



hope and homes
for children

Organisational strategy

a world in which children no
longer suffer institutional care



our mission is to be the catalyst for the global elimination of institutional care of children.

OUR ORGANISATIONAL VALUES



We have three organisational values: excellence, courage and integrity. They determine how we approach the delivery of our strategy and execution of our annual business plans. They bring our culture as an organisation to life, and help us to provide all those we interact with and who support our work to have positive dealings with us. Most of all, they reflect our experience of how children want us to be.

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 our activities 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. We excel at what we do and our staff are relentless in their pursuit of excellence.

“All labour that uplifts humanity has dignity and importance and should be undertaken with painstaking excellence.”
Martin Luther King Jr

Excellence must be our normal. We will measure our commitment to excellence by the quality of our work, which in itself will be determined by the improved care and protection that children receive.

integrity

Integrity is the foundation of our commitment to holding ourselves and others accountable to the interests of children. Through our integrity we are transparent in our dealings with children, their carers and all those who support our work. Having integrity requires us to base our work on evidence and therefore ensure the highest levels of performance excellence. As a team, integrity helps us to trust and respect each other and so fosters a supportive, friendly and productive working culture

right across our organisation.

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, follow us. And this will fuel the momentum we build toward global change.

courage

Our mission is ambitious and we will need courage to achieve it. It is courage that gives us the confidence to commit to the long-term process of transforming child care and protection, and to inspire change in others wherever and whenever necessary. Courage is the basis upon which we strive to ensure that love is at the heart of the care and protection of the children we exist to serve.

There will be those in positions of power who will threaten and intimidate us because we will stand against the violation of the rights of the children we exist to serve, and because of our efforts to secure their entitlements. 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.

Our values of excellence and integrity will not be gained on easy terms: we will need courage to



Joseph was abandoned to an orphanage when he was a baby. Today, he lives in a loving foster family who call him 'Blessing'.

Photo: HHC/Steve Coffey

- 6 Summary
- 8 Our strategic framework
- 9 What we are about
- 12 What we have achieved
- 14 What is Family and Community-based care?
- 16 What does elimination look like?
- 17 Why is our being a catalyst important?
- 18 Why our work is important
- 22 So why do children end up in orphanages?
- 24 Our theory of change
- 28 Ten year aim
- 30 Ten year priorities
 - 30 - Strategic priority 1: driving regional reform
 - 32 - Strategic priority 2: driving global reform
 - 36 - Strategic priority 3: investment, revenue and brand
- 38 Key enablers
- 39 Barriers to the implementation of this strategy
- 40 Strategic risks
- 42 Five year milestones
- 45 Financials

SUMMARY

Eight million children have been swept into orphanages, children's homes and childcare institutions around the world. This is largely because they are all that is available. But it is also because of the way these institutions are financed and the need to maintain a minimum quota of child residents for them to be economically viable. Because their costs are budgeted on a per capita basis, a perverse incentive to Hoover children into them is established: the more children they confine, the bigger the budget they attract. Equally, because money does not follow the child in such systems, there is no incentive to move children out and into families. But children also end up in these institutions because there is a lack of awareness of far more desirable family and community-based alternatives, and a lack of skills and know-how to develop them. In the worst cases, children are taken into these institutions and exploited for fundraising, labour, sex and even trafficking.

We use the term 'orphanages' throughout this strategy document as a loose description that includes children's homes and institutions. We do this because of the familiarity people have globally with the term 'orphanages'. However, we qualify this with the knowledge that orphanages are not really orphanages, because most of the children confined within them are not orphans. The overwhelming majority of these children have one or both parents still alive.

The data shows that children looked after in orphanages experience alarming levels of violence, abuse and neglect.

Orphanages institutionalise children and this has a profoundly harmful effect on their development, often with lifelong consequences. This institutionalisation is apparent in even the well run orphanages, which are unable to provide the individual nurture and care that a family can, and which a child needs to grow and develop in a happy and fulfilling way.

Orphanages are unnecessary because organisations like Hope and Homes for Children have established a body of practice and expertise that has enabled governments and their local authorities to develop alternative family and community-based care arrangements which not only deliver far better outcomes for children, but which children are consistently telling us they want. And these arrangements are far more cost effective, which benefits us all.

In spite of the scale of the problem, it is solvable and it is solvable at a global level.

This ten-year strategy maps out how, worldwide, orphanages will no longer be an acceptable way to look after children.

It will require regional commitments to protect and care for children in families and communities to be in place and being successfully implemented at national levels. It will also require partnerships with relevant organisations to extend our influence and communications globally.

