Bridges Safehouse Timeline of Transition

Time from initial engagement to buy-in for full transition: 2 months

Time from buy-in to completion of preparation process and development of transition strategy: 5 months

Seeking of government permissions for foster care: 2 years

Signing of formal partnership agreement to first foster care placements: 3 years and 3 months

Signing of formal partnership agreement to closure of 3 facilities: 4 years

Development of foster care manual: 18 months

Reintegration of 10 to 12 children per year out of emergency shelter: ongoing

Reintegration of 180 children out of temporary residential care: 10 years

2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018

2008

Expatriate founder/director establishes residential care facility for street-connected children

Reintegration program established at the outset to ensure short-term stays in care

2009

Short-term residential care facility established for children of incarcerated parents

Hiring of expatriate community team leader who would later become principal donor

Expatriate community team leader establishes drop-in day center to provide life skills and vocational training for street-connected children

2010

Short-term residential care facility established for infants relinquished at a clinic for undocumented migrant workers

Hiring of national community engagement staff member who would later become director

Crisis hotline established for emergency response to cases of abuse and trafficking

2011

Expatriate community team leader returns to home country and is appointed principal donor

2012

At request of authorities, emergency shelter established for women and children in situations of domestic violence.

situations of domestic violence, sexual abuse, and/or trafficking

Closure of facility for children of incarcerated parents

2013

National community engagement staff member is appointed director

Founder moves into figurehead role and steadily decreases his involvement

Feb to Apr: Targeted Awareness Raising

Technical support agency provides contextualized solutions to foster care challenges, making transition out of residential care feasible

Apr to Sep: Preparation

Technical support agency works with founder and national director on:

- Organizational assessments
- Strategic planning for full transition out of all short-term residential care services
- Minor revisions to an already robust child protection policy

Sep: Buy-In

Formal partnership agreement signed by founder, national director, and technical support agency

Sep to Dec: Organizational Level Processes

Strategic planning for full implementation of foster care

Reintegration Processes

Focus on securing of government permissions for formal foster care of undocumented children

Stage 1 Engagement

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2015

Founder returns to home country

Stage 2: Preparation & On-boarding

Stage 3a: Full Transition

2014

Organizational Level Processes

Staff receive training on community-led development and sustainability principles, project management, and monitoring & evaluation tools

Reintegration Processes

Verbal approval obtained from government for foster care but lack of legal framework for foster care of undocumented children stalls formal approval

Permission secured from Swedish government body to adapt their foster care manual to fit context of Bridges' target community.

Staff receive ongoing training on foster care, child development, and traumainformed care

2015

Organizational Level Processes

Pivotal social work training workshop cements an urgency in director to fully phase out of residential care

Reintegration Processes

Closure of facility for relinquished infants

Completion and translation of foster care manual

Decision to move forward with foster care through close collaboration with provincial government authorities

Overseas technical advisor facilitates reflective practice sessions of previous pilot foster care placements and provides specialized training

Training provided to care leavers and migrant mothers on financial management, conflict resolution, decision-making, survival skills, and understanding of trauma

2016

Organizational Level Processes

Early Childhood Development Center established to provide migrant parents with quality childcare

Scope and reach of awareness raising and training workshops expand to include deinstitutionalization and new geographic areas of migrant communities

Founder returns for visit and sets unexpected deadline of 6 months for closure of remaining 2 facilities

Reintegration Processes

First formal foster care placements

Exploration of emergency and short-term foster care

2017

Organizational Level Processes

Expansion of existing community-based child protection and crisis response programming, in close collaboration with local police and provincial government authorities

Founder requests allocation of organizational funding to unrelated projects without authority or explanation

Founder harasses director and principal donor, causing enormous stress and turmoil during final year of transition

Reintegration Processes

Full-time in-country technical advisor assigned for six months to support transition and development of foster care

Closure of facility for street-connected children

Small group home established for 3 children awaiting foster care

Post-Transition Outcomes

2018

Organization severs ties with founder but retains same local entity, registrations, and programming

Founder establishes new international organization in Germany using Bridges' name and facilitates overseas volunteering

Principal donor entity launches formal response to harassment by founder

Vocational training and employment for migrant women and young people provided through self-sustaining social enterprise program

Drop-in center, early childhood development center, and community training all continue to contribute to family preservation

Online case management and database system established

Emergency shelter continues to provide temporary care for women and children until government permissions can be secured for emergency foster

2021

Last child in small group home awaiting foster care placement