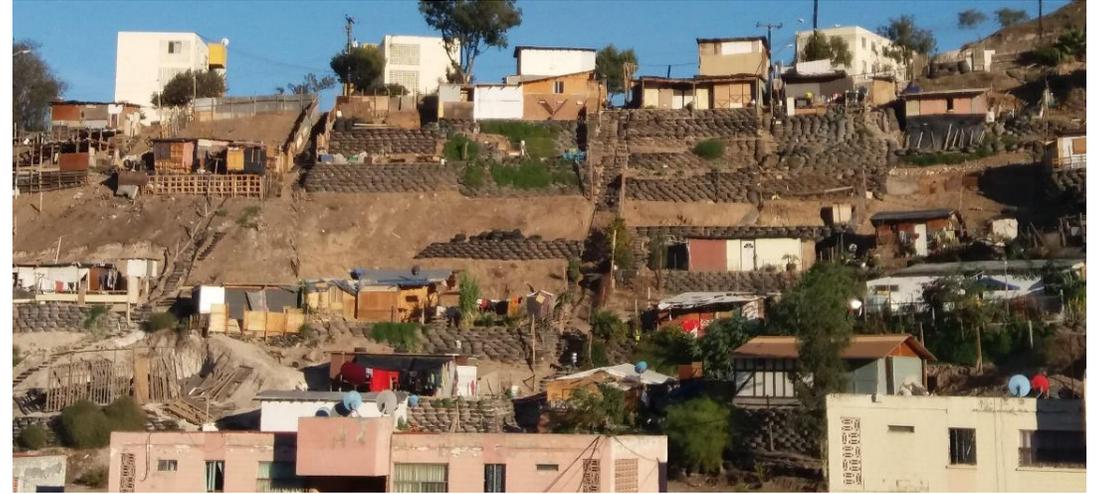
Modelo de Servicio

Cuidado de la niñez y adolescencia



Transition to new models of care

- As a result of the COVID-19 pandemic, girls returned home to their families. Currently two residential care facilities have moved to a new model of care.
- The other three continue in a process of discernment. Only one still has girls in care.
Casa Eudes de Tijuana Baja California.
At Casa Eudes in Ciudad Juárez.



**KUSUM
MOHAPATRA**

Regional Director, Miracle
Foundation India



Transforming Children's Care

GLOBAL COLLABORATIVE PLATFORM



MIRACLE
FOUNDATION

A Family for Every Child

**Transitioning
Residential Care
Services**

16th March, 2022

Kusum Mohapatra,
Regional Director
kusum@miraclefoundation.org

Miracle Foundation India

Where we Work

- Bihar**
Miracle Foundation Office with UNICEF Presence
- Delhi**
Miracle Foundation Office
- Gujarat**
Miracle Foundation Office with UNICEF Presence
- Jammu & Kashmir**
Capacity Building of Child Protection Functionaries
- Karnataka**
Ashakiran
CFE Belgaum
- Kerala**
HMM
- Madhya Pradesh**
AARAMBH(FBC pilot)
- Maharashtra**
Miracle Foundation Office with UNICEF Presence
- Mukta**
Gokul(FBC pilot)
- Tamil Nadu**
Miracle Foundation Office
Cornerstone
Marialaya Erode
Marialaya Coimbatore
CFE: Chennai
CFE: Yelagiri
- Telangana**
New Life
CFE: Uppal
- Tripura**
Anwasha

- | | |
|--|--|
| | Miracle Foundation Office with UNICEF Presence |
| | Miracle Foundation Office |
| | Base Model Home |
| | Center for Excellence-Salesian |





MIRACLE FOUNDATION

A Family for Every Child

Transition Experience:

- Miracle Foundation launched a pilot project in 2019 to support two CCIs In India to undergo transition and implement family-based alternative care.

Outcomes:

- One CCI, AARAMBH Boys home, proceeded with a **full transition** and reintegrated all the children into families or family-based care.
- The second CCI, Gokul Balika Ashram for Girls, reintegrated some children, but **chose not to transition** and to continue to run residential care services.



Key Learnings

- **Support CCIs to envisage the future:**
 - Helping CCI's develop a vision for alternative non-residential services is key to getting them to commit to full transition (versus reintegration of some children).
- **Support CCI's to take ownership over the transition process:**
 - CCI's were more likely to implement solutions they identified and developed themselves versus solutions given to them by Miracle Foundation.
 - Engaging the CCI leadership and staff in the transition is critical to sustaining momentum. Too much reliance on external support can stall progress.

Envisioning Exercise with the CCI



5 year vision statement:

AARAMBH's vision statement – ***“To transform communities and improve the lives of children, their families and Community where everyone's basic needs and rights are met and sustained.”***

The areas they worked on during this time

- Rights of children to be propagated (Key focus: Health, education and safety)
- Community led approach through ensuring Sustainability of the program
- Optimum utilization of existing structures and resources: AARAMBH will not create any parallel or new structures, unless necessary for children's safety and development. FBC Transitioning from CCI to families: a replicable model
- Child participation and child protection will be at the core of the program other focus areas include Health & Education

Actions steps to achieve these :

1. Stepwise transition process through effective case management process (Ensuring no child left behind).
2. 'Inclusion' to be focussed in the program. Along with working with boys, we'll work with girl children and children with disabilities as well.
3. Strengthening existing Govt./Non-Govt. programs, structures and resources. done through Training programs for govt. and non-govt partners
4. Creating infrastructure: services at the local level. Focus on LINKAGES
5. Staff-restructuring and skill enhancement based on the emerging needs.

