





Transition Framework Tools

Training Event

















Transition Framework Tools

Training Event



Partnerships **PLUS**















Agenda

♦ Shared Understanding of Transition

Synthesis of learning and implications for strategy

Process of Transition

Phases of Transition Interactive Diagram

Transitioning Models of Care Assessment Tool

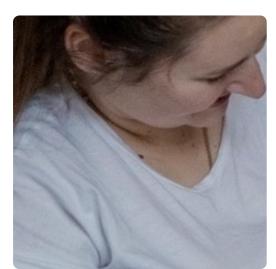
Assessing RCIs risk and readiness and developing strategies

Transition Cost Estimation Tool

Estimating and preparing for the financial implications of transition

▲ Identifying and Managing Risks to Children

Orphanage trafficking and exploitation



















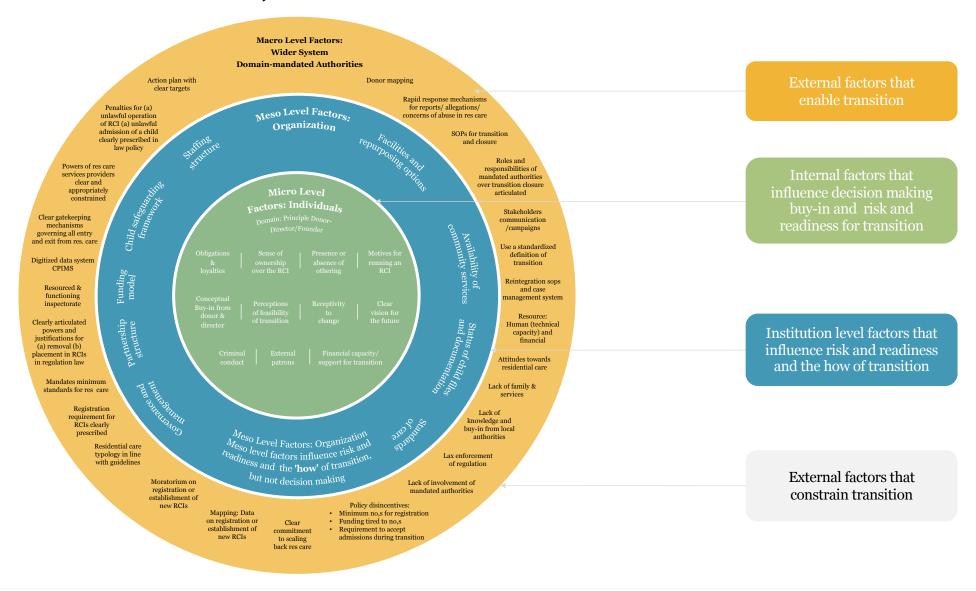




Shared Understanding

Global learning on residential care service transition and implications for strategy

Factors that Enable, Constrain and Influence Transition









Macro Level Factors

Systems Factors That Positively Influence Residential Care Service Transition



Political Will & Commitment

- Government leadership
- Clear public commitment to scaling back residential care
- Timebound targets set for scaling back residential care, that are communicated to all relevant stakeholders



Legislative & Policy Measures

- Moratorium on the establishment of new residential care institutions
- Registration/licensing requirements for residential care facilities clearly prescribed in law/policy
- National minimum standards for residential care services prescribed in law/policy
- Residential care typology in line with the Guidelines for the Alternative Care for Children
- Powers of mandated authorities and justifications for (a) removal (b) placement in RCI clearly articulated in law/policy
- Gatekeeping mechanisms and procedures clearly prescribed in law/policy
- Powers of residential care service providers clearly defined and appropriately constrained
- Penalties for (a) unlawful operation of RCI (a) unlawful admission of a child clearly prescribed in law/policy
- Rapid response mechanisms for responding to reports or instances of abuse/exploitation in RCIs
- Provisions for family-based care services for children requiring alternative care







Macro Level Factors

Systems Factors That Positively Influence Residential Care Service Transition



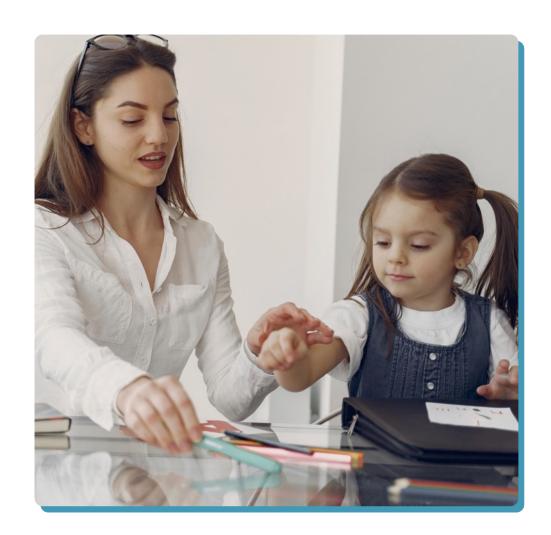
Implementation Mechanisms

- Clear commitment to scaling back residential care
- Strategic action plan with clear targets
- Digitized Child Protection Management Information System (CPMIS)
- Adequately resourced and functioning inspectorate system
- Standard Operating Procedures (SoPs) for transition/closure and reintegration
- Roles and responsibilities of mandated authorities over transition closure articulated in policy
- Adequate human, financial resources, and financial mechanisms, to implement action plans
- Stakeholder engagement and communication campaigns



Data & Evidence

- Mapping of all residential care facilities (registered and unregistered)
- Mapping of donors of residential care facilities







Macro Level Factors

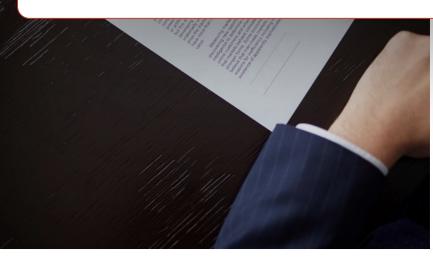
Systems Factors that Constrain Residential Care Service Transition



Policy Disincentives:

- Setting a minimum number of children required in the RCIs for registration or to maintain license.
- Funding models that allocate funds per child in the RCI
- Requirements for RCIs to accept new children into care during transition or closure.

- Lack of family and community services (to support children reintegrating out of care)
- Positive community attitudes towards residential care
- Lax or inconsistent enforcement of regulations & policy directives over RCIs
- Lack of involvement in transition and closure from mandated authorities
- Lack of resource for implementation of transition
- Inconsistencies between transition related strategies and other policies, including social and poverty reduction policies.
- Lack of appropriate family-based care services for children who require alternative care

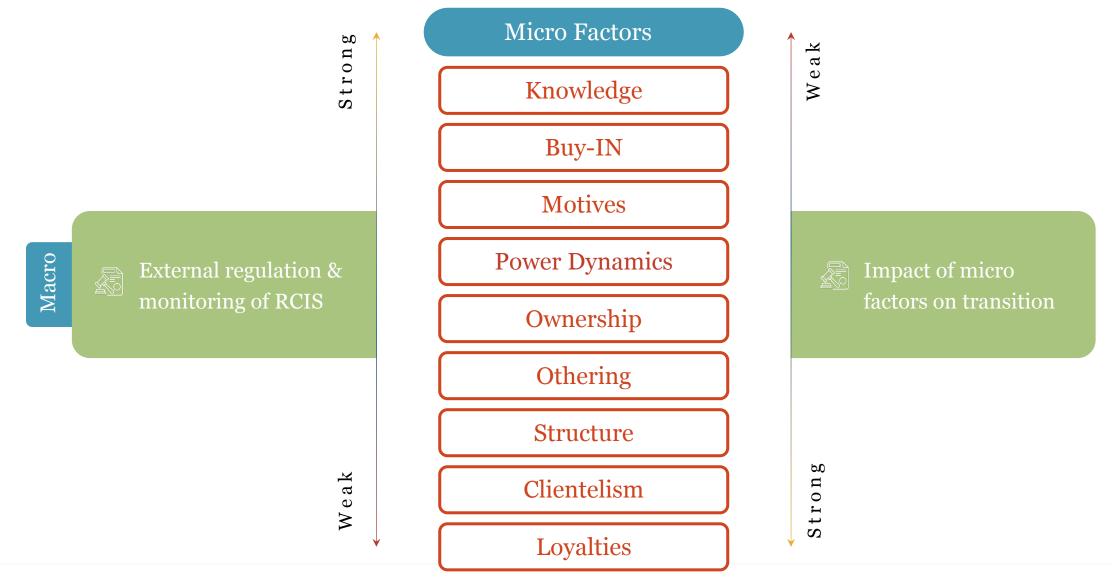








Relation Between Macro and Micro Level Dynamics



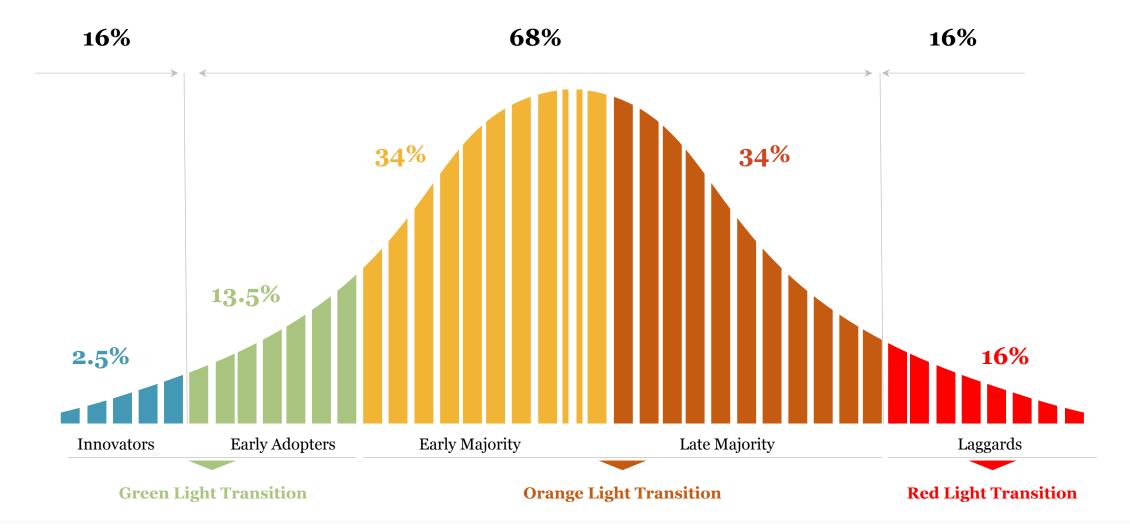






Innovation and Change Adoption

Residential Care Transition









Categorizing and Targeting RCFS: Legal Conformity

Transition voluntary for registered and above standard RCFs

Registered or unregistered RCFS in moderate violation of min. standards given notice to conform with regulation or close within a timebound period

Closure is mandated for unregistered RCFs in serious violation of minimum standards

A. Voluntary Transition

B. Notice to Comply or Close

C. Mandatory Closure

RCFS identified through inspectorate. RCFS self initiate transition and inform authorities of intention and timeline RCFS identified through inspectorate.

Notice issued. Follow up inspection triggers reclassification under category

(a) or (c)

RCFs identified through mapping (unregistered RCFS) and inspectorate.

