



hope and homes
for children

our story





Photo: Sena and her mother, Esma.

Photo: HHC/Chris Leslie

ORIGINS – AND THEN WE ASKED THE CHILDREN



MARK AND CAROLINE COOK OBE

Hope and Homes for Children exists because of the energy, courage and conviction of two remarkable people: our founders, Mark and Caroline Cook. In 1994, Mark, a retired British army officer, read about the plight of a group of children, struggling to survive in Sarajevo’s Bjelave orphanage at the height of the Bosnian war. He told Caroline and within weeks the couple had boarded a plane to the city to see what they could do to help. That is how Hope and Homes for Children began.

When we first saw the Bjelave orphanage in Sarajevo, the building was in a terrible state. It had sustained hits from mortars and heavy weapons in its exposed position on top of one of the city’s hills. There was no glass left in any of the windows which were covered in sheets of plastic emblazoned with the UN logo. It was bitterly cold outside and even in the freezing winter there was no heating inside. All the wooden floors and doors had been taken up and used as firewood and all the radiators and pipes had been ripped out and sold.

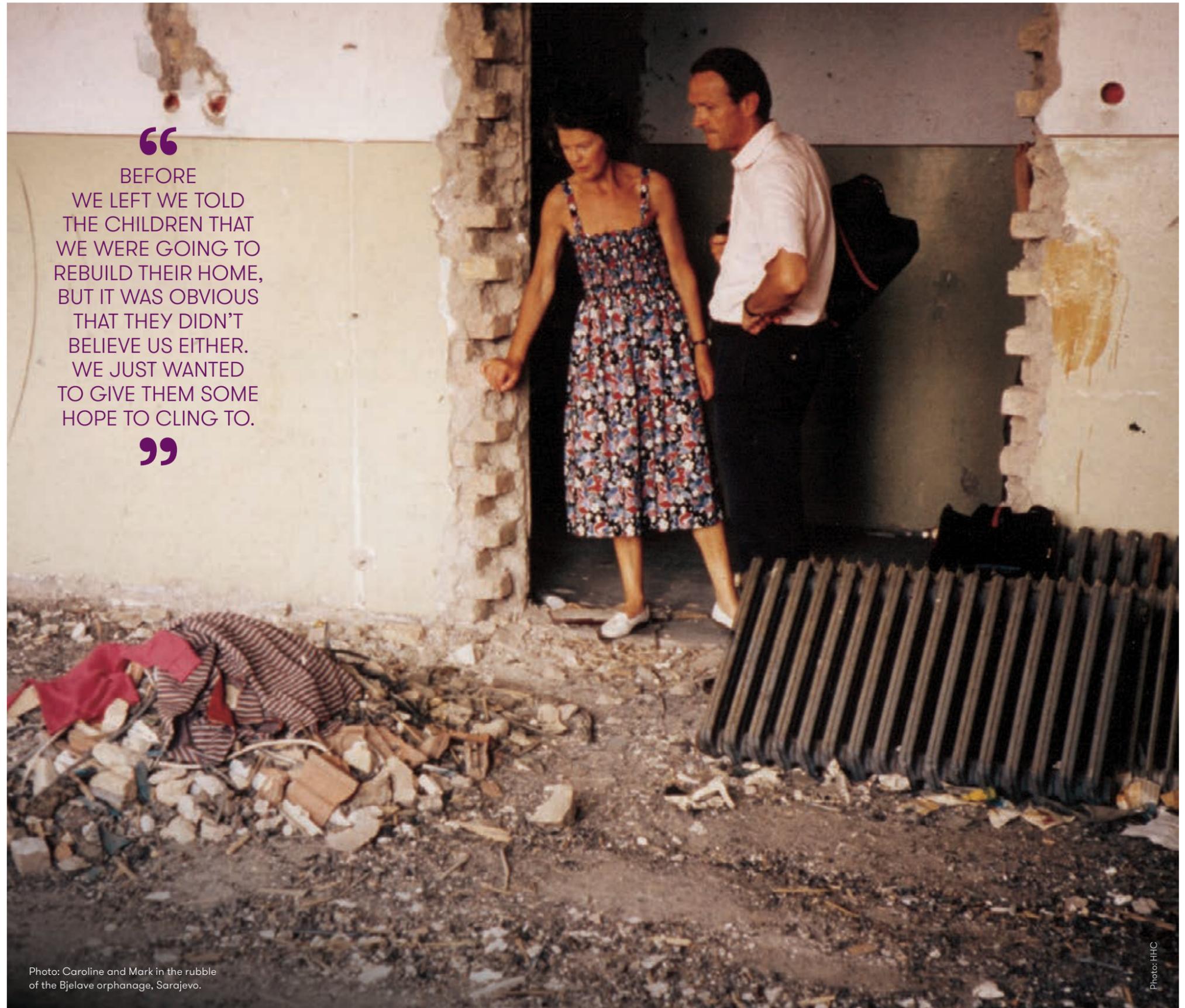
About 20 babies were crammed inside the only warm room in the building. You’d go in and there was this ghastly gas fire, just a bare pipe, roaring away with no protection but then the babies were all in their cots. They were never allowed to come out. They were pretty silent as they always are in these places but all their little

arms would come up, just wanting to be picked up, just wanting to be hugged. And we did pick them up and take them out of their cots but the worst thing was when you wanted to put them down again because they just clung to you and clung to you. And that was what was so awful about Bjelave and what was so awful about every orphanage that we ever went into.

The situation in Bjelave was desperate and there was no end in sight. None of the children had been to school for two years. Somehow they had managed to survive on the porridge-type food they were given and by becoming very “Artful Dodgers”. They stole food and anything else they could lay their hands on. Some of them had been injured when Serb artillery shells had landed in the playground. They existed from day to day on their wits and had little or no hope for the future.

We visited every day for a week and began to establish a rapport with the children and the few remaining members of staff. Before we left we told the children that we were going to rebuild their home, but it was obvious that they didn’t believe us either. We just wanted to give them some hope to cling to.

In order to keep that promise, we decided to start our own charity to provide homes for orphans of war or disaster; we wanted to give them hope, hence Hope and Homes for Children. A local farmer offered us the use of an old hay barn near our home in Wiltshire and that became our office and it is still the headquarters of Hope and Homes for Children today. >>



“ BEFORE WE LEFT WE TOLD THE CHILDREN THAT WE WERE GOING TO REBUILD THEIR HOME, BUT IT WAS OBVIOUS THAT THEY DIDN’T BELIEVE US EITHER. WE JUST WANTED TO GIVE THEM SOME HOPE TO CLING TO. ”

Photo: Caroline and Mark in the rubble of the Bjelave orphanage, Sarajevo.

Photo: HHC

“
WHY DON'T YOU
ASK THE CHILDREN
WHAT THEY WANT?
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In those early days we raised what money we could to rebuild orphanages. We went wherever we saw a need and Mark's plan was to create a worldwide network of small, well-run orphanages. By this time we'd been joined by a bright young lawyer called James Whiting and Caroline and James thought this was a crazy idea. It was James who asked the question that was to fundamentally change the direction of Hope and Homes for Children. "Why don't you ask the children what they want?" he suggested.

