



**Transforming
Children's Care**
COLLABORATIVE

**Addressing
Social Norms in
Transition
Practice**

3 June 2026

**This webinar
will begin
momentarily.**

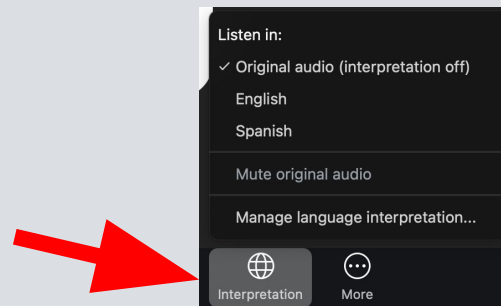


Welcome

This meeting has simultaneous interpretation available.

After the host activates language interpretation please follow the instructions below.

1. In your meeting controls, click **Interpretation**.
2. Click the language that you would like to hear.

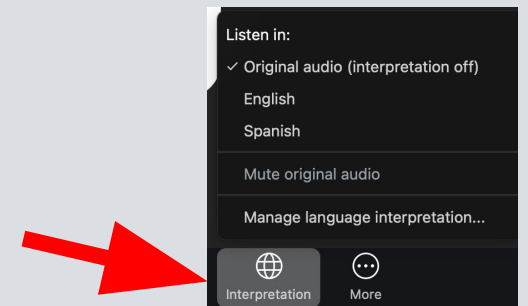


Bienvenido

Este reunión cuenta con interpretación simultánea disponible.

Cuando esté activada la interpretación por favor siga las siguientes instrucciones.

1. En los controles de la reunión haga clic en **Interpretar**.
2. Haga clic en el idioma que desee escuchar.
3. Silenciar el audio original.



WELCOME

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

HOUSEKEEPING

- This webinar is being **recorded** and will be made available to you in English and Spanish.
- Introduce yourself in the **chat** (select “Everyone” when sending a message so everyone can see it)
- Use the **Q & A** to ask questions to the panelists at any time.
- Remember to select the **interpretation** icon and choose the correct language channel.

AGENDA

- **Addressing Social Norms in Transition Efforts: Overview**
 - **Hannah Won**, *Technical Advisor and Global Partnerships Coordinator*, Kinnected Myanmar
- **Addressing Clientelism and Ministry Norms in Myanmar**
 - **Rev. Joney Thwang Hup**, *General Manager*, Kinnected Myanmar
- **Addressing Social Norms Related to Children with Disabilities and Family Care in East and Southern Africa**
 - **Jared Scheppmann**, *Executive Director*, Ekisa Ministries, Uganda
- **Addressing Catholic Related Norms in Mexico**
 - **Sister Verónica Esquivel**, *Sisters of Our Lady of Charity of the Good Shepherd*, Mexico
- Audience Q&A
- Closing

Addressing Social Norms in Transition Efforts

Hannah Won

*Technical Advisor and Global
Partnerships Coordinator*
Kinected Myanmar



Transforming Children's Care
COLLABORATIVE

Addressing Social Norms in Transition Practice

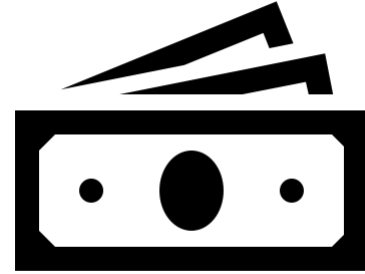


Transforming
Children's Care

COLLABORATIVE

Definition of Social Norms

- Unwritten rules and shared expectations
- Powerful influence on individual motivations and behaviors
- Social acceptance or rewards for conforming to norms
- Criticism or social punishment/exclusion for deviating from norms



Examples of Social Norms



Clientelism

Ministry Norms

Community Attitudes
to Residential Care

Disability

Religious
Traditions

Transition Framework Tools

Phases of Transition Interactive Diagram



Learning and Exploration

Understanding the evidence and impetus for change and 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 and based on their context

Identifying and Engaging with Others

Mapping the human resource landscape and making connections

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 the foundation for transition