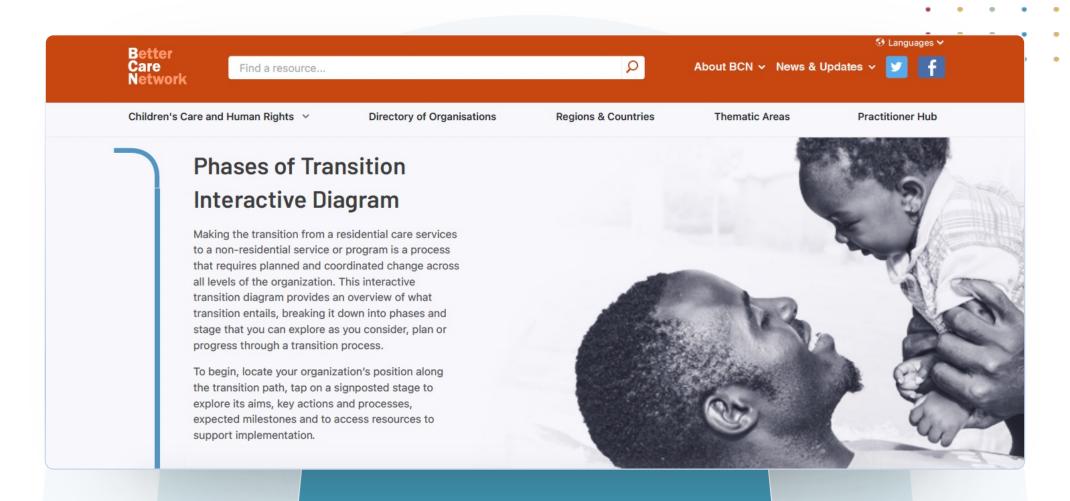






Process of Transition

Phases of Transition Interactive Diagram









Phases of Transition

Phase 1

Engagement Advocacy

Advocacy

General awareness raising about the issue

Awareness & Preliminary Agreement

Targeted awareness raising to secure initial agreement to explore transition

Phase 2

Preparation & on boarding

Organizational Assessment

Assessments and analysis

Strategy

Strategic planning

Buy-in

Secure full agreement

*Governance Strengthening

Strengthen governance and accountability systems

*when required as indicated by assessments

Phase 3

Active Transition Stage

Pathway A:

Full Transition

Stakeholder

consultation

Post-transition programming discussions & assessments

Re-design & repurposing

Implementation of new programs

Reintegration

Establish social work team & CMS

Family Tracing Social work assessments & care planning

Monitoring & ongoing support

Pathway B:

Safe Closure/ Divestment **Organizational Level Processes**

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 I work team & CMS

Family Tracing Social work assessments & care planning

Monitoring & ongoing support







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 years out of emergency shelter; ongoing

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

2008 2009

2010

2011

2012

2014

2015

2016

2017

2017

explanation

of transition

of foster care

connected children

Organizational Level Processes

Expansion of existing community-

based child protection and crisis

response programming, in close

collaboration with local police and

provincial government authorities

organizational funding to unrelated

Founder requests allocation of

projects without authority or

Founder harasses director and

Reintegration Processes

Full-time in-country technical

Closure of facility for street-

children awaiting foster care

advisor assigned for six months to

support transition and development

Small group home established for 3

principal donor, causing enormous

stress and turmoil during final year

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

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, 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 & national director on:

- > 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

Strategic planning for full implementation of

Reintegration Processes

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

2013

Stage 1: Engagement

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

trauma- informed 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

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

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

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

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 shortterm foster care

2018

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

Post-Transition Outcomes

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 selfsustaining 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 care

2021

Last child in small group home awaiting foster care placement

foster care









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 Transition from institution director to community advocacy role: 2 years

Transition from institution director to community advocacy role: 2 years

2015 To 2019

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

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

2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018 2019

2007

Director establishes institution

Stage 1: Engagement

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 lowincome 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 7year 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 posttransition role as an advocate for familybased care within his own communities

Director conducts first community awareness raising workshop on the importance of families and harms of institutional care

stage 3a: Full Transition

2015

Organizational Assessments

Assessments conducted of institution and principal donor's organization

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

Governance Strengthening

Organizational Level Processes

Director conducts additional awareness raising workshops and phases out of involvement in social work processes

Reintegration Processes

First child placement

Organizational Level Processes

2019

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







Lighthouse Children's Village Timeline of Transition &

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 assessments
- > 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.

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

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

2015 2016 2017 2018 2019

2020

Stage 3 b: Safe Closure/Divestment

Aug 2015 General Advocacy

Principal donor is introduced to the concept of familybased 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

2004

Director establishes

Principal donor begins funding institution

2005

Stage 1: Engagement

Mar 2016 - Organizational Assessments

Assessments conducted of principal donor entity & 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
- > Staff employment contracts
- > Financial policies and accountability measures

Stage 2: Preparation & On-boarding

Apr to Dec 2016 Reintegration

Apr to Oct:

Technical support agency establishes case management system, provides reintegration training, and develops messaging to staff, children, families, and care leaver

Jun:

Director's husband assigns his in experienced nephew in to 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

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

- > Evidence of financial misappropriation uncovered
- > Confrontation between principal donor and director escalates and director physically restrains don or 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
- > Allegations of sexual and physical abuse at hands of institution caregivers and youth emerge from children and staff

Full extent of director sabotage discovered and confirmed as new social worker investigates allegations, staff failing to perform their duties are terminated

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

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
- 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











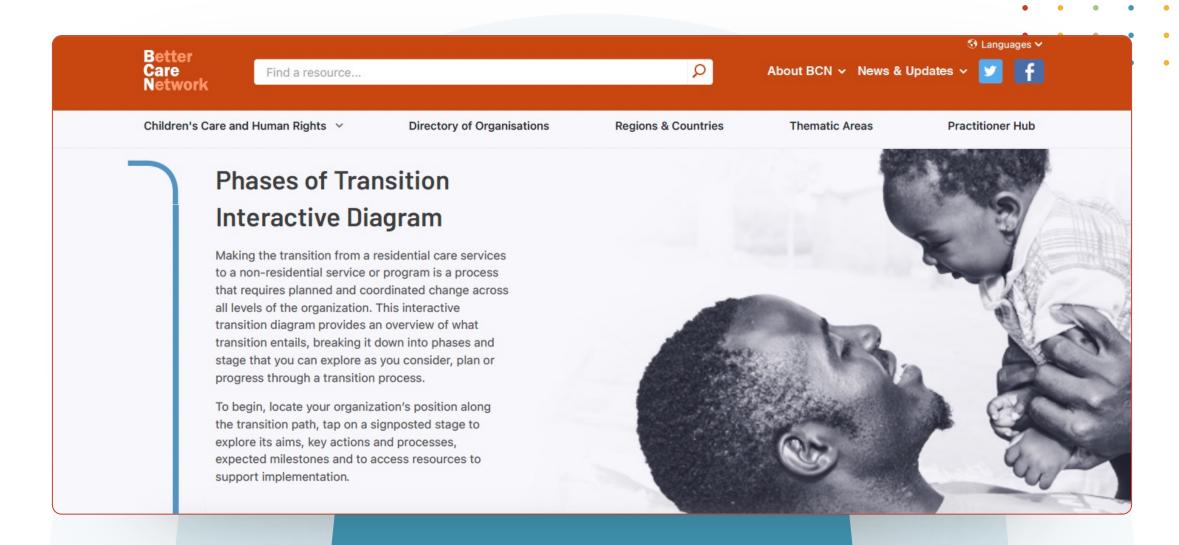




Discussion

What are some of the factors that impact timelines?

Explore the Tool

















Discussion

Think about your organization or your case study, how could this online tool help you to support them at the beginning of transitioning?

Phase One

Learning & Exploration

Understanding the evidence & impetus for change & global care reforms



Building! Awareness of the Reasons for Change

Understanding the evidence and impetus for change and global care reforms



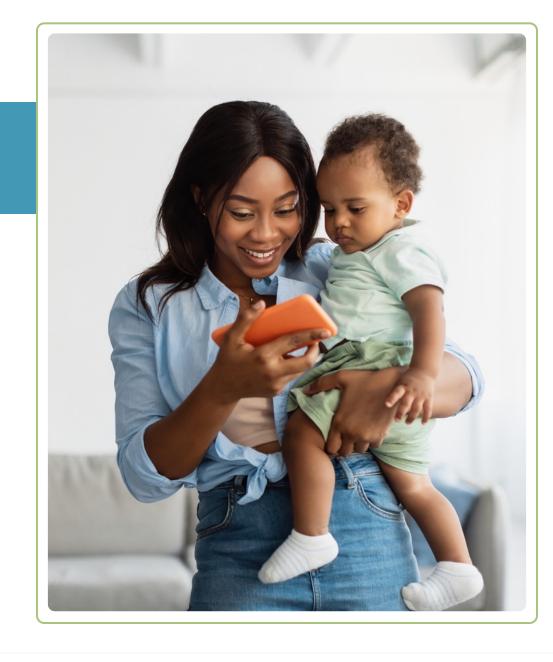
Exploring the Local Context for Transition

What would transition look like for the organisation & based on their context



Identifying and Engaging with Others

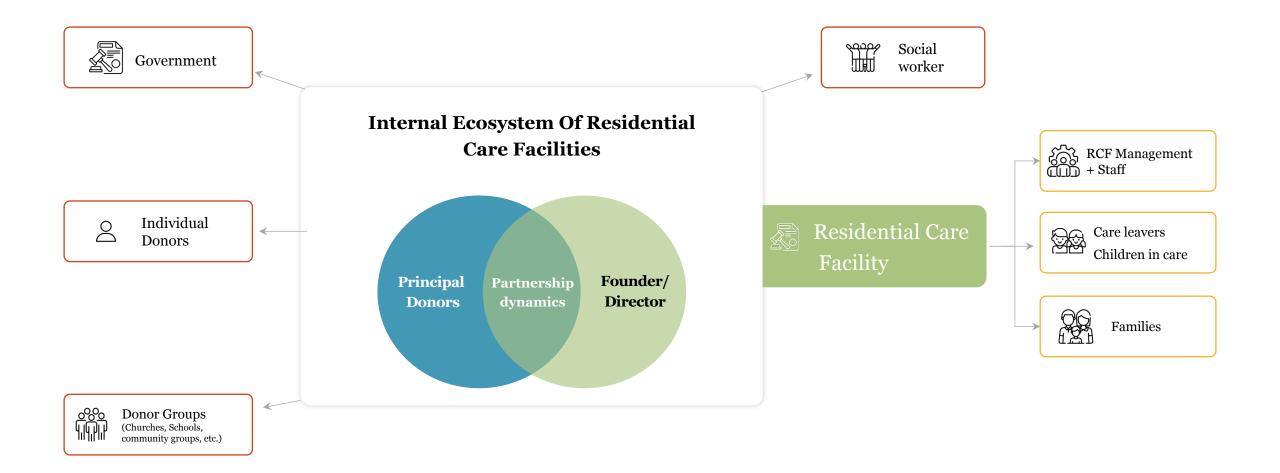
Mapping the human resource landscape and making connections







Internal Ecosystem of Residential Care Facilities









Phase Two

Preparing For Transition

In Phase Two, Organization Began Putting The Information They're Gathered Into Action-organization And Building Foundations For Strategic Change



Conducting Organizational Assessments

Understanding baseline strengths, risks, and readiness



Making Links To The National Child Protection & Care System

Connecting the transition to the system & national care reforms



Developing A Strategic Plan:

Turning collected information into action



Securing agreement form remaining key decision markers

Achieving full and final but-in



Governance & organization strengthening/capacity building

Strengthening the foundation for transition





Conducting Organizational Assessments

Understanding Baseline Strengths, Risks, & Readiness



What Is Your Starting Point?



What And Where Are The Risks?



How Will You Manage Those Risks?