So that is exactly what we did. On our visits to all the countries we were working in, we made a point of asking the children what they really wanted. It did not matter what race, colour or creed they were, or whether they were living in an orphanage, on the streets or in the sewers, their answer was always the same, "Please, please find me a family". Mark asked one small boy on the streets of Khartoum what he thought a family and a home were and his answer was "Love". That response was to have a defining influence on the future focus of Hope and Homes for Children. Previously we had rather presumed that the most important things that these vulnerable children needed were food, a roof over their heads, a safe place to sleep and an education. But the children themselves guided us to the heart of our mission - they desperately wanted and needed the love of a family.

What we came to realise was that it didn't matter how poor people were, it was still better for children to be reunited with their parents, their siblings, their grandparents and that our money was best spent helping to build a room or improve sanitation at home, so that a child could be with their family again and feel loved.

From the beginning we had an unshakeable belief that, if our work was good enough, the money would come to support it and make it possible. This is clearly a rather risky premise on which to start a charity! We had no business plan and no experience - looking back, we feel somewhat embarrassed by how naive we were!

As an organisation we have passion and we have integrity and we have two responsibilities: to the children and to our supporters. Everyone who works at Hope and Homes for Children is absolutely passionate about the cause, but at the same time, we understand that we have to be open and honest about the work that we do.

Over the years we have visited numerous orphanages in many countries. Some were awful and smelled so bad that we felt sick and wanted to leave; others were better, being reasonably well equipped and staffed. But the one thing we never found in any orphanage was the feeling of unconditional love that is at the heart of a caring family.

Love became the key to our work and we have quite unashamedly focused on and talked about it ever since.

Our mission as an organisation now is to be the catalyst for the eradication of orphanages. We chose that word "eradication" deliberately because we wanted to remind people of past campaigns to eradicate diseases like polio. These campaigns set goals that seemed impossible at the time but now they have almost been achieved. Hope and Homes for Children can't hope to succeed on its own but, by being a driving force in the growing global movement to close every last orphanage, we can realise our vision of a world in which children no longer suffer institutional care.



Top: Oggi Tomic was one of the children Mark and Caroline found in Bjelave. He is now an award winning filmmaker and passionate advocate for Hope and Homes for Children. Bottom: Mark and Caroline visit our work in Sudan.

Photo: HHC/Chris Leslie



Photo: HHC



Photo: HHC/Chris Leslie

Photo: Sena with her mother, Esma, outside their home.

SENA'S STORY

Seeing Sena at home with her mother, Esma, it's very hard to believe they haven't always been together. There's so much love and affection between the two of them. The small house they share on the outskirts of a city in the North of Bosnia and Herzegovina is full of warmth, both physical and emotional.

But Sena spent the first four years of her life in the city's orphanage – a huge, loveless institution where she was just one child among many. Even as a tiny baby, she had no one to care for her above all the others, to cuddle her, to comfort her or to play with her.

When Sena was born, Esma was alone and desperate. Her life had always been tough. Her father was killed in the Bosnian war and the rest of her family fled the country to escape the fighting. Esma was a refugee in her own country, a young woman with no one to support or guide her. She became pregnant at the very start of a new relationship and was frightened to tell Sena's father. She thought he would not want her to keep the baby so she broke up with him and continued with her pregnancy alone. Fifteen days after giving birth, with nowhere to live and no income, Esma felt she had no choice but to take Sena to the orphanage and leave her there.

Just like Sena, most children who grow up in orphanages are not orphans at all. They have families who would and could care for them if they had the means to do so. That's why, whenever possible, Hope and Homes for Children tries to reintegrate children from institutions with their birth families and give them the support they need to stay together.

We first met Sena when we began work to close the orphanage where she lived. She was four years old by then, a withdrawn little girl who was still wearing nappies because no one had taken the time or trouble to teach her to use the toilet by herself.

Working with our partners in the local child protection department, we made contact with Esma to see if it might be possible to reunite her with her daughter. By then Esma's situation had improved a great deal. She was in a steady relationship with a caring, hard-working man called Anto. They were living together in the small house he owned and Esma had begun to find occasional work as a cleaner.

Esma wanted very much to bring Sena home and Anto was happy to support her in her decision. The reintegration process took several months. We helped Sena, Esma and Anto to establish secure relationships with each other. We also enrolled Sena in a local nursery so that Esma could continue to work to provide for her. Once Sena left the orphanage to join Esma and Anto, we continued to monitor the family's progress to make sure that Sena was happy and that Esma and Anto were coping in their new role as parents.

It was only once Sena was safely home that Esma felt able to reveal that Anto was in fact Sena's biological father. "When Esma told me that I am Sena's father I felt hurt because she kept that from me for a long time," Anto says "but at the same time it was the happiest moment of my life". When Sena calls Anto "Babo" (daddy), it's obvious to everyone how proud he is.

Anisija Radenkovic, our joint Country Director in Bosnia and Herzegovina, remembers the first time she met Sena. "She was very quiet and rarely smiled but since she has returned to her family, she has blossomed," says Anisija. "To me, Sena is proof that what children need to be happy is not fortune but love".

Sena is seven now and has just started school. She likes to play with her puppy and help her mother around the house and in the garden. She's a very happy, much-loved little girl with a real home and a family of her own.

WHAT'S WRONG WITH ORPHANAGES?



Every child wants a safe, loving family to grow up in. But over 8 million children confined to orphanages and other forms of institutional care around the world are being denied this, with often catastrophic effects.

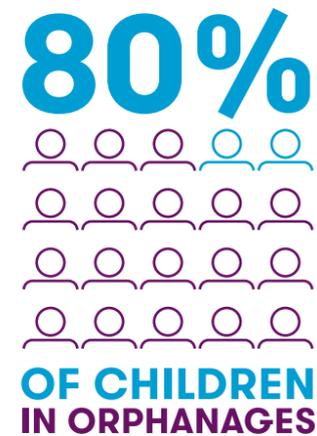
Orphanages do not protect children. They harm them. Children in orphanages are often subject to high levels of abuse and neglect. Without family to care for them, or friends to play alongside, they live in a world without love. The impact of this can last a lifetime. Some don't survive at all.

Orphanages deny these children their voice, giving them no say or control over the decisions that affect them. Over 80% of the children confined to orphanages today are not orphans; they have at least one living parent or relative. With the right support, we can give children what they want and need most - a stable, loving family.

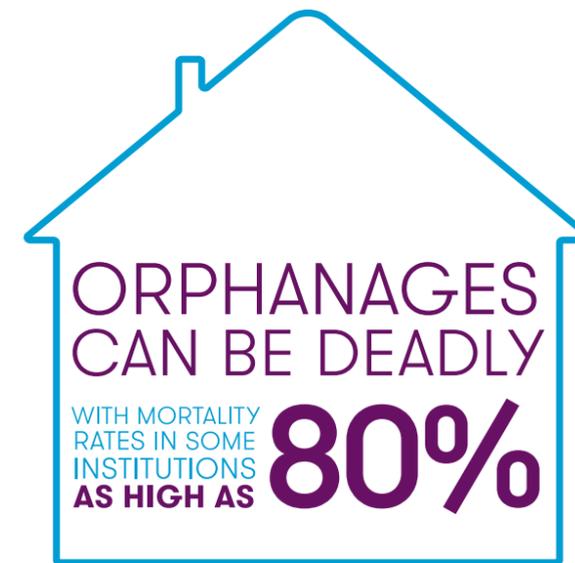
High quality, family-based care has been proved to provide far better outcomes for children and communities and is more cost effective. With the right support children who live in orphanages can be safely and successfully returned to their birth families or extended families; they can join loving foster families or, if they are old enough, they can be supported to live independently.