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

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

Transition Framework Tools

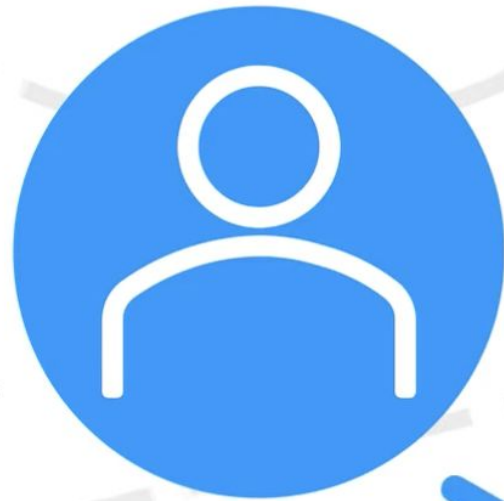


Overview
Theme 1: Making the Case for Transition
Theme 2: Loyalty and Commitment
Theme 3: Motivation
Theme 4: Othering
Theme 5: Clientism and Social Obligation
Theme 6: Psychological Ownership
Theme 7: Nature of Partnership
Overall Scoring

The Patron Client Reciprocal Exchange

Patron

- Protection
- Resource
- Opportunity
- Security



Client/s

- Alliance
- Allegiance
- Support
- Deference

The Patron Client Reciprocal Exchange

Director

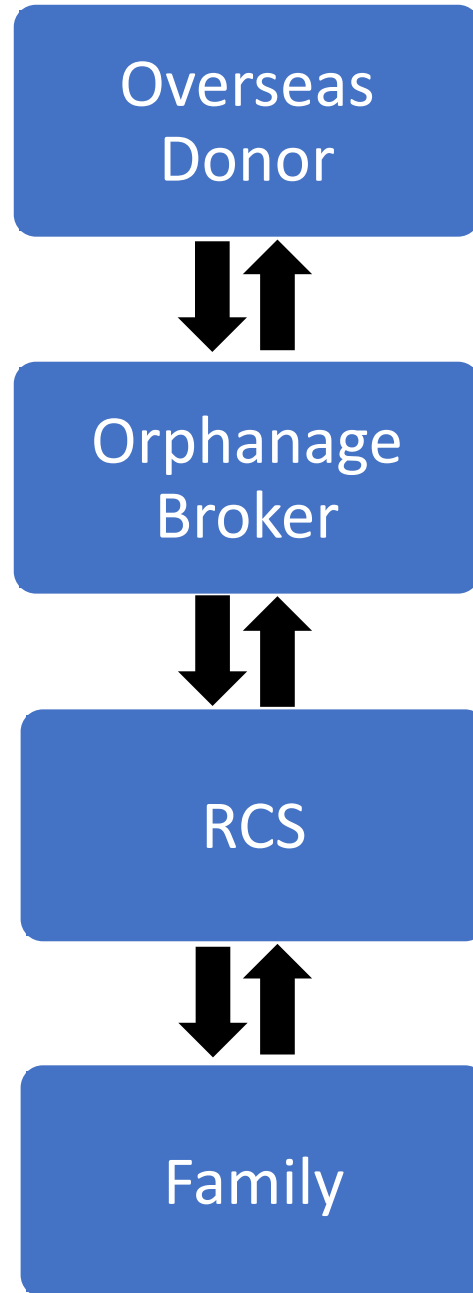
- Protection
- Resource
- Opportunity
- Security