What is the most appropriate end goal for the organization: full transition or safe closure?



Which types of family services realistically reflect the capacity of the organization?







Making Links to the National Child Protection & Care System

Connecting The Transition To The System And National Care Reforms

UN Guidelines on the Alternative Care of Children

Section B: Alternative Care



13: Removal of a child from the care of the family should be seen as a measure of last resort and should be, whenever possible, temporary and for the shortest possible duration.



14: Financial and material poverty, or conditions directly and uniquely imputable to such poverty, should never be the only justification for the removal of a child from parental care, for receiving a child into alternative care, or for preventing his/her reintegration, but should be seen as a signal for the need to provide appropriate support to the family.





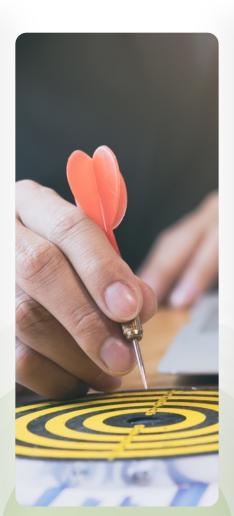
Developing A Strategic Plan

Turning Collected Information Into Action



Aims

- Involve relevant stakeholders in a co-design process
- > Services are rights-based and evidence-based
- Core principles of sustainability, strengths, and empowerment





Considerations For New Programming

- Gaps in existing services across child protection, child and family welfare, social protection, and education systems
- > Root causes of family separation and support for reintegrated children and their families
- Perspectives and input of local community members and leaders
- > Government plans and priorities for new services
- > Results of organizational SWOT analysis





Summarizing Phase Two

Preparing for Transition

In phase two, organizations began putting the information they've gathered into action-organizing and building foundations for strategic change.



Conducting Organizational Assessments

Understanding baseline strengths, risks, and readiness



Making Links to the National Child Protection and Care System

> Connecting the transition to the system and national care reforms



Developing a Strategic Plan

Turning collected information into action



Securing Agreement from Remaining Key Decision Makers

Achieving full and final buy-in



Governance and
Organizational
Strengthening/Capacity
Building Strengthening

Strengthening the foundation for transition







Phase Three

Implementing a Transition

Phase three offers two pathways, guiding either full transition to other non-residential services, or facilitating safe closure and reintegration of children.





Pathway A

Full Transition to Other Non-Residential Services

Organizational Change Processes

- Stakeholder Communication and Engagement
- Leadership and Staff Training and Capacity Building
- Exploring and Designing New Services/Programs
- New Program Implementation

Social Work and Reintegration Processes

- Establishing the Social Work Framework
- Implementing Case Management: Family Tracing
- Implementing Case Management: Child/Youth and Family Assessments and Case Planning
- Implementing Case Management: Child/Youth and Family Case Plan Implementation and Placement
- Implementing Case Management: Monitoring, Ongoing Support and Placement Review

Pathway B

Safe Closure and Reintegration or Divestment of the Residential Care Facility

Organizational Change Processes

- Implementing Closure or Divestment Plan (as per Strategic Plan)
- Dissolving or Concluding the Entity (Where Necessary

Social Work and Reintegration Processes

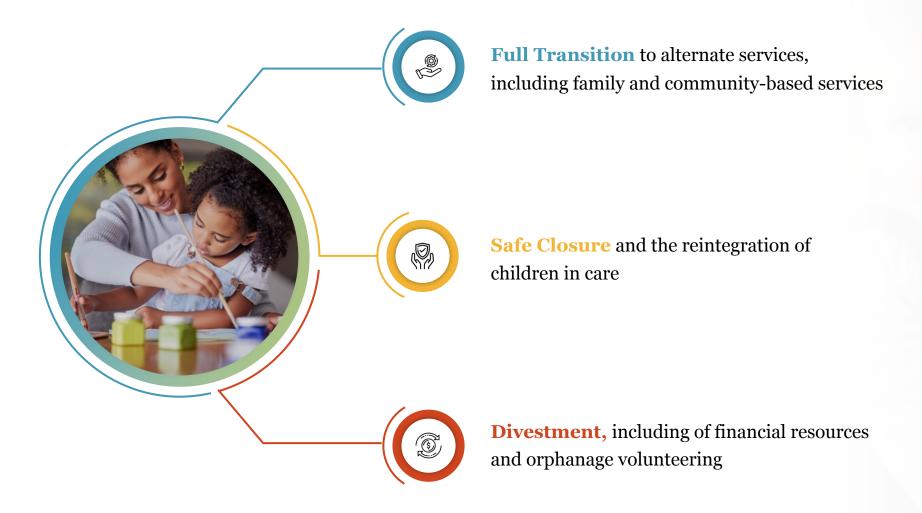
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- Implementing Case Management: Monitoring, Ongoing Support and Placement Review







Potential Outcomes



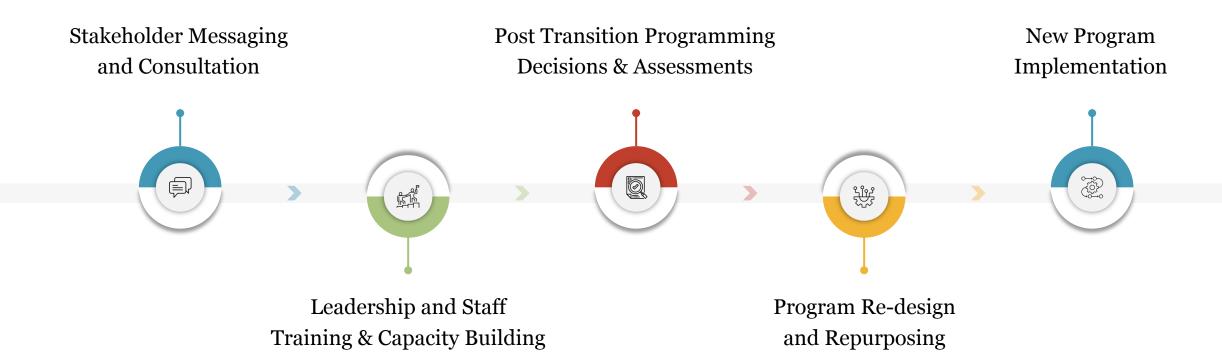






Pathway A: Full Transition

Organizational Level Processes







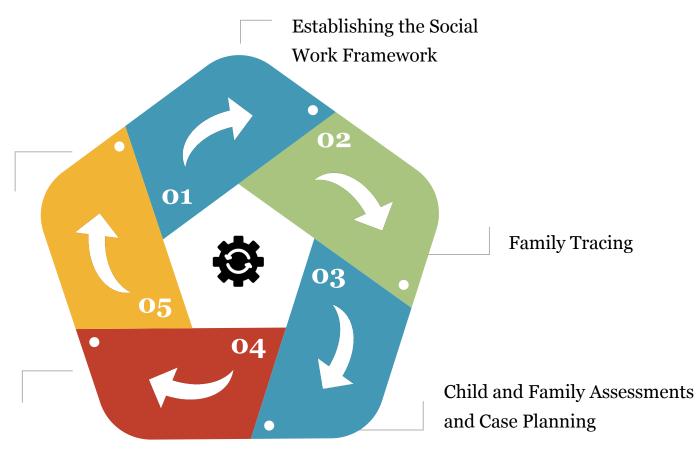


Pathway A: Full Transition

Social Work and Reintegration Level Processes

Monitoring, Ongoing support and Placement Review

Child and Family Case Plan Implementation and Placement







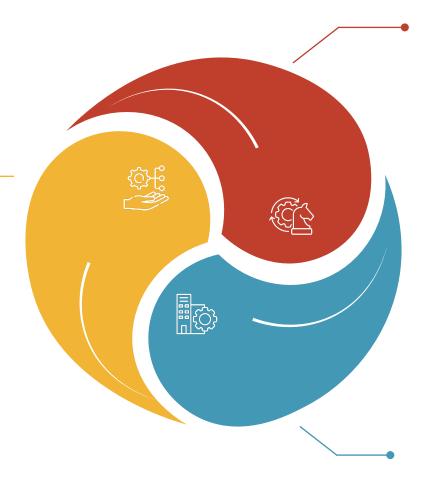


Pathway B: Closure or Divestment

Organizational Level Processes

01

Implement Closure as per Strategic Plan



02

Implement Divestment as per Strategic Plan

03

Dissolve of Conclude

Entity Where Necessary



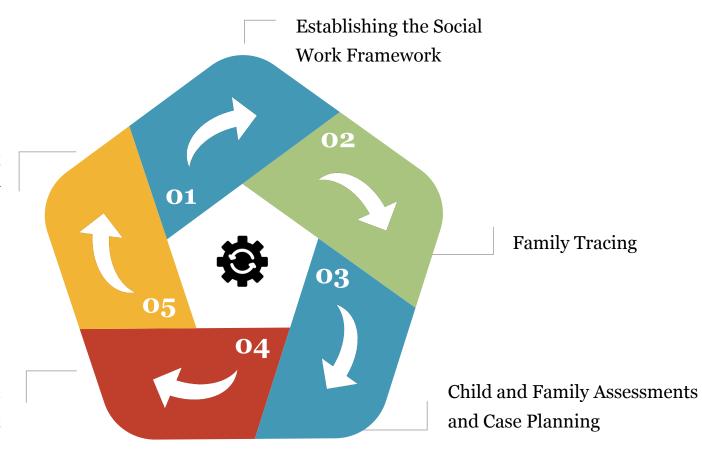


Pathway B: Closure or Divestment

Social Work and Reintegration Level Processes

Monitoring, Ongoing support and Placement Review

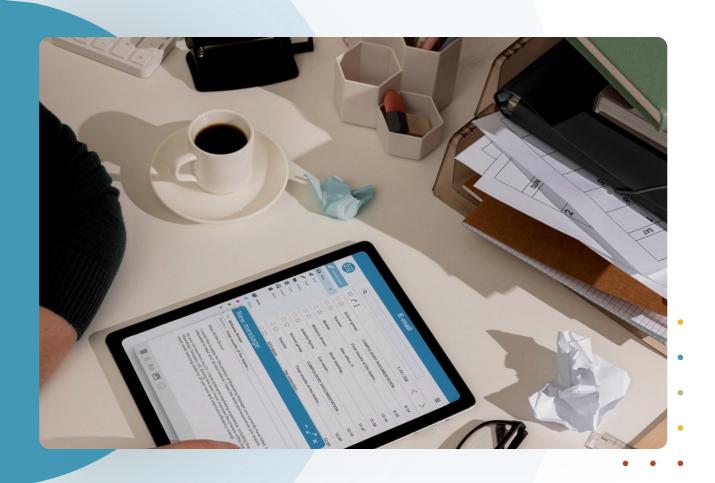
Child and Family Case Plan Implementation and Placement

