We will work across five Regions to support the development of locally determined and relevant family and community-based care arrangements. These Regions will be Latin America and the Caribbean, Central and South Europe, East and Southern Africa, Eastern Europe and Central Asia, and India. Across these Regions we will spread and encourage the uptake of our know-how to make it locally appropriate, enrol governments in the imperative for change, and pilot scalable models of reform with clear guidance on implementation, policy and costings. In at least one country in at least two Regions we will wholly eliminate orphanages, thereby demonstrating that reform can be achieved nationally and in markedly different contexts. Over the next ten years throughout the five Regions we will have Strategic Pilot projects or national programmes in 15 countries, and we will have provided technical assistance in support of national reform in a further 30 Countries of Influence.

We will channel the know-how and momentum that we develop across these five Regions through our influence on the development of global policy and legal instruments, guidelines and financial support to encourage, enable and compel reform worldwide. This will include policies which prevent the establishment of new orphanages, and securing of commitments to pay for the costs of reform and for the sustainability of the family and community-based services that will follow.

We will work with globally influential organisations across the media, civil society and the private sector to support them to convince their suppliers, clients and audiences that orphanages are not an acceptable way to look after children, and to mobilise sustained support for both reform and for the provision of quality family and community-based care for those children who need it.

We have chosen ten years for the cycle of this strategy because we know from experience that reform takes time and sustained commitment. We have mapped out a series of milestones for the first five years of this cycle and the funding required to deliver them. We have already been successful in securing significant investment to make progress toward the scale we need to be operating at to achieve our mission, which in financial terms will require us to be generating £25 million per year for expenditure on our Regional and Global priorities. In order to achieve this scale we will need to source further investment and apply it in a balanced way across our organisation so that we are able to maintain coherence, and maximise our collective efforts effectively.

We cannot achieve all this on our own. We have been successful in winning the support of some of the largest companies and organisations, and of some of the most influential supporters. We will continue to identify and develop new strategic partnerships through which we will transform our own capacity, deliver scalable reform, spread awareness and secure commitment to the global elimination of orphanages in our lifetime. Anything less is unacceptable to us.



As a young woman with no family around her, Alma needed support when Azra was born. "Azra is my life", Alma says. "I want to protect her and to protect her future."

Photo: HHC

OUR STRATEGIC FRAMEWORK

We want to make the world a better place for children to grow up in, and we want to do this in a sustainable way so that future generations will benefit too. This means that we have to act strategically. For us, this requires us to use what we learn from improving the lives of the children we work with, and the system changes needed to do this, to deliver global change through and alongside partners in a way that benefits the lives of all children who need help. So we use the following framework to focus our planning and management strategically.

It starts with our rationale, which comprises our understanding and analysis of the situation we want to change, what we have learned from what we have been able to do so far, and the opportunities we can discern. Our vision presents our view of the kind of world we want children to live in, and our mission expresses what our contribution and role will be in helping to achieve it. Our ten-year aim then sets the position we need to reach in order to have a strong chance of fulfilling our mission within the time frame that we have set for ourselves.

In order to know that we are on track to achieve our ten-year aim, there are a number of milestones we need to meet in the first five years of our strategy, and our annual planning and quarterly activities focus us on delivering them.

Each tier provides an increased resolution on the detail of the change we want to see, and ultimately the actions required to deliver it. In this way we are able to use our strategic intentions to frame and set the operational planning of our day to day activities.



WHAT WE ARE ABOUT

Hope and Homes for Children is one of the leading organisations working to reform the way children are protected and cared for.

Most children in orphanages are not in fact orphans. For example, UNICEF estimates that there are 132 million orphans across Sub-Saharan Africa, Asia, Latin America and the Caribbean, but that more than 90% of them have one parent still alive, and of those children over 95% are older than five, which challenges the widespread notion of orphanhood as being largely about parentless babies. The vast majority of children in orphanages in Sub-Saharan Africa – over 80% in the countries we have data for – have at least one parent, often both, still alive. In Europe, it is no different: more than 90% of children in orphanages have one or both parents still alive. So to call an orphanage an orphanage does not reflect reality. Nevertheless, we have decided to use the term because it enables us to confront the problem face on, openly and directly.

And the problem is this.

Orphanages inflict harm on children. The data demonstrates that children suffer higher levels of abuse and neglect in orphanages, and that even in the well run ones, they do not do as well as those who have been supported to reintegrate with their families or who have been placed in other types of suitable family and community-based care.