Orphanages violate a child's right to grow up in a family, as set out in preamble to the UN Convention on the Rights of the Child.



HAVE A LIVING PARENT BUT ARE **ABANDONED** BECAUSE OF POVERTY, DISABILITIES OR DISCRIMINATION



OVER
100
 YEARS
 OF SCIENTIFIC RESEARCH
 SHOWS HOW
 ORPHANAGES
DAMAGE
CHILDREN

IT CAN BE
10 TIMES
MORE COST
EFFECTIVE
 TO SUPPORT
STRUGGLING
PARENTS
 WITH SOCIAL
 SERVICES
THAN TO FUND
AN ORPHANAGE

ORPHANAGES
 CAN BE



6 TIMES
 LESS COST
 EFFECTIVE
 THAN FUNDING
 SOCIAL WORKERS



3 TIMES
 LESS COST
 EFFECTIVE
 THAN PROVIDING
 FOSTER PARENTS

Children with disabilities are most at risk of being abandoned to orphanages. Often this is because they are stigmatised, or because families do not have access to social services and education.

THOSE WHO SURVIVE A CHILDHOOD IN AN ORPHANAGE ARE:

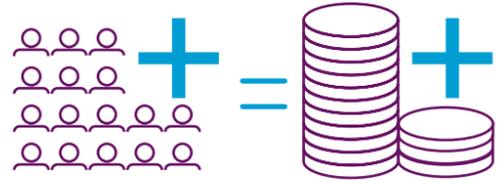
10 TIMES MORE LIKELY TO BE
INVOLVED IN PROSTITUTION

40 TIMES MORE LIKELY TO **GET**
CRIMINAL RECORDS

500 TIMES MORE LIKELY **TO COMMIT**
SUICIDE THAN CHILDREN WHO
 HAVE GROWN UP IN FAMILIES

AS MANY AS OUT OF EVERY
37 100
 CHILDREN

WHO LIVE IN 
 ORPHANAGES MAY SUFFER
VIOLENCE OR
SEXUAL ABUSE



SOME PRIVATELY RUN ORPHANAGES RECEIVE **BIGGER BUDGETS** IF THEY HAVE **MORE CHILDREN**

CHILDREN WHO GROW UP IN ORPHANAGES



ARE MORE LIKELY TO STRUGGLE TO COPE IN ADULTHOOD



AND TO **ABANDON THEIR OWN CHILDREN**

Every three months spent in an orphanage before the age of three can stunt a child's physical and cognitive development by one month. After six months, these children are at risk of never recovering.



Photo: Orphanages do not protect children. They harm them.

Photo: HHC/Alexandra Smart

MY STORY: ILEANA CIRȚ



Ileana Cirț is a social worker in our Romania team.

In the future I would like to open a Museum of Orphanages. As a social worker, I see just how horrible orphanages are every day, every month, the whole year round. Whenever I set foot in one of those buildings, there are one or two things that stand out, that hit me every time because they are the poignant little symbols of what's wrong with children growing up in institutions. Every time we close an orphanage, I would like to take those things, gather them up and open a museum so that everyone can see the shared clothes, the tiny, uniform chairs, cribs, and potties that represent the monotonous, one-size-fits all routine of orphanage life. Then, when we have closed the very last orphanage, we could look back and remember how wrong they were and make sure that society never treats children that way again.

The very existence of an institution for children is an abuse. They are large, they are dark, they are unfriendly places. They have big, crowded bedrooms, packed with bunkbeds. The children who sleep there don't have photos, toys, books, personal treasures or even clothes of their own. There may be toys but they belong to the institution, not the children and they are kept out of reach – often displayed only for the benefit of visitors, pristine and untouched.

There is almost always a huge TV in the living area of course. This is how the staff pacify the children. The people who should be taking care

of these children mostly ignore them. They see their role as providing the basics of life – food, shelter, clothing and hygiene. So much is missing. There is not enough human interaction, not enough play, not enough care, not enough cuddles, not enough love. So many not enoughts.

When people ask me what I do, I am proud to say that I close down orphanages. My day to day job as a social worker is complicated but in simple terms and to my very core I am someone who loves to work with people, especially vulnerable children and adults.

I work with young care leavers who may seem tough on the outside but often have no real confidence and no experience of the wider world. I help them to learn how to live independently as adults.

I also work with the children we have helped to return to their families, after living in institutions or who we have placed in foster or adoptive families. This can be a very challenging move for children who must learn to adapt to a new environment, to start loving their family again or to start loving a new family.

I work directly with families that need support to care for their children themselves, to reduce the numbers of children who are at risk entering the orphanage system. So many of these families lack access to the most basic welfare services and they live in great poverty. But poverty doesn't mean they don't love their children and want to do the best for them. Poverty just means that you need support in order to provide for your child.

No one who saw them can forget the horrific pictures that emerged in the early 1990s of the conditions in Romania's vast State orphanage system after the fall of the Soviet dictator, Nicolae Ceausescu. The scale of the problem seemed insurmountable but, since Hope and Homes for Children began work in Romania in 1998, the number of children in institutions has fallen from 100,000 to less than 8,000. In large part as our result of collaboration with the authorities there, Romania is now on track to close its last orphanage by 2022.



Photo: Bucur lives at home with his family.

Photo: HHC/Andrei Lupu

I have worked with many, many families over the years but one that stays in my mind and keeps me motivated is the Tataru family. I still visit and keep in touch with them, even though they no longer need our active support. They are a large family and Claudia, the mother, came to us because she was struggling to cope. Neither Claudia nor her husband had any work and they were struggling to feed their children. We assessed the family and realised they needed support in many other areas too. Without it, their children were at great risk of being sent to an orphanage.

For example, one of the children, 18 month old Bucur, had been born with a disability and was struggling to learn to walk. He needed special shoes and physiotherapy. Claudia was in despair but I was able to reassure her and give her the confidence she needed to help Bucur. "You CAN do it", I told her, "I know it's very difficult but we're going to give you the money for treatment, the money to travel, we're going to give you the money for shoes, everything that's needed." And that's what we did.

Now Bucur is walking. And he's running. He could have been in an institution, confined to a cot or reliant on a wheelchair and he's not! We helped both Claudia and her husband to find work and although their life is still hard, they are together as a family and they are smiling and happy.

To me, the Tataru family is just wonderful and one of the reasons that, when I think about the future, I am filled with hope. It sounded like science fiction, 17 years ago, when I first heard about Hope and Homes for Children working with the government to close down orphanages and keep children in families. Back then it was unheard of, but now it is happening.