Transitioning Models of Care Assessment Tool

Risk & Readiness

Primary Stakeholders

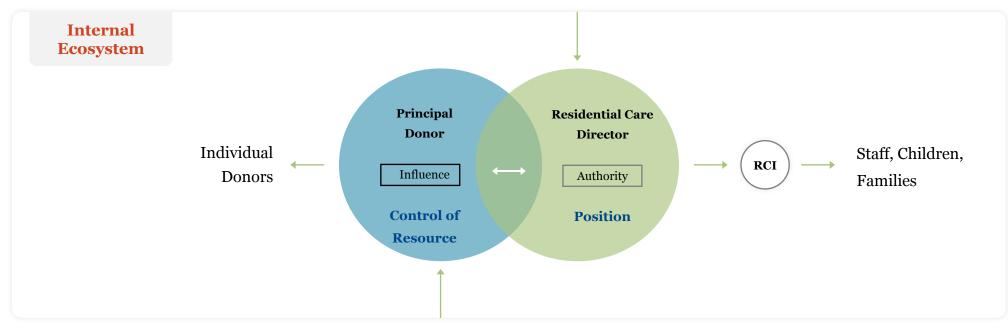
External Actors

Power & Influence Over Residential Care

Implementing Country Government

Authority

Laws, Policies & Mandate



External Actors

Donor Country Government

Authority

Laws, Policies & Mandate









Focus of the Assessment and Analysis

Internal Ecosystem Of An Institution

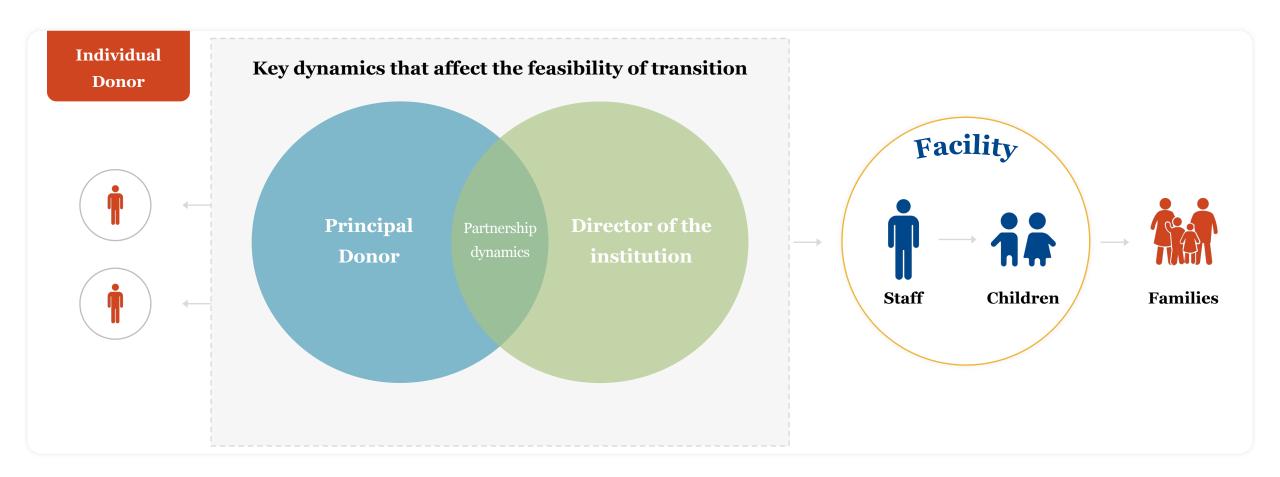


Diagram 3: Internal ecosystem of residential care institution

















Trends In Transition Support









Overview of the Tool

Purpose of the Tool



Determine the feasibility of implementing a successful transition by taking into account the number of positive indicators and/or severity of risk indicators.





Extract and analyze critical information that informs the approach and allows the practitioner to develop a strategic plan and budget for transition.







Target Audience & 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 or funding institutions
- × Not a reintegration manual
- Not primarily designed for closure of government institutions



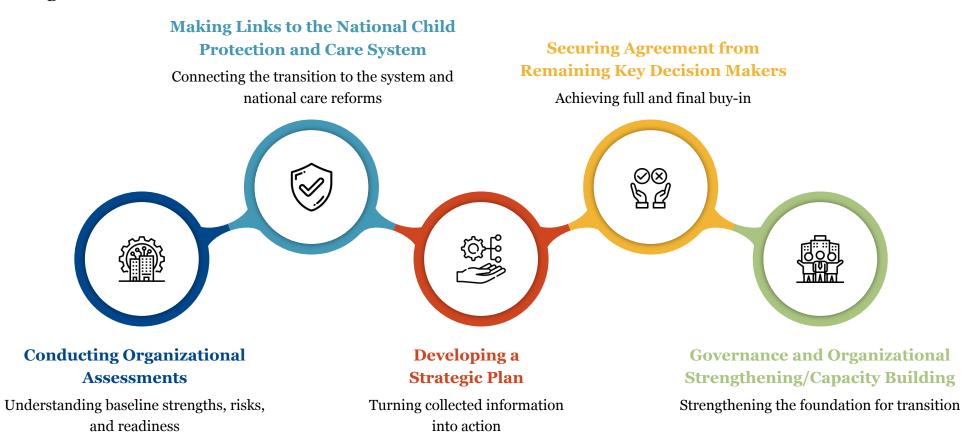




When to use the Tool

Preparing For Transition

In phase two, organizations began putting the information they've gathered into action-organizing and building foundations for strategic change









Structure of the Tool

- 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









Description



Definitions & Examples

Brief overview of the theory each theme draws upon, including examples specific to transition



Trends In Transition Support

Common patterns and inadvertent practitioner biases that have been observed in transition support work, in relation to each theme



Relevance Of The Theme

Explanation of how transition can be impacted by each theme and the resulting influence on the overall transition strategy



Assessing For The Theme

Concrete tips and guidance on how and when to assess for each theme







Indicators



Green Light

Positive &/Or Low Risk Indicator Sets



Orange Light

Medium Risk Indicator Sets



Red Light

High Risk Indicator Sets







Score & Implications

Scoring

| Theme | Theme Title | Green | Orange | Red |
|-------|---------------------------------|-------|--------|-----|
| 01 | Making The Case For Transition | | × | |
| 02 | Loyalty And Commitment | | × | |
| 03 | Motivation | | × | |
| 04 | Othering | × | | |
| 05 | Clientism And Social Obligation | | × | |
| 06 | Psychological Ownership | | | × |
| 07 | Nature Of The Partnership | | | × |
| | Total | 01 | 04 | 02 |















Theme One

Making the Case for Transition

Definitions & Examples



Persuasive Communication

Persuasive communication can take one of two forms: the rational appeal or the emotional appeal.







| Type | Rational Appeal | Emotional Appeal |
|-------------|---|--|
| Explanation | Leans heavily on logic, science, and statistics | Leans heavily on the ability to connect reason to emotion |
| | Decisions are made with the head | Decisions are made with the heart |
| | Evidence and facts are used as tools to shift thinking and persuade an individual | Evidence and facts must be taken out of the realm of abstract information and applied to personal and concrete situations to persuade an individual |
| | Publications, reports, studies, academic papers, and technical experts are viewed as credible resources | People who can provide personal testimony are viewed as credible resources |













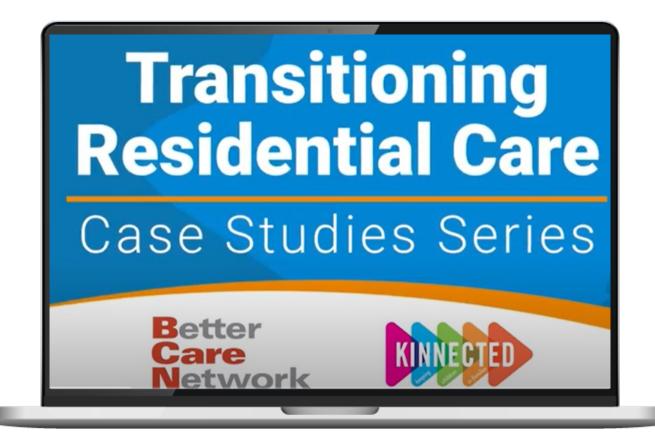




Trends In Transition Support

Video Case Study

Kinnected Partner India & Australia

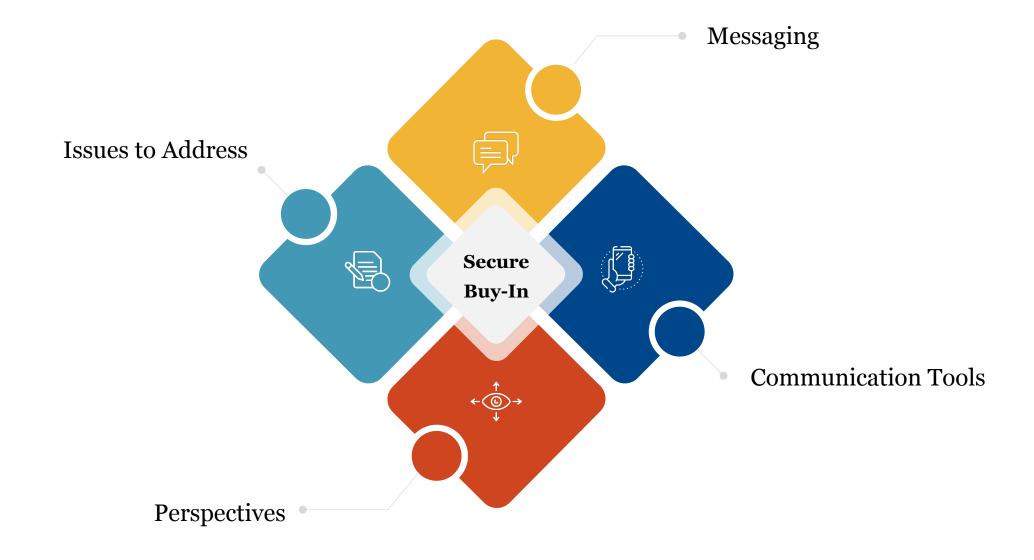








Relevance Of The Theme









Assessing For The Theme



Examine the stakeholders' original decision to engage in residential care



Ask stakeholders to share
their story of what led them to
the point of their involvement
in residential care



Listen to the way they construct the chain of events surrounding their involvement







Case Study Indicator: Theme 1

Bridges
Case Study

Firefly
Case Study



Lighthouse Case Study



Theme 1 Rating: Green

- Involvement in institution was cause-based
- Stakeholders are not founders
- Director employed to run institution
- Stakeholders have relevant professional skills
- Sought technical support after reading evidence
- Legitimate concern for children's wellbeing
- No evidence of motives conflicting with child rights

Theme 1 Rating: Orange

- Involvement in institution was based on a relationship
- Director is founder
- Stakeholders have little relevant training
- Sought guidance after suspicion of unethical behavior
- Positive response to case studies

Theme 1 Rating: Orange

- Involvement in institution was based on personal experience of institutional care
- Director is founder
- Stakeholders have no relevant training
- Stakeholders lack training to engage with research







Group Discussion



How did you identify the communications preferences of the primary stakeholders?





What kinds of reasons and resources are most likely to be effective in making the case for transition with each stakeholder?





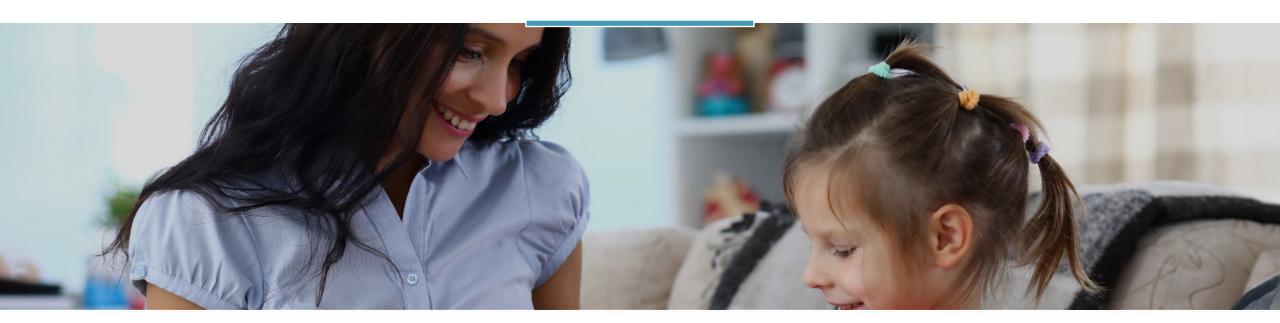
Group Discussion



How did you identify the communications preferences of the primary stakeholders?