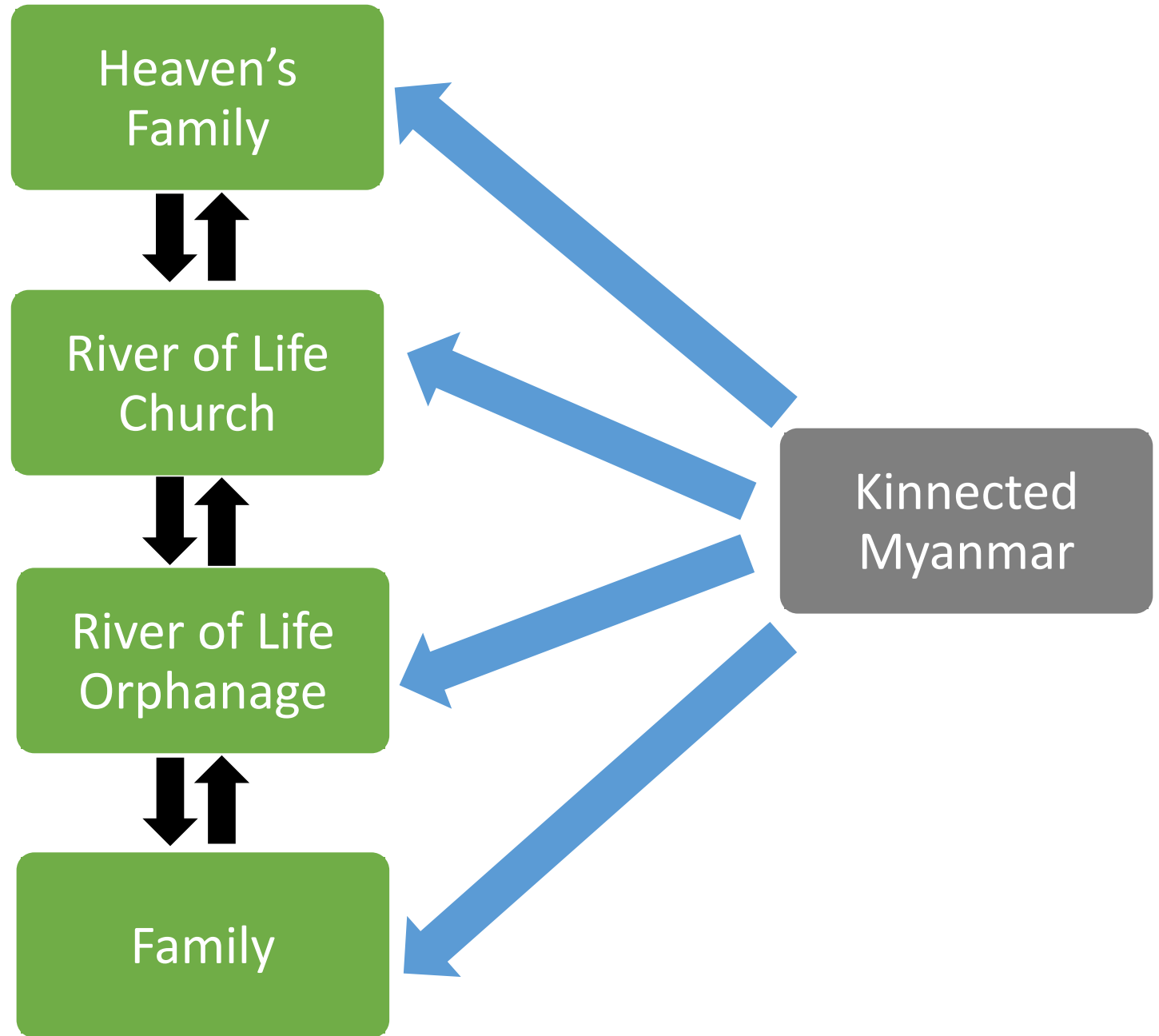
Family

- Alliance
- Allegiance
- Support
- Deference

Patron Client Network



**Patron Client
Network**



Addressing Social Norms in Transition

Identify, analyze, and differentiate between social norms

Determine whether social norms are harmful

Determine how to navigate norms at the individual level

Act as mediator in cross-cultural transitions

Develop culturally sensitive strategies

PANEL DISCUSSION



Addressing Clientelism and Ministry Norms in Myanmar

Rev. Joney Thwang Hup

General Manager

Kinected Myanmar



Transforming Children's Care
COLLABORATIVE



Addressing Clientelism and Ministry Norms in Myanmar

Implications and Strategies
for Transition



CLIENTELISM

Social Norm

- Guardianship is informally transferred to the director
- Both sides understand and agree to the social contract
- Director has full decision-making authority over the child
- Families must follow the decisions of the director