A GLOBAL MOVEMENT



DR. DELIA POP

Dr. Delia Pop is the Director of Programmes and Global Advocacy at Hope and Homes for Children. She is a world expert in the field of Deinstitutionalisation and a leading figure in the growing global movement to eradicate the institutional care of children. Her passion for the cause stems from her personal experience of helping children leave Romania's notorious orphanage system in the 1990s.

In 1999, as a newly qualified doctor, I was employed by the local authority in Maramures County, Romania on a pilot project to close orphanages by integrating children from institutions into families. I had never before encountered the levels of deprivation I saw there. These were children who had spent their entire lives in one kind of institution or another – transferred from hospital maternity units into the orphanage system, from facility to facility, and deprived of love, warmth, sensory stimulation, of every single thing we take for granted when we grow up in a family, surrounded by love, care and attention. I was resolute: no child should ever have to suffer growing up in circumstances like these.

As a doctor, in order to support and serve people, you learn how to find the root cause of a problem and then find a solution. The eradication of the institutional care of children is the solution to a global problem and our focus on that goal at Hope and Homes for Children is clear and uncompromising.

Ending institutional care is a complex task and one that involves more than just closing the doors of orphanages. It involves working with governments to transform entire child protection systems, to replace institutions with safe and sustainable community and family-based care for vulnerable children. Closing orphanages only works if we also develop



“ I WAS RESOLUTE: NO CHILD SHOULD EVER HAVE TO SUFFER GROWING UP IN CIRCUMSTANCES LIKE THESE. ”

services to support families and prevent children from being separated from their parents in the first place.

Romania, where my work with Hope and Homes for Children began, has been on this journey for over 15 years and our impact on the child protection system there has been transformative. Since we began work there in 1998, the number of children in institutions has dropped from over 100,000 to less than 8,000. At the same time, alternative systems to care for children have been developed - from foster and adoptive families to Small Family Homes, where the needs of some of the most vulnerable children can be met in a family-type environment.

If the Government's support for this process continues, Romania is on track to have closed every one of its children's institutions by 2022. This will mark an extremely important moment in the mission of Hope and Homes for Children to end the institutional care of children worldwide.

In East Africa, Rwanda has made a clear commitment to close all its orphanages and help children back into families. It is an ambitious and courageous step towards building a sustainable child protection system and the progress in Rwanda has already inspired action; more and more governments and NGOs in the region are interested in learning how they can reduce their reliance on institutions to care for vulnerable children.

And that regional impact is crucial. We use our work in countries like Romania and Rwanda as learning platforms. We share the expertise we gain there with governments and NGOs in the surrounding area and demonstrate how countries can improve care for children, without having to rely on orphanages. This way, Hope and Homes for Children is able to achieve a greater impact with significantly less resources than we'd need to establish new national programmes alone.

At national, regional and global level, Hope and Homes for Children acts as a catalyst for change. We respect, acknowledge and welcome the amazing contribution of a large number of organisations in our field. We have lots of experience and expertise to share and we are continuing to build strategic alliances with influential networks of NGOs around the world. Institutionalisation is a global problem and to galvanise a global solution it is vital that we play a significant role in increasing the impact of coordinated, collaborative initiatives that close orphanages, shape policies and advocate for change.

So far Hope and Homes for Children has launched regional strategies across three hubs: Central and Southern Europe, Eastern Europe and Central Asia and East and Southern Africa. At the same time, in Latin America and the Caribbean, we are working in partnership with the NGO, RELAF, supported by UNICEF, to eradicate institutional care on that continent. And we are exploring opportunities to collaborate with Save the Children in Indonesia and advising a number of organisations in India on the development of alternatives to orphanages.

But in amongst all the vital business of partnerships and transformation and growth, we must not forget the stories behind the strategy. There are many children, families and colleagues who have touched my life and inspired me over the years. I work for Hope and Homes for Children because we transform and save lives, because we put children's best interest at the heart of everything we do, because my colleagues are brilliant, inspiring, dedicated and courageous.

The stories of the children we exist to serve are complex. They include examples of extraordinary resilience and triumph over the odds. But they also include tragic examples of lives that have been lost and the terrible damage inflicted on children by orphanages. These stories must always be heard and remembered so that institutional care can be brought to an end, in our lifetime.



Left: Ada in her very own bedroom in her new foster home.



Right: Marie Claire with her foster mother, Olive.

MY STORY: JULIA KRAGULJ



Julia Kragulj was one the first volunteers to work with children in the Bjelave orphanage in Sarajevo in the early days of Hope and Homes for Children. An occupational therapist by training, Julia went on to become our first Country Director in Bosnia and Herzegovina. Today, she is our Child Protection Manager and still lives in Sarajevo with her husband, a Bosnian lawyer, and their two young sons.

Over the years I have worked with a large number of children and families but one of the children I remember most is a teenager called Samir. He had spent his whole childhood, including the war years, living in Sarajevo's Bjelave orphanage.

On the outside, he seemed a bitter, hardened and cynical young man and he wanted nothing to do with us. Samir was often in trouble with the police and the staff at the orphanage had more or less given up trying to get through to him.

One Christmas, during the early years of my work for Hope and Homes for Children in Sarajevo, we decided to give each of

the teenagers and young adults in Bjelave, including Samir, a small stuffed animal as a gift. I can't even remember now what prompted us to do this. One day soon afterwards I was walking down the road and bumped into Samir quite by chance. Unusually for him, he stopped and looked at me. I could see some sort of struggle playing out behind his eyes. I waited. After a few moments he reached a decision. Giving me the smallest hint of a smile, he slowly opened one hand and showed me what he was cradling in his palm: it was the tiny toy animal we had given him.

Completely unexpectedly we had found a way to reach the unloved, broken little boy who had been so well hidden inside this tough, cynical youth. This moment proved to be a turning point for Samir, not only in terms of his relationship with us but in his life as a whole. Slowly, he began to open up and to accept support. We got to know him and thoroughly enjoyed watching as a strong, humorous and tender hearted young man emerged.

Seventeen years on and I still often bump into Samir. He never fails to greet me enthusiastically. He has been holding down a skilled and responsible job for the past 15 years now and has a strong network of friends. Today, despite an unimaginably tough childhood, Samir is a truly fine man.

“

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FROM VISION TO REALITY



MARK WADDINGTON



Mark Waddington is Chief Executive at Hope and Homes for Children.

When I joined Hope and Homes for Children in 2011, one of my first tasks was to develop a strategy. The first people I went to discuss this with were the charity's founders, Mark and Caroline Cook. I asked Caroline what her original vision had been for the organisation, and she recalled a time from the early days, sat around a table with colleagues, discussing their dreams for the future. Caroline was very clear: "I want to see all orphanages in Romania closed". She recalled that she was initially laughed at (not unkindly).

But that original vision is becoming a reality. When we started work in Romania, more than 100,000 children were confined in the state orphanage system. It is now less than 8,000. Working with other organisations and the government, we are over 92% on track to achieving Caroline's dream.