What kinds of reasons and resources are most likely to be effective in making the case for transition with each stakeholder?

















Theme Two

Loyalty and Commitment

Definitions & Examples



Loyalty

Loyalty is the act of showing consistent support and allegiance to another person or group of people and acting in a way that protects their interests.

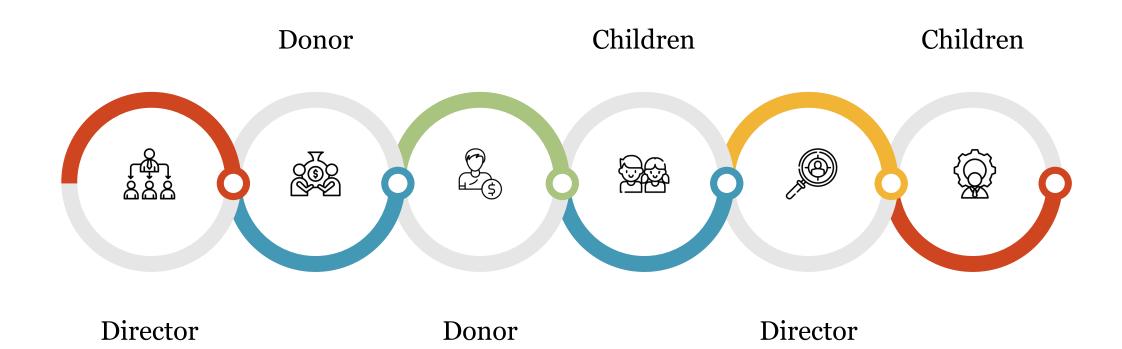








Directions Of Loyalty















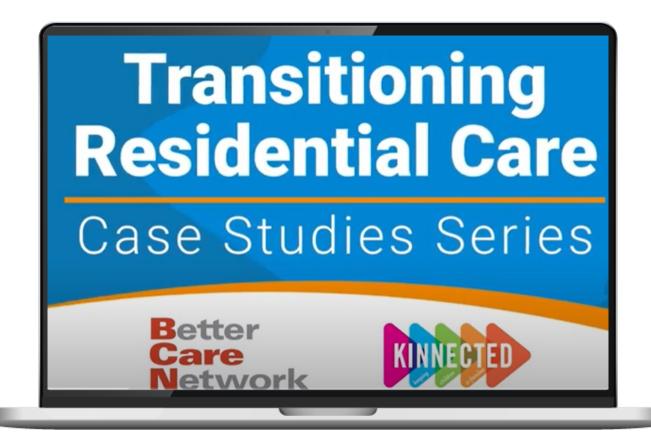




Trends in Transition Support

Video Case Study

Enjoy Church Myanmar & Australia









Relevance of the Theme





Donor's loyalty



Impact on decision-making







Assessing for the Theme



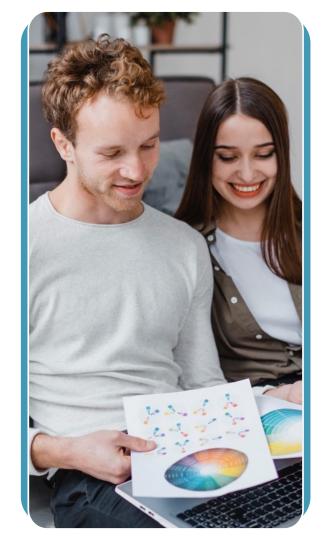
Listen to the way each stakeholder talks about the founding story of the institution. Pay attention to who they talk about most and the language they use



Pay attention to the concerns stakeholders raise when the topic of transition is introduced, especially regarding who the transition will impact



Ask who else should be part of the discussions; however, be aware that the stakeholder may not be forthcoming with this information, with the aim of protecting the person they are loyal to











Case Study Indicator: Theme 2

Bridges
Case Study



Firefly
Case Study



Lighthouse Case Study



Theme 2 Rating: Green

- Primary loyalty of both stakeholders is to children
- Genuine belief in residential care as best solution
- Primary motivation is best interests of children
- Stakeholders recognize limitations of institutional care
- Older children and care leavers are consulted

Theme 2 Rating: Orange

- Loyalty to children is slightly stronger than loyalty to partner stakeholder/employer
- One stakeholder's primary loyalty is to children
- Stakeholders recognize limitations of institutional care
- Donor advocating for change with director
- Mixed motives not in conflict with best interests of children

Theme 2 Rating: Red

- Primary loyalty of director is to donor out of concern for funding
- Donor is equally loyal to director and children
- Evidence of intentional donor manipulation
- Relationship with children cultivated
- Profit-seeking motives that override child rights
- · Lack of financial transparency







Group Discussion



How did you determine the directions of loyalty in the primary stakeholders?

How do the directions of loyalty you identified impact how you might make the case for transition with each stakeholder?

What does that information tell you about how to approach decision-making throughout the transition process?













Theme Three

Motivations

Definitions & Examples



Motivations

Motivations are the forces that drive people to do what they do. Motivations influence people's behavior and how they act or react in different situations or contexts.









| Type | Intrinsic Motivation | Extrinsic Motivation |
|-------------|---|--|
| Explanation | A person is motivated to do something or act in a certain way because it is internally rewarding. It may be because it is enjoyable or satisfying, or it causes the person to feel a sense of accomplishment and take pride in doing something well | A person is motivated to do something or act in a certain way because the person wants an external reward in return. It may be for money, status, or recognition |
| Examples | A person goes for a bicycle ride to feel relaxed. | A person goes for a bicycle ride to practice so she can win a race. |
| | A person volunteers to look after the elderly because he cares about them and wants to help | A person volunteers to look after the elderly because he wants his friends to praise him for his community service. |







| Туре | Cognitive Motivation (Intrinsic) | Social Motivation (Extrinsic) | Promotion Oriented | Prevention Oriented |
|-------------|--|---|---|---|
| Explanation | A person's actions are based on his knowledge or experience, and he is likely to change his behavior as the result of learning and processing new information. | A person's actions are driven by the reactions of others, to have approval from them, to avoid disapproval from them, to meet their expectations, or for social gains. | A person responds best to optimism and praise, and he is more likely to take chances and take advantage of opportunities to create new ideas. | A person's actions are driven by fear of the possibility of criticism, failure, loss, and negative consequences, she is less likely to take chances, and is more likely to be cautious. |
| Examples | A person decides to stop smoking because a doctor told her that it can cause lung cancer | A person decides to stop smoking because it is not popular anymore and her friends think it makes her smell bad. | A person buys toothpaste because she saw a commercial advertising the benefits of fresh breath and white teeth. | A person buys toothpaste because she saw a commercial advertising how it can help fight against cavities and avoid visits to the dentist. |













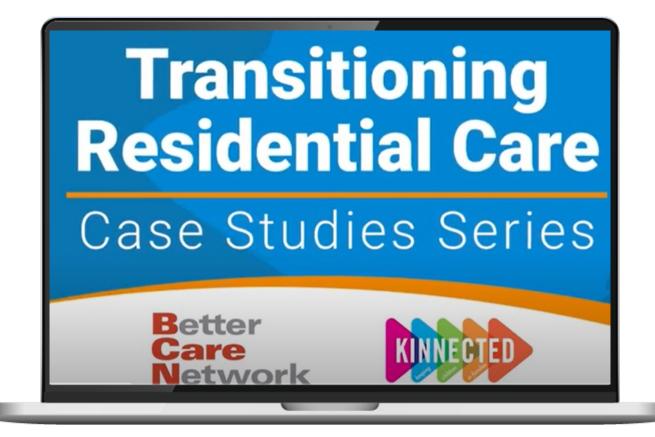




Trends in Transition Support

Video Case Study

ACCIR Cambodia









Relevance of the Theme



Harnessing or redirecting motivations







Identifying full range of motivations

Determining pathways







Assessing for the Theme



Identify The Full Range Of Specific Motivations
The Stakeholders Have & Determine Which Are
Dominant. Motivations Can Be Identified By:

- Listening to the founding story of the institution
- Listening to their concerns about transition
- Reviewing the promotional materials of the institution
- Taking note of how the stakeholders are presented in public-facing communications
- Observing how the stakeholders relate to others within the organization or the community









Motivations can be identified by:

- Determining how dependent the stakeholders are on the institution for their livelihood
- Observing how they respond to information, encouragement, and potential risks
- Introducing a range of topics regarding how transition can provide new opportunities, mitigate risks, increase impact in the community, etc., and observing whether they respond positively or negatively









Determine whether the source of the motivations is intrinsic or extrinsic and appeal to the stakeholders' sense of self or external rewards to encourage transition Determine whether the motivations are self-focused or others-focused and speak to their interests accordingly



Determine the orientation of the motivations to decide whether to appeal to the stakeholders' love of innovation or aversion to risk Create safe spaces for stakeholders to be forthcoming about their full range of motivations







Case Study Indicator: Theme 3

Bridges
Case Study



Firefly
Case Study







Theme 3 Rating: Green

- Stakeholders have childfocused motivations
- Involvement in institution was logical response
- No evidence of vested interests
- Stakeholders receptive to transition

Theme 3 Rating: Orange

- Motivation of one stakeholder was child-focused
- Mixed motivations and vested interests of other stakeholder but not serious in nature
- Lack of transparency regarding other funding sources
- Stakeholders receptive to transition

Theme 3 Rating: Red

- Director grew up in an institution
- Profit as primary motivation
- Donor manipulation
- Financial misappropriation
- Lack of transparency regarding other funding sources
- Disparate standards of living between director and children
- Director and donor records for number of children do not match
- Evidence of children recruited for exploitation







Group Discussion

What are the motivations you identified in the primary stakeholders?

How can you determine whether the existing motivations of the stakeholders can be redirected or whether reporting may need to take place?



What does that information tell you about how to make the case for transition with each stakeholder?

What does that information tell you about which end goal may be the most appropriate pathway - full transition or safe closure?















Theme Four

Othering

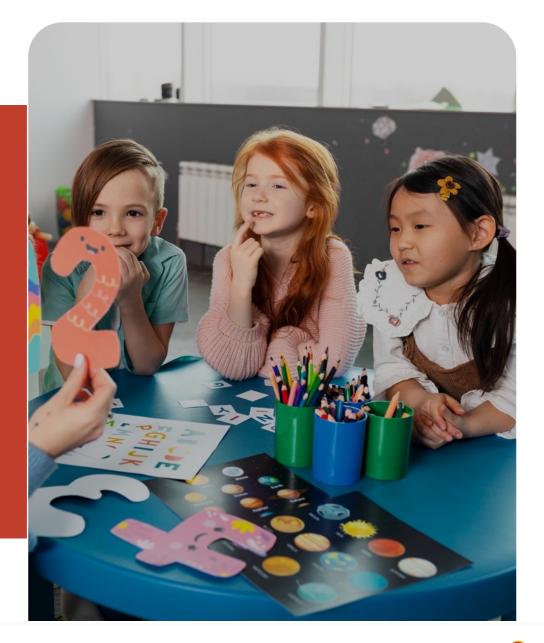
Definitions & Examples



Othering

Othering is a phenomenon whereby people, or groups of people, are categorized into 'in-groups' (us) and 'out-groups' (them), based on differences between them.