Implications for Transition



Transition threatens social contract



Director is key decision-maker



Impact on family assessments

Strategies for Transition

Navigating the Social Norm



Acknowledge benefactor role within the broader clientelist context



Director to give explicit permission for families to engage with case workers



Discuss parental rights with understanding of social consequences

MINISTRY NORMS

Ministry Norms in Myanmar

Biblical Mandate & Status

Orphan care

High level of commitment

Fulfills role of the church

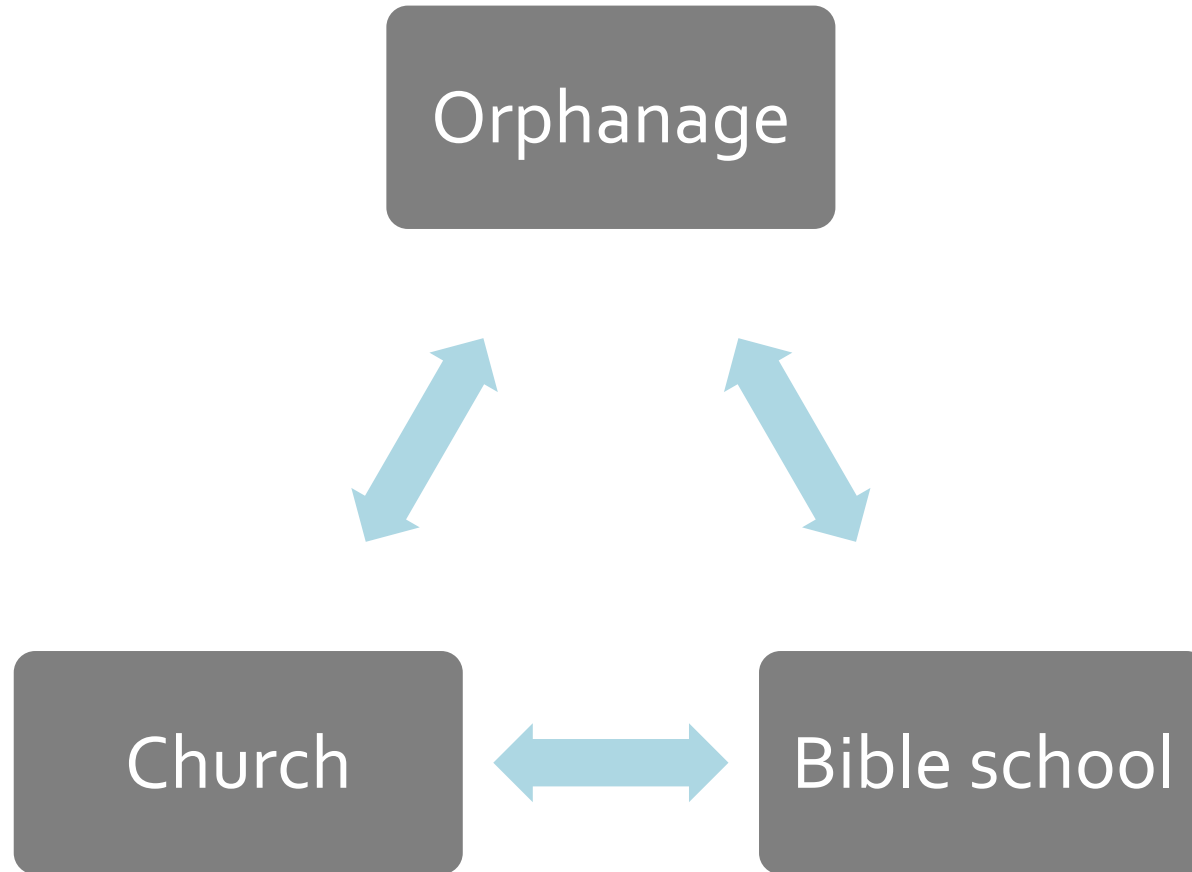
Respect from community

Ministry Funding

Donors preference to fund orphan ministries

Orphanage as main funding source for other ministries

Social Norm



Implications for Transition

Biblical Mandate & Status

24-hour care

High level of commitment

Fulfills role of the church

Respect from community



Biblical Mandate & Status

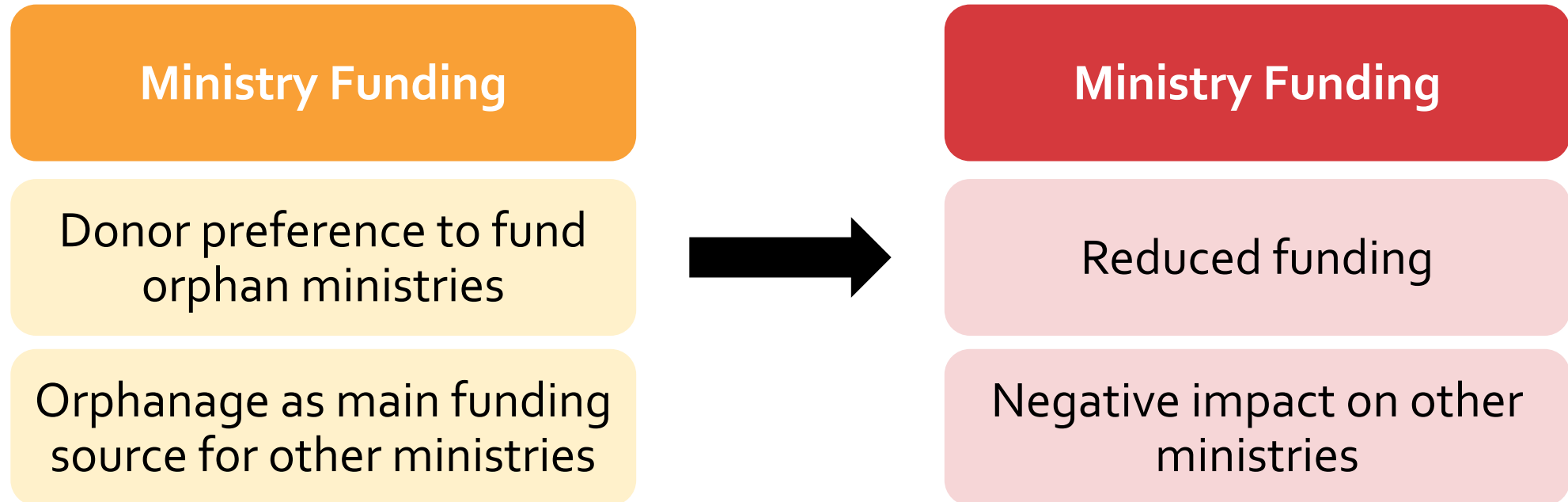
Community-based care

Low level of commitment

Relinquished responsibility

Loss of respect

Implications for Transition



Strategies for Transition

Changing the Social Norm



Train future pastors through Bible school curriculum on family-based care



Challenge misinterpretations of orphan care theology and children's ministry



Break the cycle of Bible school graduates starting orphanages

Strategies for Transition

Navigating the Social Norm



Partner with RCF principal donor to tie funding to engagement in transition



