

# Lighthouse Children's Village

## Timeline of Transition and Closure Process

Time from first warning sign to discovery of full extent of abuse and director sabotage: 16 months

Early warning signs of director resistance include hasty verbal agreement to transition, inflated budgets, reluctance to share case files, and delays in hiring external social worker

Escalation of director interference in family assessments

Evidence of director sabotage and abuse includes financial misappropriation, blocking of social worker access to children and families, and ultimately, substantiated claims of abuse

Time from first organizational assessment to final revisions in organizational structures and policies: 2 years. Buy-in achieved in 2016 through signing of formal agreements but governance strengthening continued through 2017.

Start of formal SW process to final child placement: 22 months

Time from initial awareness to preliminary agreement: 5 months

Time from preliminary agreement to signing of formal partnership: 5 months

Time from signing of formal partnership to first child sent home: 4 months

Principal donor and director engaged in legal battles regarding transfer of land: 3 years 7 months

2015

2016

2017

2018

2019

2020

### Stage 1 Engagement

### Stage 2: Preparation & On-boarding

### Stage 3b: Safe Closure/Divestment

Aug 2015

#### General Advocacy

Principal donor is introduced to the concept of family-based care

Principal donor seeks an external organization to take over management and financial support of institution

Jan 2016

#### Targeted Awareness Raising

Technical support agency advocates for principal donor to consider transition and director to consider post-transition programming opportunities

#### Preliminary Agreement

Jan: Principal donor agrees to transition

Feb: Director immediately agrees to transition

#### Mar 2016 - Organizational Assessments

Assessments conducted of principal donor entity and institution

#### Mar to Jun 2016 - Strategic Planning

- 3-year project framework and budget
- Project risk assessment and mitigation plan
- Child protection risk assessment and response plan conducted with director
- Sabotage response plan developed with principal donor

#### Jun 2016 Buy-In

Principal donor and director sign formal partnership agreement with technical support agency

#### Mar 2016 to Dec 2017 - Governance Strengthening

Technical support agency works with principal donor and director to put following in place:

- Child protection policy with clear reporting procedures (Mar to Jun)
- Staff employment contracts
- Financial policies and accountability measures

Apr to Dec 2016

#### Reintegration Processes

Apr to Oct: Technical support agency establishes case management system, provides reintegration training, and develops messaging to staff, children, families, and care leavers

Jun: Director's husband assigns his inexperienced nephew into role of social worker and interferes with family assessments

Oct: Director sends children home outside of SW process, later discovered to cover up abuse by institution staff

Nov: Hiring process for external social worker begins, after months of delay by director

2017

#### Organizational Level Processes

Jan to Apr: Technical support and concrete funding opportunities provided to director for post-transition programming but director fails to make any progress

May:

- Evidence of financial misappropriation uncovered
- Confrontation between principal donor and director escalates and director physically restrains donor from collecting incriminating documents
- Director resigns in exchange for donor agreement not to press charges for physical assault
- Emergency plan implemented and interim management put into place
- Director and institution reported to government authorities
- Allegations of sexual and physical abuse at hands of institution caregivers and youth emerge from children and staff
- Jun to Jul: Full extent of director sabotage discovered and confirmed as new social worker investigates allegations, staff failing to perform their duties are terminated
- Aug: New manager and social work team hired

#### Reintegration Processes

Feb: External social worker hired and trained, in consultation with all parties

Feb to May: Director threatens external social worker, sabotages social work process, blocks social worker access to children, coerces families

May: External social worker resigns after four months

May to Dec: Director continues to sabotage social work process through ongoing contact with children and families, incites children to violence against new staff, appeals to other donors to fund a new institution

Jul to Sep: External counselors hired to support children and staff

Jul to Dec: New social worker restarts social work process with children and families, connects with youth who left institution without support

Aug to Dec: Care leaver support program established, life skills training conducted, family tracing and family reconnection commences

2018

#### Reintegration Processes

Feb: Children transferred into two small group homes in the community, under the care of newly hired and experienced caregivers

Throughout 2018:

- Young people supported to leave care
- Children reintegrated into birth families and kinship care
- Children placed in foster care
- Aug: All children reintegrated out of one small group home
- Nov: All children reintegrated out of second small group home
- Nov: Residential care services programming terminated permanently

2018-2021 →

Ongoing monitoring of child placements and care leavers

2004

Director establishes institution

2005

Principal donor begins funding institution