Areas currently emerging as challenge but CCI plans to work through:

Relooking staff administration - ensuring to skill up and better utilise the staff to carry the org. vision

Financial and Resource mobilisation - CCI aggressively working on mindset change for the donors (so they are able to contribute to FBC related components - direct support to children in families/ communities Vs. supporting children for std. of care components in CCI)

COVID situation: Utilise Miracle's ECM process to ensure effective case management for children who moved back in families

<https://iacn.in/resourcedetails.php?id=5&pageno=2>

<https://iacn.in/images/resources/0014a6e546385dfdca1212ed25a42985.pdf>

Email: rtyagi@miraclefoundation.org

**EVELYN
NANTEZA**

Project Manager for Tororo
Deinstitutionalisation
Project, Child's i Foundation
Uganda



Transforming Children's Care

GLOBAL COLLABORATIVE PLATFORM

Malaika

child's  foundation



Background

- **Malaika Babies Home was a residential transition centre established in Uganda in 2009 as a 25 bed home run by Child's i Foundation.**
 - Set up to provide high quality temporary care to abandoned babies whilst family tracing, reintegration or adoption efforts took place.
 - Considered a model of good practice and included a reintegration programme. **(90% of babies placed in the home were unified with their biological parents.)**
 - Domestic adoption was explored for children whose parents we could not find.
 - **We wanted to combat long term institutionalisation and ensure more children ended up in family based care**
 - despite efforts to ensure children spent as little time in residential care as possible, the children in our care stayed longer and longer.
 - But despite this many children stayed for longer than 3 months

The process

- We **scaled back our home between 2014 - 16 from the 25 bed home to a 8 - bed facility**. The scaled back facility, operated as an emergency transition home.
- We found the **cost of running a small emergency home was almost as expensive as running a 25 bed home** - so not cost effective or sustainable.
- Funds spent on rent where diverted to foster care and family strengthening.
- **We had to explore the legal and policy mechanisms in place to replace residential care**
- We invited the babies home carers to take up the role of foster carer as paid employees, looking after the children in their home and redeployed some of the babies home staff into new roles.

Learning from practice

- **Political will is key!**
- **Transition can take a while** - Try not to leave anyone behind
- **Build a network around your transition** - The community can help - don't try to do it all yourself.



LO LEANG

Head of Child Protection of
Family Care First | REACT,
Save the Children
Cambodia



Transforming Children's Care

GLOBAL COLLABORATIVE PLATFORM



Lessons Learned on RCI Transition in Cambodia

FCF|REACT

Family Care First | REACT, supported by MoSVY, is a network of organizations, financially supported by the European Union, USAID, the GHR Foundation, Save the Children Hong Kong and UNICEF, aims to support Cambodian children to live in safe, nurturing family based care.



Transition experience

Implementing transition through partnerships between government, civil society and RCIs in Cambodia

From a Residential Care Institution to a Community Center



FAMILY CARE FIRST REACT

Key Learnings

- Effectiveness and importance of civil society and national and local governments working together to support RCIs to transition.
 - **Government:** setting policy, issuing directives, and setting goals to encourage and exert positive pressure on RCIs to change their model.
 - **Civil society:** Supporting RCIs to consider and unpack the implications of policy directives and to support specific RCIs who agree to transition with implementation.



Q&A



Opportunities to join the Transition Working Group!

- **Join the Transition Working Group.** Open to all practitioners involved in transitioning residential care services.
- New **Spanish subgroup** of the Transition Working Group for Spanish speaking practitioners.
- Subgroups on **Leaving Care and Aftercare** and **Transition Learning**

<https://www.transformcare4children.org/user/register>



Transforming Children's Care

GLOBAL COLLABORATIVE PLATFORM

**THANK
YOU FOR
JOINING!**

Please see the chat box for a link to learn more about the [Transforming Children's Care Global Collaborative Platform](#) and find out how to join.

We will be sending you a link to the webinar recording and slides in a follow-up email shortly. If you have questions, comments or recommendations for future webinar topics, please send them to:

contact@transformcare4children.org

En el chat encontrará un enlace para obtener más información sobre la [Plataforma de Colaboración Mundial para la Transformación de la Atención Infantil](#) y saber cómo unirse a ella.

En breve le enviaremos un enlace a la grabación del seminario web y a las diapositivas en un correo electrónico de seguimiento. Si tiene preguntas, comentarios o recomendaciones para los temas de futuros seminarios web, envíelos a:

contact@transformcare4children.org



Transforming Children's Care

GLOBAL COLLABORATIVE PLATFORM