Discuss implications of transition and ministry alternatives



Donor to communicate intention to fund other ministries post-transition

**Social Norms
Related to
Children with
Disabilities and
Family Care
in East and
Southern Africa**

Jared Scheppmann
Executive Director
Ekisa Ministries, Uganda



Social norms related to:

Children with Disabilities and Family Care

in East and Southern Africa



1. Cultural Family Norms and Dynamics

Many family decisions are shaped by deeply rooted cultural expectations around responsibility, caregiving, and family obligation.

- The roles of men
- The roles of women
- The role of the extended family



2. The Stigmatization of Children with Disabilities

Disability is seen as:

- a curse or the result of witchcraft
- a punishment
- evidence of wrongdoing
- a source of shame
- a burden that will bring suffering to the family



2. The Stigmatization of Children with Disabilities

Before we can successfully reintegrate children, we often have to challenge and change beliefs about worth, dignity, and belonging.



3. Perceptions About Tangible vs. Intangible Needs

“Tangible”

- Food
- Medicine
- Therapy (PT, OT)
- Special Education
- Assistive Devices
- Housing

“Intangible”

- Belonging
- Identity
- Attachment
- Family relationships
- Love
- Connection
- Community



3. Perceptions About Tangible vs. Intangible Needs

Communities, and sometimes even social workers, may unintentionally overvalue institutional resources while undervaluing family connection.