In fact, Hope and Homes for Children has become increasingly successful in making the case for family-based care over institutional care by building a body of evidence and practice that proves it. At the heart of this, has been winning the support of individuals, organisations and governments – not fighting against them – as partners in the reform of child care and protection.

This is why our strategy is so important. The work we do with individual children and individual families is vital. But on its own it is not enough. We must harness the learning and impact from our work with a child and their family, and apply it at scale locally, nationally and regionally, so that many more children than we help directly will benefit from what we do. The children who would otherwise be left behind, and the generosity of the people who support our work, deserve nothing less.

In developing the strategy for the organisation we established a new vision, a vision of the world we want our children to live in:

A world in which children no longer suffer institutional care.

And that's no pipe dream – it's ambitious but it's achievable.

This vision frames the purpose of Hope and Homes for Children. And it is especially important to us because we work across numerous countries, cultures and with many partner organisations. It is from this vision that all planning and activities are derived, and it is through this vision that we can build momentum towards change.



Top: Tonzi was at risk of being abandoned to an orphanage because his mother couldn't care for him. Now he's joined his aunt's family and will grow-up knowing that he's loved. Bottom: Tatiana spent the first four years of her life confined to a cot in an orphanage. She now has a wonderful foster family to give her the love and care she needs.

Photo: HHC/Jessica Walker



Photo: HHC/Steve Coffey

Our contribution to achieving this vision is our mission, which positions Hope and Homes for Children as:

The catalyst for the global eradication of institutional care of children.

Working as a catalyst reflects our efforts to reach out to work with, support and enrol others in what we are seeking to achieve, because we cannot succeed on our own.

Our subsequent strategy maps out how we will achieve this purpose. And it is through our strategy that we are demonstrating that institutional care can be replaced with family-based care in any context. So we have programmes run by our own teams or by partner organisations across countries in Africa, across Latin America, throughout Central Europe, Eastern Europe and Asia.

By working regionally we are able to join up the work carried out across individual neighbouring countries, drive momentum in those regions and begin to create a global impact. We are not going to achieve our vision on our own so successfully working with and through other organisations as a catalyst is the central pillar of what we do.

Preventing children from being separated from their families is a vital component of this strategy. This is how we stem the flow of children into the care system in the first place and get at the root causes of the challenges many families and communities are struggling to address. Working in partnership with local authorities to deliver prevention services underpins the sustainability of what we do.

Hope and Homes for Children has demonstrated that once systems have been reformed, family-based care is more cost-effective over the long term, in terms of benefits to children and communities, than institutional care. The additional funds needed are for the reform process itself. On average, we have been able to work with governments to leverage funding at a ratio of 1:12 for this reform. This money does not come to us but is invested in the wider reform process. The new system which is based on family care is cost effective and is usually affordable within existing budgets. It is in this way that we are working as a catalyst. ▶▶



IT TAKES
£1200
TO FREE
1 CHILD

=

£9.6
BILLION
PROBLEM

FOR EVERY £1
WE SPEND
ON A CHILD

1 1 1 1
1 1 1 1
1 1 1 1
WE LEVERAGE
ANOTHER
£12

=

£750
MILLION
IN 30 YEARS

=

£25
MILLION
A YEAR

Beyond purpose and approach, a strategy needs to be clear about scale and timing. And all roads lead back to Rome. Money. Which means that financing is also a significant part of our planning.

So, again, when I first joined Hope and Homes for Children I undertook an exercise that I call “costing success”. This was at a time when we had no base in London and I was moving between meetings with supporters, coffee shops and sitting in St James’ Park in the winter with fingerless gloves, my laptop and a spreadsheet. Exciting times!

Using our approach, on average, it costs £1,200 to place a child sustainably in quality family-based care. There are an estimated 8 million children globally who are confined in orphanages. So, by multiplying the two together we have a £9.6 billion price tag to achieving our vision. This is an eye watering amount.

But if this £9.6 billion cake is carved up by the 1:12 ratio that we leverage financing at – thirteen slices – then our single slice is £740 million. And if we break that down into annual segments over a 30 year period – our working life time – then it actually comes through at a more manageable £25 million a year. So the strategic challenge we have been working to

address has been to secure the investment needed to ensure that we can operate sustainably and effectively at this scale.

And we are succeeding. Several of our donors have provided additional funding as investment in the capacity of Hope and Homes for Children to achieve the scale at which we need to operate in order to successfully deliver our mission. Since launching our strategy in January 2013 through to the end of 2016 we have seen growth in organisational income of 60%. So we are on track.

Achieving our mission in our lifetime is not merely an ambition, it is a global humanitarian imperative. For every three months that a child under three remains in institutional care, they will lose one month of physical growth. Stunting. The neglect associated with institutional care impairs the neurological development of children which, if not addressed, can have lifelong consequences. But all these things can be prevented or reversed. If we act now.

Every initiative counts! Mustering and inspiring a movement of like-minded organisations and people who will come together with the singular focus of eradicating the institutional care of children is vital. And this requires us to reach out to those who would join us. Our values will be the foundation of this engagement.

Not surprisingly, the most challenging part of developing our strategy was identifying and agreeing those values. Our values bring our culture as a team to life, and ensure that everyone we interact with and everyone who supports our work, has a positive experience when dealing with us. Most of all, our values reflect our experience of how children want us to be. And so EVERYONE had an opinion on them. We pulled a few muscles during cross organisational discussions but finally managed to rally strongly around three:

Excellence:

the children we exist to serve deserve nothing less than excellence in our performance, thinking and approach in pursuing their best interests. It is through our commitment to excellence in all areas of our work that we drive forward with the belief that we can succeed, and cultivate the innovation and creativity required to find more effective ways of achieving our mission. Our commitment to excellence will be demonstrated by the improved care and protection that children receive.

Courage:

our mission to be the catalyst for the global eradication of institutional care of children is ambitious and we will need courage to achieve it. There will be those in positions of power who will threaten and intimidate us because we stand against the violation of the rights of the children we exist to serve. There will be many who will tell us that we cannot succeed. And when we face difficulties we will be tempted

to believe them. To see our strategy through to its end will take courage. Our reach, our impact and our capability to change the world will shrink and swell in direct proportion to the courage we show.

Integrity:

this is the basis of our efforts to hold ourselves and others accountable for the best interests of children. We are transparent in our dealings with children, their carers and all those who support our work. What we say must be what we do. Our commitment to our values, which will be defined by our conduct, must be wholly consistent. In this way we will forge trust and confidence in what we do and what we are seeking to achieve. It will define our reputation and mark us out in a way that will feed our credibility so that others will listen to us and follow us. And this will fuel the momentum we build toward global change.

What makes me especially proud is how my colleagues, right across the many countries in which Hope and Homes for Children operates, exemplify these values in their working lives and within the culture of their teams. It is why we are winning the trust and support of people and organisations who will be crucial in delivering global change. It is why so many more children than before are not only alive, but living with the love and protection of a family. >>



“SURELY IT’S BETTER TO PUT A CHILD IN AN ORPHANAGE THAN LEAVE THEM ON THE STREET?”

This is one of the most common questions I am asked. But why should children ever be condemned to a choice between living on the streets or in institutional care? Neither delivers favourable outcomes for them, and both are associated with high levels of abuse, neglect and mortality.