Othering is less about the actual difference between people and more about the perception of difference, and the value ascribed to that difference.







| Type | Spatial And Geographic | Ethnic And Cultural | Religious | Class |
|----------|---|---|---|--|
| Examples | People in urban areas (in-group) view themselves as more cultured and educated than people in rural areas (out-group) whom they view as less cultured and uneducated. | Ethnic majority group (in-group) perceives tribal groups or ethnic minority groups as less 'civilized'. | Members of a minority religious group (outgroup) distrust people who ascribe to a more dominant religion in the country (in-group) and avoid interaction. | Wealthy people (ingroup) believe that people living in poverty (out-group) are lazy and would not be poor if they worked harder. |

















Trends in Transition Support

Video Case Study

Global Child Advocates
Thailand & United States





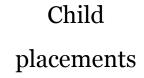




Relevance of the Theme



Concepts of well-being & risk









Othering

(000

Stereotypes & bias









Listen to the language used by stakeholders when they talk about the families, communities, and cultures of origin of the children in care.



Listen to the founding story for the reasons cited by stakeholders for establishing the institution and placing children into care.







Determine whether there are geographic, cultural, ethnic, class, or caste differences between either the director and the donor or the director/donor and the communities where the children originate.



Determine how well-integrated stakeholders are into the community by observing whether they speak the local language and interact with local families.







Case Study Indicator: Theme 4

Bridges
Case Study



Firefly
Case Study



Lighthouse Case Study



Theme 4 Rating: Green

- Stakeholder with different background speaks language, has integrated into community life, and has positive interactions with families
- Stakeholder with different background defers to stakeholder with stronger cultural competency

Theme 4 Rating: Green

- Stakeholder with different background defers to stakeholder with stronger cultural competency
- Stakeholder with different background has positive interactions with local families
- No intercultural ,interethnic, interclass, or interreligious distinction between director and children/families

Theme 4 Rating: Orange

- Stakeholder lives on-site and is not integrated into community
- Donor does not speak local language
- Director labels families as unable to properly care for their children







Group Discussion



How did you determine whether othering was occurring?



If othering is occurring, what kind of impact might it have on how you make the case for transition?



If othering is occurring, what are some of the ways you can minimize the impact it might have on assessments and placement decisions?















Theme Five

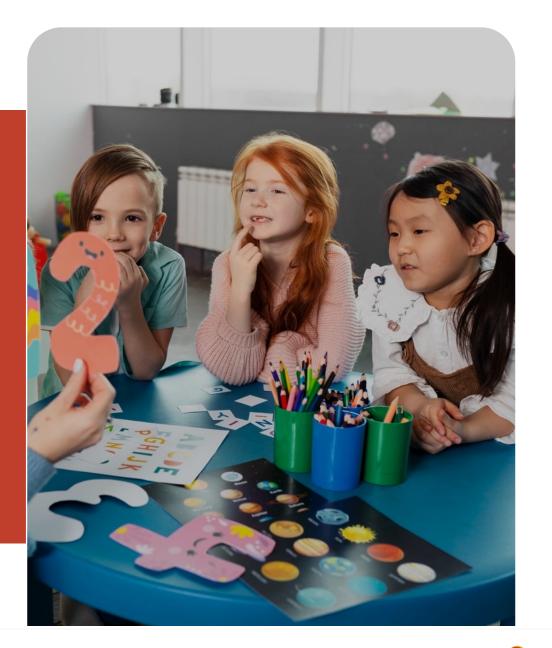
Clientelism

Definitions & Examples



Clientelism

Clientelism is a vertical or hierarchical system of two-way social relationships that exist to facilitate reciprocal exchange. These relationships are called patron-client relationships.

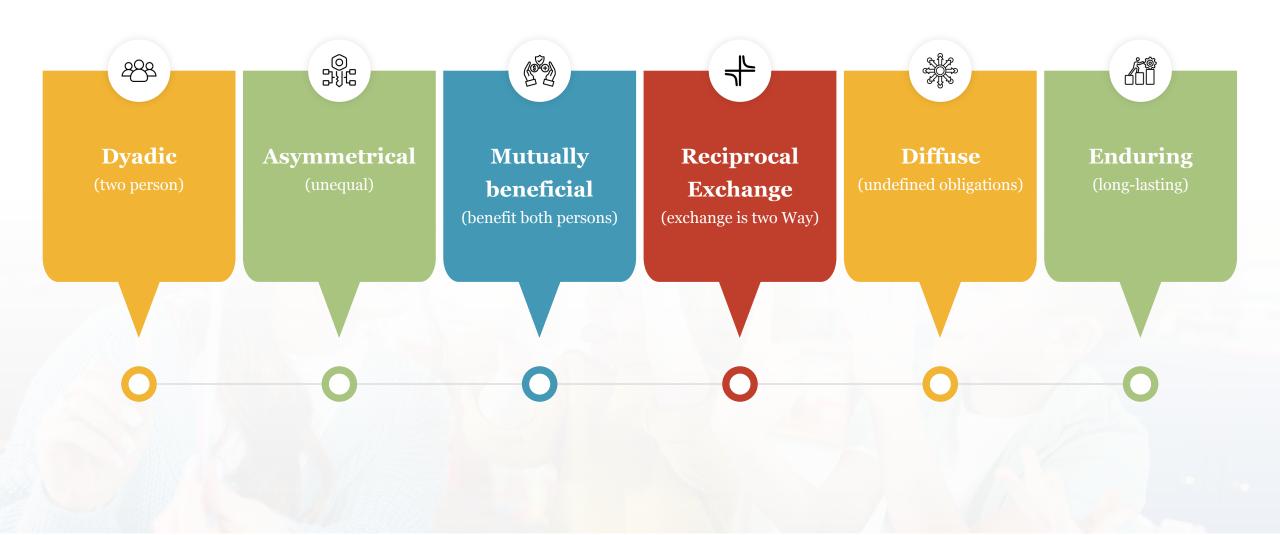








Essential Characteristics





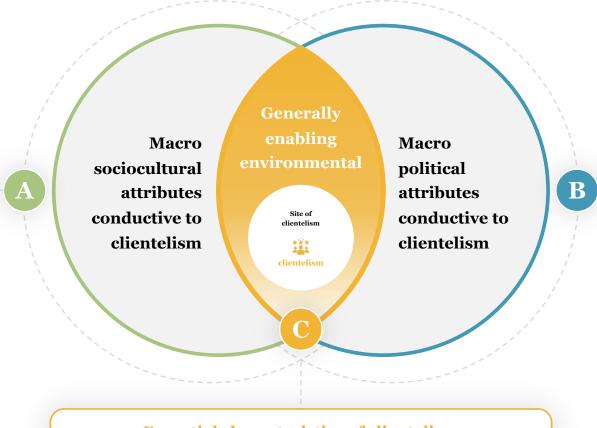




Conceptual Model for Identifying New Sites of Clientelism

List of macro sociocultural attributes:

- > Non ascriptive social stratification
- > Deep structural inequality
- > Resource scarcity
- Weak status apparatus, including weak rule of law and the absence of an effective welfare system



List of macro political attributes:

- Patrimonial system of governance or >
 - Neo-patrimonial system of > governance

Essential characteristics of clientelism

The full suite of characteristics that must be evidenced within a specific interpersonal relationship for it to be categorized as clientelist

- > Dyadic
- > Enduring
- > Asymmetrical
- → Voluntary
- > Reciprocal
- > Mutually beneficial
- > Interpersonal
- > Diffuse













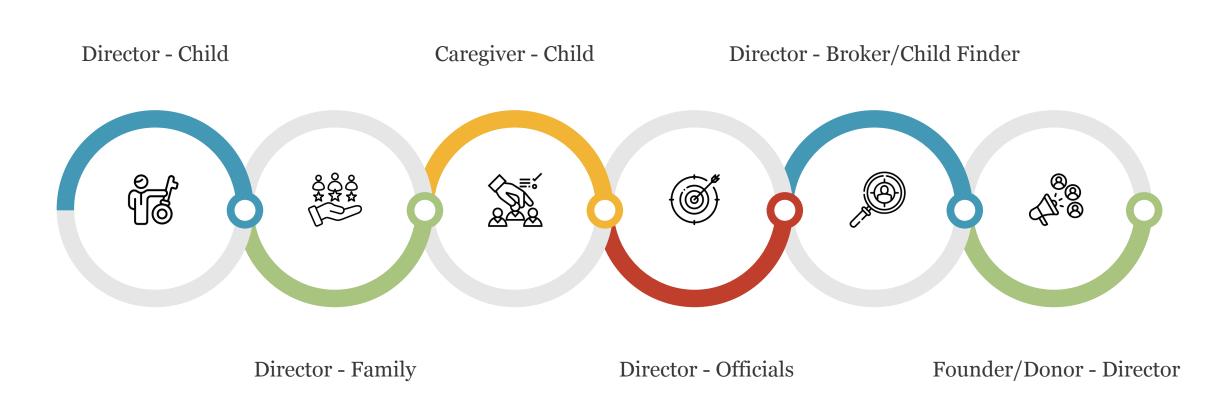




Trends in Transition Support

Patron-Client Relationships

In Residential Care Services









Detecting Clientelism in Residential Care Services



Look at the patterns in relationships between children and stakeholders.



Look at the referral patterns. What do they indicate?



Listen for language of gratitude, obligations, or debts of gratitude.



Listen to the terms stakeholders use to refer to each other. What do they suggest?



Think about the profile & status of the director & donor. What impact would this have on families?







Clashes Between Clientelism and Transition



When establishing or enforcing gatekeeping policies and mechanisms to prevent or regulate admissions



When commencing reintegration assessments



When developing structured financial systems, including budgets and reporting



Hiring suitably qualified staff and social workers







Video Case Study

Kinnected Myanmar









Relevance of the Theme



Family expectations



Individual behaviors







Admission & recruitment

Receptivity to transition



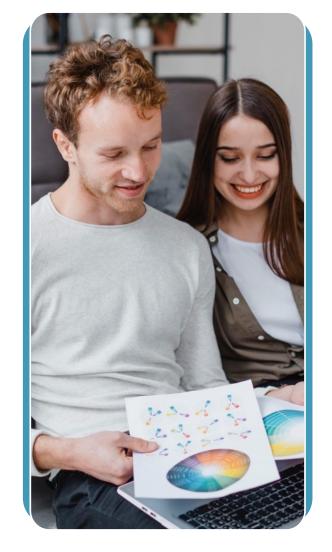




Reflect on the cultural and social context in which the transition is happening. Clientelism is likely to be present in the operation of institutions when it is a strong feature of the culture and is a dominant means of organizations relationships in that particular society.



When conducting organizational assessments in Phase 2, take note of how strong and structured the operating framework is and determine how well it is adhered to.







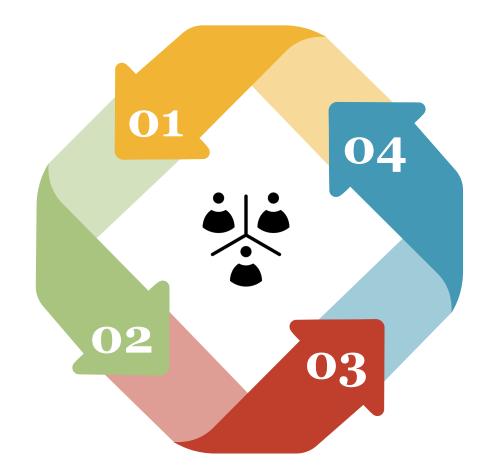






Determine whether there is a relationship between the stakeholders and the community where children come from.

Take note of whether children are referred into the institution along a common relational line.



Listen to the way stakeholders speak about each other and refer to each other.