**Addressing
Catholic Related
Norms in
Mexico**

Sister Verónica Esquivel

*Sisters of Our Lady of Charity of the
Good Shepherd*

Mexico





CONGREGACIÓN NUESTRA SEÑORA DE LA CARIDAD DEL BUEN PASTOR TIJUANA MÉXICO

Hna. Veronica Esquivel
Coordinadora de la Misión en Tijuana (México)



Transformar creencias para transformar el cuidado

Lecciones de Centro Eudes Tijuana, sobre fe,
familia y protección infantil

¿Será un buen acto de caridad llevar al niño, niña o adolescente a una institución?

- Durante décadas, cuando una familia atravesaba pobreza, violencia o dificultades, la respuesta socialmente aceptada era:

"Llevemos al niño a un hogar donde estará mejor."

- Era una creencia compartida por:
 - familias
 - iglesias
 - donantes
 - profesionales
 - autoridades
 - comunidad

Nadie la cuestionaba, Incluso se veía como un acto de amor.

- Qué cambió
 - Centro Eudes comenzó a demostrar que ayudar a una familia puede proteger mejor a un niño, niña o adolescente que separarlo de ella.
 - La caridad dejó de significar "recibir al niño".
 - La caridad comenzó a significar "acompañar a la familia".



¿Las familias vulnerables serán el problema?

Cuando las hermanas comenzaron a visitar hogares encontraron algo muy distinto de lo que imaginaban.

- Había pobreza.
- Había violencia.
- Había desplazamiento.
- **Pero también había vínculos, afecto y deseo de cuidar.**

Cómo funcionaba

La expectativa social era:

"Si la familia tiene muchos problemas, alguien más debe hacerse cargo del niño, niña o adolescente."

Qué cambió

La pregunta pasó de ser:

"¿Cómo sustituimos a esta familia?"

a

"¿Cómo fortalecemos a esta familia?"



La misión de una Congregación es dirigir un hogar

Esta es una norma social interna de la Iglesia y de muchas organizaciones religiosas. **No es una norma escrita. Pero existe**

Durante años muchas personas asociaron el éxito de la misión con:

- tener un hogar
- tener camas ocupadas
- tener niñas viviendo dentro

Cuando el Centro Eudes anunció la transición, algunas personas sintieron que estaba abandonando su misión.

Qué cambió

Las hermanas comenzaron a comprender que:

- La misión no era administrar una institución.
- **La misión era proteger, acompañar y restaurar vidas.**
- Aunque eso ocurriera fuera de la institución.



“La separación protege”

Esta es probablemente la norma más poderosa en el campo de protección infantil.

La lógica es sencilla:

- Si existe riesgo → separar.
- Si existe pobreza → separar.
- Si existe dificultad → separar.

Qué cambió

El Centro Eudes descubrió algo diferente.

La mayoría de las familias necesitaban:

- apoyo
- orientación
- acompañamiento
- Fortalecimiento. No necesariamente separación.

Entonces la protección dejó de asociarse automáticamente con sacar a la niña o adolescente de su hogar.

"El amor se demuestra cuidando directamente a la niña, niño o adolescente"

Esta es la norma social más emocional de todas, y creo que fue la que más transformó a las hermanas.

Durante años el amor se expresaba mediante:

- alimentar
- vestir
- educar
- alojar directamente a las niñas dentro del hogar.

Lo que cambió

- Poco a poco descubrieron que también podían amar:
- fortaleciendo madres
- acompañando padres
- enseñando crianza positiva
- apoyando a la comunidad

Es decir:

El amor dejó de centrarse únicamente en la niña para abrazar también a la familia.