And anyway, in practice, it’s not really a case of one over the other. There are many countries that have tens of thousands of children locked away in institutions, and at the same time large numbers of children living on the streets. In these circumstances institutional care not only fails those children it confines, but it also fails to provide an alternative for children living on the streets.

The issue here is that the choice being presented in the question does not recognise family-based care as an option.

Emergency family-based care can be put in place far more cost effectively than institutional care options. We have demonstrated this in Sudan. Many of the same referral mechanisms that would have identified children at risk of separation from their family and seen them placed in institutional care, will also operate just as effectively to refer them into emergency family-based care. In fact, family-based care – including emergency care – is more deeply rooted in communities and so is more effective in identifying and referring children to the help they need when they are at risk. And because family-based care provides a diversity of services it can more easily mould its response to the needs of individual children.

This is especially important for older children who want a greater say in the way that care is provided for them. It increases the likelihood that they will not end up on the streets.

The statement that “it’s better to have a child in an institution than on the street” should really read:

“IT’S BETTER TO HAVE A CHILD IN A FAMILY THAN ON THE STREET.”

Photo: Poverty meant Maria was at risk of being sent to an orphanage. Now her family has the support they need to stay together and she will grow up knowing that she’s loved.



JOSEPH'S STORY



MARK WADDINGTON



On a recent visit to Rwanda, our Chief Executive, Mark Waddington, met Joseph who is nine years old.

It was a bumpy ride out to his village, and as we tramped through the rain from the car to Joseph's home, his foster father, Albert, rushed out with hats to help keep us dry.

I was introduced to Albert, and his wife, Faith, as well as Joseph's foster sisters. Joseph is acutely disabled by cerebral palsy. There is widespread stigma associated with disability, especially one as profound as cerebral palsy.

Joseph was abandoned as a baby. His life has been one of confinement in an institution, marked by a lack of stimulation, so severe that it caused his condition to deteriorate. Because he was unable to coordinate his muscles he was laid on a mat from morning to evening, day in, day out. Year in, year out. The only stimulation he was offered was the mashed food that was spooned into his mouth – the same food every day, leading to malnutrition.

Isolated in the institution, Joseph had no friends, no visitors. And because of the stigma associated with his disability, there was very little hope that he would ever experience the love of a family. He was dying. Albert and Faith changed that.

Faith had been trained in basic physiotherapy several years ago, and understood that disability was not a curse or a punishment, that it was not infectious.

Hope and Homes for Children has pioneered the development of family-based services for disabled children in Rwanda, and identified Faith and Albert and their daughters as a potential foster family. We provided them with further training, invested in their home to make it suitable for Joseph and helped them to welcome him into their family.

Their home is a basic structure with a grass roof, but it is a home. Faith has worked hard to stimulate Joseph's muscular development. He can now sit unassisted and look around. He very proudly did a roly-poly for me on the bed, and rolled out of it with a smile so full of life that he could have lit up the universe. Apparently, when Faith turns her back, Joseph will mischievously crawl out of the house and up the bank to the path above, and triumphantly call out to proclaim his achievement. Faith will playfully admonish him.

His sisters have taught him how to turn the pages of a book with his feet, and he is becoming familiar with picture books and some words.

He is a courageous boy. He has been called cruel names by some of the other children in the village, but whenever any of them come into his home to visit his sisters he will determinedly make sure they greet him just as they do everyone else by following them around until they shake his hands. The name calling has reduced and he is becoming a part of the community. His prison of isolation has been removed. ▶▶



Photo: HHC/Chris Leslie



Photo: HHC



Photo: HHC

Photos, clockwise from left: We are only a few years away from eradicating orphanages in Rwanda. Mark meets Joseph. Joseph and his foster mother, Faith.

Faith told me that when she and Albert went to register for social protection payments, they took Joseph with them. The secretary who registered them asked very candidly – but not in a cruel way – why they had chosen to take Joseph into their family, not least because he was “useless” and would not be able to do jobs or offer support to the family later in life. Faith’s answer was simple: “He is our blessing.” The secretary looked at her, apparently smiled, and said that from thereon he would call him “Blessing”. And the name has stuck. He is called Blessing by many others in his family and his community.

Albert was clear that Joseph would never recover and that while he had made remarkable progress – including being able to eat proper food – he would remain deeply dependent on his parents and wider family for the rest of his life. But Albert was also clear that Joseph now had a life.

We have proven that even children with severely limiting disabilities like Joseph’s can live a fulfilling life with the protection and love of a family. And this matters because many of the children who remain in institutions in Rwanda live with disability. They are too easily left behind. They are written off. And that is why there is an urgency to our work. For every day that these children remain in confinement, isolated, under-stimulated, unloved, the more likely it is that their disability will be amplified, or worse, deteriorate.

Hope and Homes for Children Rwanda is demonstrating how to change this and is using the results to advocate for continuing reform of the system. In partnership with the Government of Rwanda we have achieved a reduction of over 60% in the number of children confined to orphanages nationally.

We are only a few years away from eradicating institutional care in Rwanda, and this will serve as a platform for change throughout Africa, and around the world.



Photo: Joseph is nicknamed Blessing by many of his new family and the community.

Photo ©: HHC

STRONGER TOGETHER



SARAH WHITING



Sarah Whiting is Director of Fundraising at Hope and Homes for Children.

It was 16 years ago that I first stepped into an orphanage in Eastern Europe. I remember it like it was yesterday. We entered by a side door and climbed the five floors to where the babies were kept. As the double doors opened the smell and the silence were overwhelming.

In front of me were 100 cots in rows with children in all manner of states, mostly rocking manically backwards and forward. Some were tied to the bars. I have never felt so claustrophobic before or since.

I watched one of our party, Claire, reach out and hold the hand of a little boy who was lying flat on his back in one of the cots. He was white with impending death. We'd been told before we entered the orphanage not to show any emotion - this could be perceived by staff as criticism and might affect our partnership in closing the orphanage down.

Claire couldn't help it, the tears rolled, her face contorted as she tried to fight them, and as I write now, the tears still come to my eyes.

We left and we cried. We felt guilty that we could leave. But I remember Claire saying to me a couple of days later, "We have the power to make a difference. We can never close the door on what we have seen".

