

# Firefly Orphanage Timeline of Transition

Period of inaction by institution directors following donor decision to transition: 2 years

Decrease in financial support without transition strategy or provision of technical support results in a second stalled period of minimal change: 3 years

Time from first organizational assessment to final revisions in organizational policies: 4 years

Buy-in was achieved in 2015 through signing of formal partnership agreements but governance strengthening continued through 2019

Signing of formal partnership agreement to first child placement: 2 years

Transition from institution director to community advocacy role: 2 years

Start of social work process to final child placement: 3 years

2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
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## Stage 1 Engagement

2007

Director establishes institution  
Principal donor begins funding institution  
**General Advocacy**  
Principal donor is introduced to the concept of family-based care but messaging is too broad and ineffective

2010

**Targeted Awareness Raising**  
Principal donor makes decision to transition after learning about drivers of residential care in low-income countries  
Principal donor arranges workshops on harms of institutional care and instructs directors to send children home or place them into foster care

2012

Following two years of awareness raising that failed to spur movement towards transition, principal donor launches 7-year plan to annually decrease their funding to pressure directors into sending children home  
Most directors seek funding from new donors without sending children home, some operate with less funding, others send 'misbehaving' children home to account for the decrease in funding

2014

Principal donor explores partnership with technical support agency

2014 to 2015

### Buy-In

Principal donor signs partnership agreement  
Director embarks on intensive 8-month onboarding process that addresses common challenges of transition and provides contextualized solutions  
Director signs partnership agreement

2015

### Organizational Level Processes

Discussion of director's post-transition role as an advocate for family-based care within his own communities  
Director conducts first community awareness raising workshop on the importance of families and harms of institutional care

## Stage 2: Preparation & On-boarding

### Stage 3a: Full Transition

2015

**Organizational Assessments**  
Assessments conducted of institution and principal donor's organization

2015 to 2019

**Governance Strengthening**  
Principal donor institutes child protection policies, reforms child sponsorship program to adhere to ethical communications in fundraising, conducts financial audits on institution, and strengthens financial policies and accountability

2016

### Reintegration Processes

External social workers hired and trained  
Case management system established in the absence of national procedures for reintegration  
Social work process begins through trust-building activities with children

2017

### Organizational Level Processes

Director conducts additional awareness raising workshops and phases out of involvement in social work processes  
**Reintegration Processes**  
First child placement

2019

### Organizational Level Processes

Director leads a team of social workers to conduct awareness raising workshops in multiple sending communities  
Director formally moves into advocacy and community development role with institution closure  
**Reintegration Processes**  
Final child placement  
Monitoring of 17 placements continues