Listen for the language of obligations and debts of gratitude. This often indicates that the relationships are framed as patron-client.





Case Study Indicator: Theme 5

Firefly Lighthouse Case Study Case Study Case Study Theme 5 Rating: Green **Theme 5 Rating: Orange** Theme 5 Rating: Red • is dominant system • Patronage is dominant system Patronage is dominant system Patronage Relatives of director in care • Evidence of written contracts were not disclosed to donor involving threats and confiscation of identity cards Children retained in care to fulfill social obligations Evidence that names of children have been changed and documents • Significant power dynamic falsified between director and families • Evidence of deceptive recruitment Families hesitate to make and suspected trafficking decisions without approval from director







Group Discussion



Did you identify clientelism as a dynamic in any of the case studies? If so, who was it between?



What influence do you think clientelism was having on the transition where it was present? Do you think it posed any risks to the transition process or the children and families?



What does that information tell you about how you may need to approach the transition strategically?















Theme Six

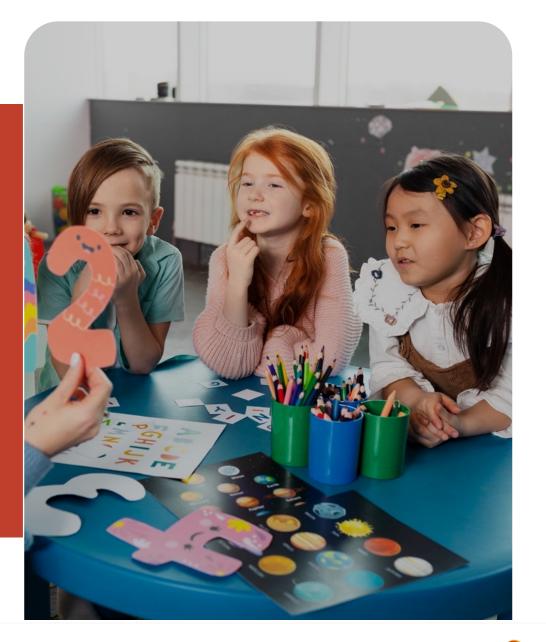
Psychological Ownership

Definitions & Examples



Psychological Ownership

Psychological ownership is the sense of ownership a person feels over an object, space, project, organization, mission, or outcome. It is a perception of ownership and can differ from actual ownership or responsibility or it can overlap.

















Trends In Transition Support

Psychological Ownership Scenarios



Scenario 1

Director and Donor ownership
is as per their clearly prescribed
roles & responsibilities

Ownership aligned with role



Scenario 2

Psychological ownership is more or less than formally established roles

Ownership not aligned to roles



Scenario 3

Psychological ownership intentional cultivated to exceed formal roles

Ownership exceeds role

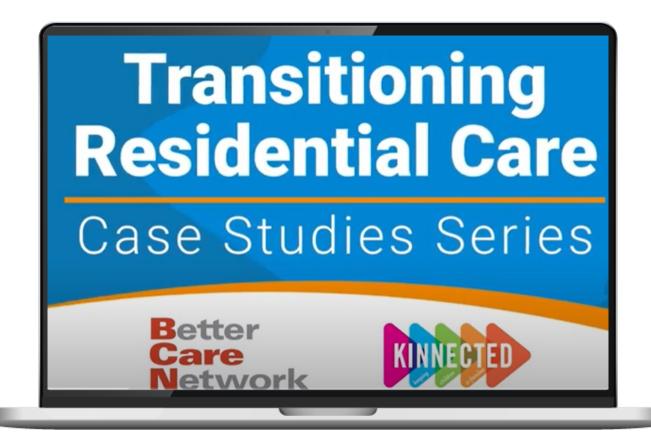






Video Case Study

Helping Children Worldwide Sierra Leone & United States









Relevance of the Theme

Director's sense of ownership



Donor/
founder's sense
of ownership



Expectations re:
decision making
+ roles in the
transition process











Pay particular attention to how the donor and director refer and defer to each other.



Observe the reactions of both stakeholders when discussing the potential for transition, whether speaking with each stakeholder individually or with both simultaneously.



Determine who the founder is and whether the founder is now in a funding/fundraising role or continues to be on the operational side.









Review the promotional materials & public-facing communications to gauge psychological ownership.



During site visits to the institution, observe whether there are photos of donors hung up on the walls or if children refer to donors as 'mum' or 'papa'.



Take note of whether the institution has multiple names that are used for different donors.







Case Study Indicator: Theme 6

Bridges
Case Study



Firefly
Case Study



Lighthouse Case Study



Theme 6 Rating: Green

- No evidence of concerning motives for either stakeholder
- Clearly delineated roles for stakeholders and operation within boundaries

Theme 6 Rating: Red

- Blurred distinction between implementing and donor organization
- Director as employee of donor without contract
- Evidence of other undisclosed donors
- Evidence of multiple donors perceiving the institution as their project

Theme 6 Rating: Red

- Evidence of motives conflicting with child rights
- Blurred distinction between implementing and donor organization
- Evidence of other undisclosed donors
- Evidence of donor manipulation







Group Discussion



How did you determine the levels of psychological ownership each of the stakeholders felt over the institution?



What does that information tell you about how to make the case for transition with each stakeholder?



What does that information tell you about how to approach decision-making throughout the transition process?















Theme Seven

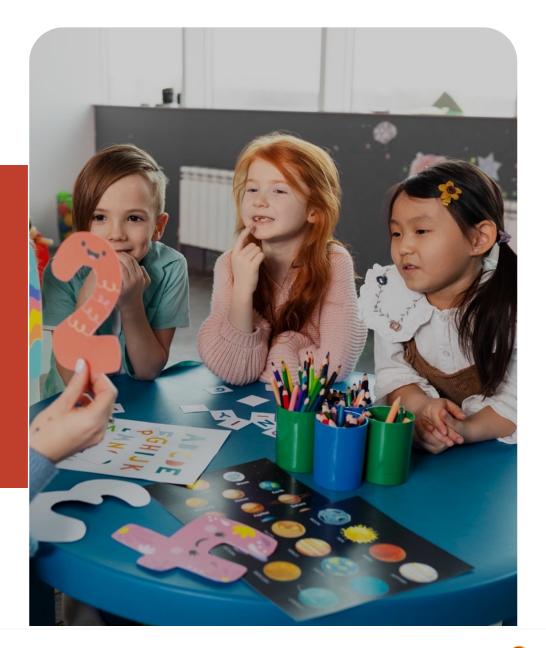
Nature Of Partnerships

Definitions & Examples



Partnerships

Partnerships can be contractual or relational.







| Type | Contractual Partnership | Relational Partnership |
|-------------|---|---|
| Explanation | Formalized, structured, and supported by policies and written agreements | Less formal and less structured, and tend to rely on verbal agreements rather than written contracts |
| | Formed between individuals or between organizations & are a way of: > focusing partnerships on a clear agreed upon goal > protecting the investment made into the partnership > managing the personal, financial, legal, and reputational risks of involved stakeholders | Typically formed between individuals, evolve out of personal relationships, and are based on trust and good faith |
| | Relies on documented terms, obligations, responsibilities & boundaries or limitations of partnership, which might include: > timeframes of partnership > amount of resources allocated > narrowing of focus of partnership to certain activities or programs | Relies on the integrity of the stakeholders a nd not upon explicitly stipulated terms |







| Type | Contractual Partnership | Relational Partnership |
|-------------|--|---|
| Explanation | Reporting against an agreed and documented framework | Reporting geared towards enabling promotion and fundraising |
| | Any behavior that violates the terms of the written agreements is considered a breach of the partnership | One party breaching the trust of the other party, or a significant moral failing by one party that has nothing to do with the project activities or the children's care but compromises the integrity of that individual, can undermine and terminate the partnership |













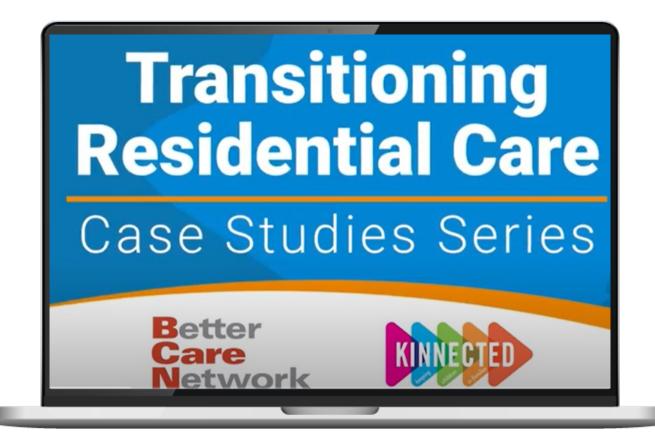




Trends in Transition Support

Video Case Study

Heaven's Family
Myanmar & United States



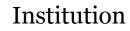






Relevance of the Theme









Nature of partnership

Starting point for transition



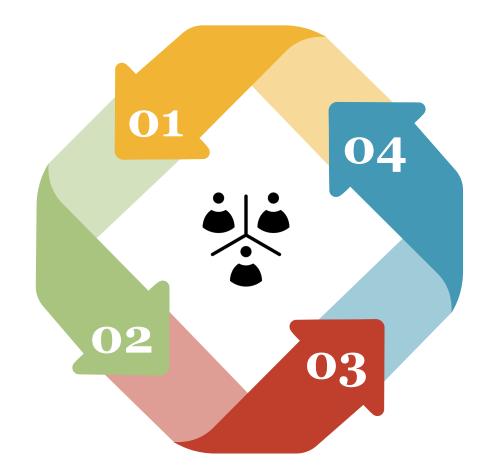




Assessing for the Theme

Conduct an organizational governance and accountability audit of both the institution and the funding organization.

Review the policy and documentation framework of both the institution and the funding organization.



Ask questions about how decisions are made, how funding requests are made and on what basis, what type of reporting is required, and how the donor and director communicate with each other

Listen to the founding story and ask questions about how the partnership was originally formed.





Case Study Indicator: Theme 7

Bridges
Case Study



Firefly Case Study



Lighthouse Case Study



Theme 7 Rating: Orange

- Legally registered entities and boards on both sides
- Relationship between two entities is formally established
- Functioning boards responsible for oversight of governance
- Funds transferred into bank accounts in entity name
- Periodic visits and reports
- Principal donor represents majority of funding
- Ad hoc funding structure
- Anecdotal reporting
- Photos and stories of children utilized for fundraising
- No evidence of motives conflicting with child rights

Theme 7 Rating: Red

- Institution is not legally registered
- Funds transferred into director's personal bank account
- No Board on institution side
- No due diligence assessments conducted prior to partnership
- Insufficient organizational policies, financial procedures, program frameworks
- Child sponsorship as primary fundraising strategy
- Other concerning indicators under Themes 5 & 6

Theme 7 Rating: Red

- Institution and board are not properly registered
- No due diligence assessments conducted prior to partnership
- Insufficient organizational policies, financial procedures, program frameworks
- Site visits are focused on relationships with children instead of audits
- Nepotism in staff hiring
- Receipts handwritten and issued by institution
- Other concerning indicators under Themes 5 and 6
- Motives conflicting with child rights







Group Discussion

01

What does the nature of the partnership, whether contractual or relational, reveal about the potential scope of work required during Phase 2: Preparing for Transition?



02

How would you prioritize the gaps that should be addressed urgently?

03

What are the potential risks if those gaps are not adequately addressed prior to Phase 3: Implementing a Transition?



