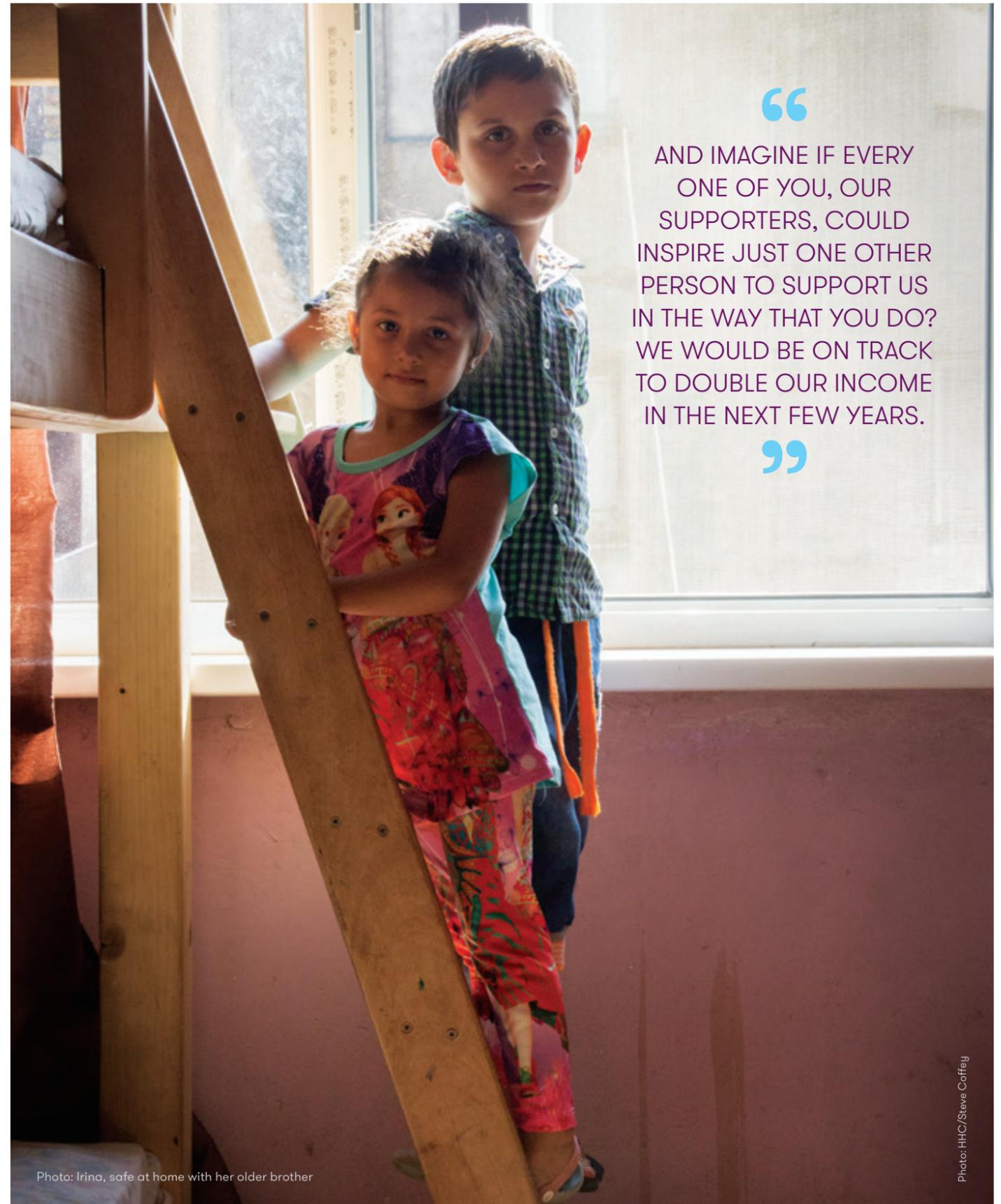
The institution Claire and I visited is now closed. And 16 years on Hope and Homes for Children has a track record as the catalyst for the reform of child protection nationally and regionally across Central and Eastern Europe and Africa.

But this is only the beginning. Over the next fifteen years we have the opportunity to move towards the global eradication of institutional care of children. We have a plan to make this happen. We are developing the partnerships we will need and we have the global experts in our team who are leading this change.

And we have a strong base of long-term support from which to build.

To end institutional care of children worldwide by 2050, we estimate that we will need to be raising approximately £30 million a year by 2022. In 2015 we raised just over £7 million. We need to double our income and double it again by 2022.

New support and ways of developing our funding will be crucial. But anything new must build on the legacy left to us by our founders, Mark and Caroline Cook. They saw themselves as the bridge between the children and families whose lives would be transformed and the supporters who could provide the means for that transformation to happen. In the same way that every individual child was important to Mark and Caroline, so was every supporter. They fostered a culture and spirit of family throughout Hope and Homes for Children that is part of our DNA. ▶▶



“AND IMAGINE IF EVERY ONE OF YOU, OUR SUPPORTERS, COULD INSPIRE JUST ONE OTHER PERSON TO SUPPORT US IN THE WAY THAT YOU DO? WE WOULD BE ON TRACK TO DOUBLE OUR INCOME IN THE NEXT FEW YEARS.”

Photo: Irina, safe at home with her older brother

Photo: HHC/Steve Coffey

“

OVER 50% OF OUR RECENT GROWTH IN DONATIONS FROM TRUSTS AND FOUNDATIONS WAS AS A RESULT OF RECOMMENDATIONS FROM YOU, OUR SUPPORTERS.

”

My vision is that every supporter feels – as I did 16 years ago and as I still do now – that they have the power to make a difference. And that we can do this together, as our collective impact will be so much greater than any one person or organisation acting alone. If we can inspire people to feel as we did when we saw those children 16 years ago, then raising the funds we need to end institutional care forever is absolutely achievable.

We will be investing in providing care and feedback to supporters so that each and every one can see the difference their support makes. We will make sure that this is done in a way that is right for every individual. And we will invest in our ability to provide you with the resources you need to inspire others to join us.

Over 50% of our recent growth in donations from trusts and foundations was as a result of recommendations from you, our supporters.

Our fundraising across the country is growing because of an incredible group of supporters who are developing new ideas and inspiring others to become involved. Our annual Romania Trek was conceived around a kitchen table at one of our supporters’ homes. In its first year the Trek raised over £32,000.

Our most successful fundraising event ever – the St James’s Place Triathlon, was the idea of one St James’s Place partner, 16 years ago. He was supported by other “HHCers” to make the Triathlon the successful annual fundraising event it is today.

As a result we are able to work in more countries, start new partnerships and build

the movement needed to eradicate orphanage care once and for all. We have made great progress, but as Dr. Delia Pop, our Director of Programmes, says, this is going to be a marathon, not a sprint. We need long-term, committed support.

Our best fundraising and growth has come from two magical ingredients:

- 1) Where our supporters have shared their ideas and worked together with us to make them happen
- 2) Where our supporters have inspired their friends and colleagues to support us

So, please, if you have a fundraising idea, share it with us and we will work with you to make it happen.

And imagine if every one of you, our supporters, could inspire just one other person to support us in the way that you do? We would be on track to double our income in the next few years.

You are vital to our growth and our growth is vital, because we have a one-off opportunity to change the world for children – to eradicate orphanages and replace them with loving families for children.

I’ve told my two children that Mummy is working hard so that one day there will be no such thing as an orphanage and children will be living with families who love them. I ask that, in whatever way you support us, and for whatever reason, wherever possible you share with others what you do and why you do it.



Photo: The Kadar children were in danger of being separated from their mother, segregated according to age and denied the chance to grow up together. With our support they have a home and a future, together.

Photo: HHC/Steve Coffey

MY STORY: MARTIN RASHDI



Martin Rashdi has been a member of St. James's Place Wealth Management since 2000 and is a driving force behind their partnership with Hope and Homes for Children.