Las tres normas sociales más profundas que realmente cambiaron en Centro Eudes:

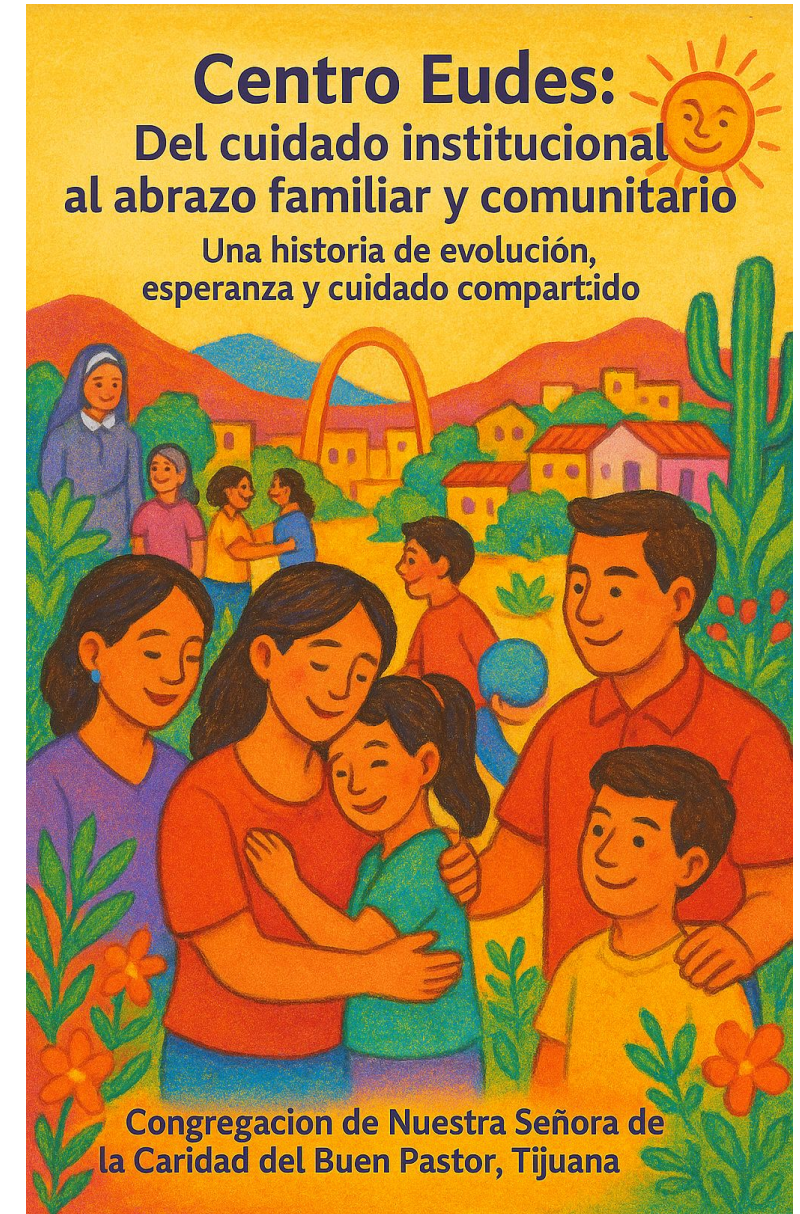
1. La mejor forma de ayudar a un niño es llevarlo a una institución.
2. Las familias vulnerables son el problema y no parte de la solución.
3. La misión de una obra religiosa consiste en cuidar niños, niñas o adolescentes dentro de un hogar residencial.

La transición no comenzó cuando cambió el programa.

Comenzó cuando cambiaron las creencias compartidas sobre quién debe cuidar a los niños y cómo debe hacerse ese cuidado.

Y desde una perspectiva de fe, quizá la reflexión más inspiradora que puedo compartir es:

"Descubrimos que Dios no nos estaba pidiendo cuidar a más niñas dentro de nuestras paredes. Nos estaba invitando a ayudar a más familias a cuidar a sus propios hijos."



Q&A



**THANK
YOU FOR
JOINING!**

- Please see the chat box for a link to learn more about the **Transforming Children's Care Collaborative** and find out how to join.
- We will be sending you a link to the **webinar recording and slides** in a follow-up email. If you have **questions, comments or recommendations** for future webinar topics, please send them to: contact@transformcare4children.org
- Be sure to fill out **survey** that will appear once webinar ends to help us improve future webinars.