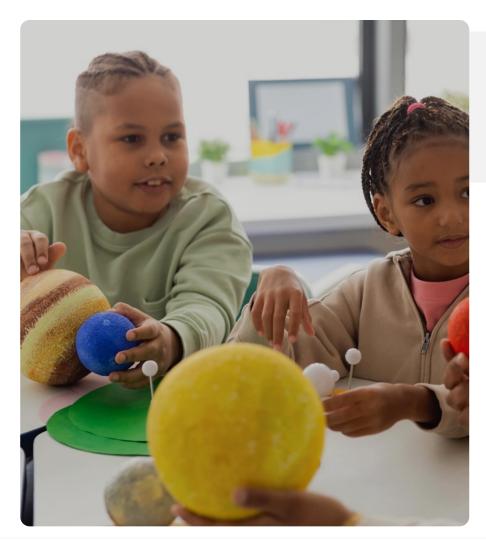






Financial Implications of Transition

Part A: Importance of estimating the impact of transition on budgets and finances



The Transitioning Residential Care Cost Estimation Tool was designed to help the funders and operators of Residential Care Facilities consider the cost implications of transition and generate cost estimates that could help the decision makers with their planning, and with securing a commitment to transition from key stakeholders.



Why is this important?

- Transition is complex
- Primary users have limited skills and understanding
- Technical advisor role
- Decision-making challenges
- Spike cost estimation and timing
- Securing stakeholder commitment







Part A: Importance of estimating the impact of transition on budgets and finances



India Orphanage Example:

- Multi-site orphanages, multi-entity structure and poor care outcomes
- Conflict between local orphanage directors,
 Australian board and founder
- Funding stress and financial accountability concerns
- Management was incapable of forecasting or estimating spike costs
- Management and board plagued by financial uncertainty and unable to make decisions

Discussion points:

- Who has had similar experiences (decision making, spike costs or funding challenges)?
- What was the impact on transition budgets or finances?
- Lessons learnt, or what would you have done differently?







Part B: When and how to use the cost estimation tool in a transition process

What do we need to be aware of?

Unknowns:

There will be more unknowns than decision makers are comfortable with, which can lead to deferring decisions or commitments to transition.

Funding Timeframes

Sourcing funding for spike costs requires planning ahead

Contention:

Finances and budgets can be a source of contention, especially when expenses are greater than income



Sabotage

Organizations under funding stress or who simply do not want to change

Meeting timeframes

Finance decisions will involve board and governance processes or donor/funder engagement which can be time consuming.







Part B: When and how to use the cost estimation tool in a transition process

Basic starting information: RCF annual budget or 12-Number of children Staffing numbers, including Information about breakdown between social workers, months of operating income in the RCF aftercare services or and expenditure care staff and non-RCF activities community programs (education or community programs) Step 1 Step 2 Step 3 Additional Baseline Core Spike New Costs Spike Costs Services Data







Assist the RCF to work through each step in the tool in order

Read through the instructions and tool tips at each step

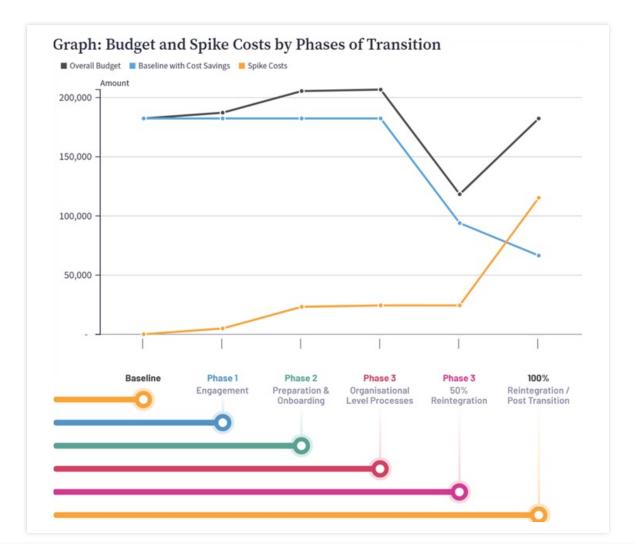
Part B: When and how to use the cost estimation tool in a transition process







The result is a simple three-line graphical representation of the RCI's overall budget, their baseline with cost savings and the spike costs

















Activity 4 Example Data Sets

Part B: When and how to use the cost estimation tool in a transition process

When to use the tool?

- Phase 1, as early in the process as possible
- During phase 1 and 2, if new information, update the report
- When key decisions need to be raised, made and addressed
- When you face roadblocks or decision points

How to use the tool?

- Focus on the information you have available (not what's missing)
- Think about unknowns in terms of forecasts and estimates
- Create your own baseline as a reference point
- Think about upcoming decisions and roadblocks











Activity 4 Example Data Sets (continued)



Part C: Working with partner RCFs

Tool Step 4.1 Funding Position

They need to think about:

- How to maintain donors in order to avoid an operating budget deficits
- How to fund the spike costs



Tool Step 4.2 New Services

- **Vital part of the story:** painting a post-transition picture of what might be possible
- **Showing where they are headed:** this is not about the specifics, because post-transition could be 2-3 years away
- What if the RCF could keep the same funding coming through and relocate to non-residential care services?
- How many **more beneficiaries** could be assisted?









Part C: Working with partner RCFs

Summary:

Tensions To Manage:

Balancing looking at the past (reporting), present (what needs to be done) and future (the post-transition)



Pressure To Finish

keeping the transition on track and making sure support and services are not withdrawn too quickly

Funding Limitations

phase 3 spike costs are at a maximum and funding is stretched and encountering unforeseen issues

Managing Expectations:

of different stakeholders, especially funders

Q&A Time















Identifying & Managing Child Protection Risks



Orphanage Trafficking and Exploitation in Residential Care Facilities

Definition of Orphanage Trafficking

The recruitment or transfer of a child from their family into a residential care facility for a purpose of exploitation and/or profit.



Forms of exploitation can include:

- Sexual Exploitation
- Labor Exploitation
- Servitude



Profit can include profiting from:

- Donations
- Orphanage tourism & volunteering
- Adoption

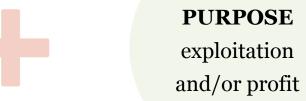






Elements of Orphanage Trafficking

ACT
recruitment or
transfer of a child
into an RCF



Orphanage Trafficking



How to Tell if a Child's Admission is Recruitment /Unlawful Removal

If admission is in breach of gatekeeping:



Mandate

The persons and entities
who possess legal authority
and mandate to remove a
child from family
/guardianship, refer the
child to residential care
services and receive/admit a
child into residential care.



Justifications

The circumstances or conditions in which a person with legal mandate can remove a child from family/ guardianship and admit/refer the child to residential care services.



Process

The manner prescribed in law and policy that must be followed for the removal of a child and referral and admission into a residential care service..







How to Tell if Recruitment or Unlawful Removal was Part of Trafficking?

There must be evidence of conduct that constitutes exploitation or profiting, or there must be evidence of an *intent* to exploit or profit (where it has not yet occurred).



The intent to exploit and/or profit from the child's institutionalization must be the underlying reason for the child's recruitment and/or transfer into the RCF (unlawful removal and/or irregular admission). This means the act and purpose must be linked. If a child is recruited into an RCF and is subsequently abused or exploited, but the exploitation was not the purpose for which the child was recruited (opportunistic or unrelated), it may not constitute orphanage trafficking. It still however constitutes a criminal offense for which other charges may be brought.1







How Do I Know if, and When, Orphanage Trafficking is an Offense in My Country?





Human trafficking laws, to examine the construction of child trafficking offences, the definitions of exploitation, and the extent to which profit is captured under existing offenses or definitions of exploitation.

Child protection laws and regulations, to establish the legal bases for gatekeeping, including mandate, justifications, and processes for the removal of a child from family/guardianship, and referral and admission into residential care, and to determine what conduct is unlawful and/or irregular.







Detecting Orphanage Trafficking

Child Protection Authorities

When conducting inspections, monitoring RCFs, responding to reports, closing RCFs.

Law Enforcement

When receiving or investigating reports of abuse/exploitation in RCFs



Social Workers

When reintegrating children, supporting RCF transition or closure.

Service Providers

When providing services to children or youth from RCFs, including aftercare







Indicators of Orphanage Trafficking

1. Indicators of Acts

1.1. Unlawful removal, recruitment, and transfer of a child into a residential care facility

- Operation of an unauthorized RCF
- Irregular or unauthorized admission of children into RCFS
- Active recruitment of children from families
- Admission of children who are relatives of the staff/director in the RCF
- Advertising the residential care services in the community
- Incomplete or absent child files
- Incomplete child intake/admission forms

- Widespread irregularities in children's files and identity documents
- Fraudulent or falsified identity documents
- Falsified reasons for admission
- Paper orphaning
- Movement of children from one RCF to another
- Patron-client relationships occurring in the RCF (between directors, families and high-level patrons)
- Limited or no contact facilitated between children and families





Indicators of Purposes

2.1. Sexual exploitation

- Withdrawn, isolated, fearful, anxious, or aggressive behaviors amongst children
- Sexually harmful behaviors
- Grooming
- Volunteers or visitors taking children offsite unaccompanied
- Physical signs of abuse, STIs, pregnancy, self-harm, drug, and alcohol us
- Disclosures of sexual abuse made by children/youth

2.2. Labor exploitation

- Children working on farms, land, properties or in construction roles
- Children providing labor in businesses owned by the director or the director's family
- Children working in the homes of directors and/or staff (domestic and childcare duties)
- Children performing for volunteers/visitors

2.3. Servitude and slavery like practices

- Indicators of labor exploitation (as above)
- Never or rarely leaving the RCF or never without the accompaniment of the director or their family members (deprivation of liberty)
- School aged children not attending school







2.4. Profit

Orphanage tourism, voluntourism & volunteering

Involving children in begging, recruiting volunteers or visitors or other fundraising activities Significant discrepancy between the living standards of the director and the children in care

Lack of child safeguarding policies and mechanisms

Inappropriate disclosure of children's personal details (poor confidentiality standards)

Poor standards of care (below minimum standard)

Nepotism

Giving children foreign or Christian names

Scripted and coached interactions between children and volunteers/visitors

Director/staff interference or lack of cooperation with reintegration

Financial misappropriation or fraud

Over emphasis on fundraising

Sharing falsified, improbable or embellished narratives about children's backgrounds

Inflated admission numbers

Sale of land/relocation of the RCF

Illicit adoption







3. Indicators of Means

3.1. Deception, Coercion and Threats: Against families

- Contracts or agreements with parents and families
- Lack of cooperation from parents during reintegration assessments
- Limited family contact
- Deception about the conditions of care
- Deception through false or unmet promises
- Abuse of vulnerable family situations
- Cultivation of dependency between directors and families
- Families in patron-client relationships with RCF directors

3.2. Deception, Coercion and Threats: Against children

- Inability to speak to children alone (social workers/inspectors)
- Rapid exit of some children (older children/youth)
 without due process
- Violence, physical or emotional/verbal abuse
- Noticeable changes in children's demeanor during assessments/interview
- Submissive, fearful, distressed, or anxious behavior
- Forced to lie to donors, volunteers, visitors and authorities
- Evidence of trauma bonds







How do We Respond?

Develop a generic response plan for high-risk transitions:

- Reporting mechanisms
- Rapid intervention plans



Conduct routine checks
of child files early on in
transition planning to
detect indicators



Be mindful of conducting nonroutine interviewing of children in RCIs where exploitation is expected. Can exacerbate risks to children!



When abuse or exploitation is reported- Look for the 'Act'



Where orphanage trafficking is expected, trace Care Leavers.
They may be impacted



