I remember vividly the first time I heard about Hope and Homes for Children. It was at a very sad time in my life. My wife and I were struggling to cope with the loss of our daughter, Summer, our first child, who died when she was only nine hours old. Just a few weeks later, I heard Mark Cook speak to a group of us at work. Mark and his wife Caroline founded Hope and Homes for Children and, as anyone who's heard him will know, Mark is a brilliant and passionate speaker. He told us about the millions of children growing up in orphanages, denied their right to a family. I remember thinking that I had to help and that this was something I could do in honour of my daughter.

St. James's Place has had a special relationship with Hope and Homes for Children ever since. We were founded at almost the same time and we've grown together. St James's Place has a Foundation that supports a range of children's charities and it's the cultural heart of our business. The Foundation matches every penny we fundraise and that means that over the last 16 years we've been able to contribute close to £7 million to the work of Hope and Homes for Children.

The first thing we did was a St. James's Place Three Peaks Challenge, raising over £40,000 that went to build a home for children in Romania who were leaving an orphanage. The home was named Summer, after my daughter. Then I ran the London Marathon and raised around £8,000 but I still felt I wanted to do something else, something big.

I was a really poor swimmer back then and I'd started taking lessons because, by that time, my son had been born and I wanted to be able to swim with him as he got older. But swimming up and down a pool is so boring and I was on the lookout for something more interesting. That's how I came up with the idea of organising and competing in a triathlon, in St. Albans where I live. I like running and I like cycling and so it seemed the obvious way to go.

I spoke to the local Tri Club manager and he clearly thought I was bonkers because I'd never even taken part in a triathlon, let alone organized one, but he agreed to give me a hand. Then I spoke to Sarah Whiting, Director of Fundraising at Hope and Homes for Children, and I could see the panic in her eyes! But she agreed to help and put me in touch with Kate Birss, who runs the nearby Hertfordshire Support Group. So, in 2002 Kate and I and a lady called Gillian Hanson, started to organize the very first St James's Place Triathlon, in support of Hope and Homes for Children. >>



Photos (this page and next page): Participants cross the finish line and celebrate at the annual St. James's Place Foundation Triathlon, in aid of Hope and Homes for Children.



To be honest, it was hell! It was incredibly hard work and we didn't really know all the things we'd need - like scaffolding to rack the bikes for example. Luckily we had fantastic support from Cannon's gym (now Nuffield's), in St. Albans who lent us their pool, their changing facilities and their car park.

One of the big mistakes we made first time around was scheduling the event too late in the season, in November. The weather was appalling - howling wind and pouring rain! We only had stop watches and paper and pencils to record the times. I'm not sure we really knew who had won because the notepads had got so wet and we couldn't read the timings we'd written down. But that wasn't really the point. It was unbelievably bad but also unbelievably good. We'd managed to get 50 people to take part and we had a great post-race reception with all the competitors crammed into the gym for hot soup.

Of course, as time's gone on, the event has become much more organized and efficient. In the first year the St James Place Triathlon raised £50,000 for Hope and Homes for Children and it's raised as much £200,000 in other years. In total, the event has raised around £2 million pounds and it remains the only event that the SJP Foundation supports where the proceeds are ring-fenced for a particular charity, Hope and Homes for Children.

Through my support for Hope and Homes for Children, I've been lucky enough to make two country visits to see how the organisation's programmes teams work on the ground - to Rwanda and to Ukraine. What I saw in Rwanda was both tragic and remarkable. The scale of the problem was amazing but so was the work that Hope and Homes for Children was doing to help. My visit to Ukraine was different because the problem there is not so easy to see. You could walk into an orphanage and think, this is OK, the children are clean, there are new toys and fresh paint on the walls. But then the children all come rushing up to you and you realise how desperate they are for love, affection and someone to play with them and pay them attention.

What I'd like people to take away from reading about my experience with Hope and Homes for Children is this: I was a man who couldn't really swim but who set up and competed in a triathlon. I didn't really know if it was possible but that didn't stop me. Organising that first event started me on a road which culminated in me taking part in an Iron Man challenge in 2011 and, along the way, I've been able to encourage lots more energetic and influential people to get involved and raise really significant sums to help children grow up with the love of a family.

Anyone who has the energy and the motivation can make a massive difference.

Our ability to win support for the work we do has always depended on building strong and lasting relationships with influential individuals and organisations. We are proud to have worked with a wide range of inspiring groups and businesses including Rotary International and the education charity, Absolute Return for Kids (ARK). One of our longest-standing and most rewarding partnerships has been with the FTSE 100 company, St. James's Place Wealth Management.



Photo: HHC/CCF

VALERIA'S STORY

Valeria laughs out loud. An uncontrollable, belly-laugh of sheer joy.

She is three years old and is playing her favourite game with her big sisters, Marinela who is seven and Natalia who is six. As they sit on the big bed they share, they pretend their cuddly toys can talk and Marinela and Natalia are so good at doing the voices Valeria can't hide her delight.

The girls live with their parents on the outskirts of Chisinau, the capital of Moldova. Their home is very basic but it's safe, warm and dry. Two years ago, when Hope and Homes for Children first met Valeria and her family, they were living in a cramped, rusting van that they'd turned into a makeshift house.

Valeria's parents, Daniela and Alexei, desperately wanted to build a proper home for their children but their income was so low that they were struggling to cover even their basic living costs, let alone afford the materials they needed to build a house.

When the local authorities became aware of the family's situation, they wanted to separate Valeria and her sisters

from their parents and send them to an orphanage where they would have been split up and left to survive without the love and emotional security of a family.

Hope and Homes for Children stepped in to help Valeria parents' access vital social benefits to care for their children. We also raised funds locally to help the family buy construction materials to build a proper house and chickens and ducks to provide food and an additional source of income.

Now, their future feels far more secure. The older girls are able to attend school, both their parents have work and Valeria is growing up in real home with parents and siblings to love and protect her.

The work of Hope and Homes for Children in Chisinau is focused on developing services to prevent babies and young children from being separated from their families and admitted to baby institutions that threaten both their development and their life chances. Ultimately, our work will lead to the reform of child protection in Chisinau and the closure of the city's Municipal Institution for babies, ensuring that all the children currently living there are cared for in families or in alternative family services.



Photo: HHC/CCF

Photo: Valeria, Marinela and Natalia and with their mother, Daniela (opposite page)



Photo: Born with special needs and abandoned as a baby, Steve spent the first six years of his life in an orphanage in Rwanda. Hope and Homes for Children placed him with a specialist foster family and for the first time in his life Steve is loved and happy.

Hope and Homes for Children is recognised as a global expert in the field of deinstitutionalisation. By closing orphanages, supporting children into loving families and preventing family breakdown, we are working towards a day where orphanages have been eradicated for good.

We know we will only realise our vision of a world in which children no longer suffer in orphanages by working with others. Through our partnerships with national governments, civil society organisations, local NGOs, international agencies, corporate donors and committed individuals, we are building a global movement that will eradicate orphanages in our lifetime.

Your support is vital to our continued success.

Our mission is to be the catalyst for the global eradication of the institutional care of children.

Our vision is a world in which children no longer suffer institutional care.



www.hopeandhomes.org



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