In order to address this in a way that is sustainable and delivers national reform, our key partners are local and state authorities. We do of course work with many other organisations. Through these partnerships we help government agencies to develop the services that prevent children from being separated from their families in the first place, and to close orphanages by demonstrating how children can either be reintegrated with their families or, when necessary, placed in properly supported alternative family and community-based care. >>

WHO WE ARE

Hope and Homes for Children was established by Mark and Caroline Cook in 1994. At that point we were raising funds to rebuild orphanages that had been destroyed by the war in Bosnia and Herzegovina. But even at such an early stage, we did something that we have continued to do ever since: we asked the children what it was that they wanted. Mark and Caroline were clearly told by the children that they wanted to live in a family, not an orphanage. It was from that point onwards that we set off on a journey of closing orphanages by helping local and national authorities to establish the services that allow children to enjoy the love and protection of a family.

Since Bosnia and Herzegovina, we have expanded our reach to work in Romania where, in partnership with the Government and other NGOs, we have helped to reduce the number of children confined in institutions from over 100,000 to less than 7,500. And we have harnessed the body of expertise and practice we developed there to begin driving reform in Africa, Eastern Europe and Latin America.

“THE WORK OF HOPE AND HOMES FOR CHILDREN IS THE GOLD STANDARD FOR OUR SECTOR.”

Philip Goldman, President, Maestral

Children thrive in loving, safe and secure families, however they are arranged. No family is perfect though, and some require support. In fact, with the appropriate support, many families that would otherwise be at risk of separation can provide a safe and loving environment in which children can grow up happily. The importance of this prevention element of our work cannot be overstated. It benefits children, and it is cost effective.

The benefits of family-based care are clear and the evidence is conclusive. For example, our own evaluations have established that children placed out of orphanages, either to be reunited with their own families or when necessary into suitable alternatives

like foster care, rapidly improve across all physical, cognitive and well-being metrics within a six-month period, and largely catch up to where they should have been after 12 months. The data shows that children do better once they are out of orphanage settings and in suitable and properly supported family and community-based alternatives. These findings are borne out by research undertaken by many other studies. Please do read our publication 'End the Silence - The case for the eradication of institutional care of children' (2016), which can be found on our website, www.hopeandhomes.org/ professional-publications and explore the annotated bibliography we have compiled of the breadth of relevant research.

Jasmina endured beating after beating from her husband. So did her two girls, Amela, aged 5 and Sara, aged 2. So Jasmina left her husband, but struggled to find work. No easy task in Bosnia and Herzegovina, a country where youth unemployment is at 63%. The girls were taken from her and placed in a soulless state orphanage. It was almost as if they were being punished for their father's repeated brutality. But Jasmina was not for giving up on her daughters.

Hope and Homes for Children worked with our local authority partners to develop the services to support families like Jasmina, Amela and Sara. These services enabled them to be reunited as a family, and supported with accommodation - a small apartment in Sarajevo. We helped Jasmina to find a job and with childcare for Amela and Sara so that she could actually go to work. They are all re-building their life together as a family. Amela and Sara are making good progress at nursery. They have a future and hope. Most importantly, they are happy children.

Sena spent the first four years of her life in an orphanage in Bosnia and Herzegovina. Today, she's a happy, much-loved little girl with a real home and a family of her own.



Photo: Chris Leslie

WHAT WE HAVE ACHIEVED

Working in partnership with other NGOs as well as with local and national authorities, we have made a major contribution over the years to reducing the number of children in orphanages and institutions. In Romania the reduction has been from over 100,000 to less than 7,500; in Moldova from 12,000 to just over 1,000; in Bulgaria we have reduced the number of children under three in institutions by 75%; and we have worked with the Government of Rwanda to reduce the number of all children in orphanages by over 35%.

During our previous five-year strategic cycle we demonstrated that our approach to reform could be adapted to very different contexts by re-structuring our work to drive impact across five Regions – Central and Southern Europe, East and Southern Africa, Eastern Europe and Central Asia, Latin America and the Caribbean, and most recently in India.

Across our Central Southern Europe, Southern and East Africa, and Eastern Europe Regions we have seven Countries of Operation in which we work directly through our own offices to develop the services that local authorities then go on to deliver. We also have a number of Strategic Pilots in countries throughout these three Regions that we either deliver ourselves or support national partner organisations to. These pilots are focused projects rather than full country programmes, and they aim to win early commitment to reform and develop capacity that in time can be scaled nationally.

In the Latin America and Caribbean Region we operate by supporting Regional partners that are helping to implement reform across several countries.

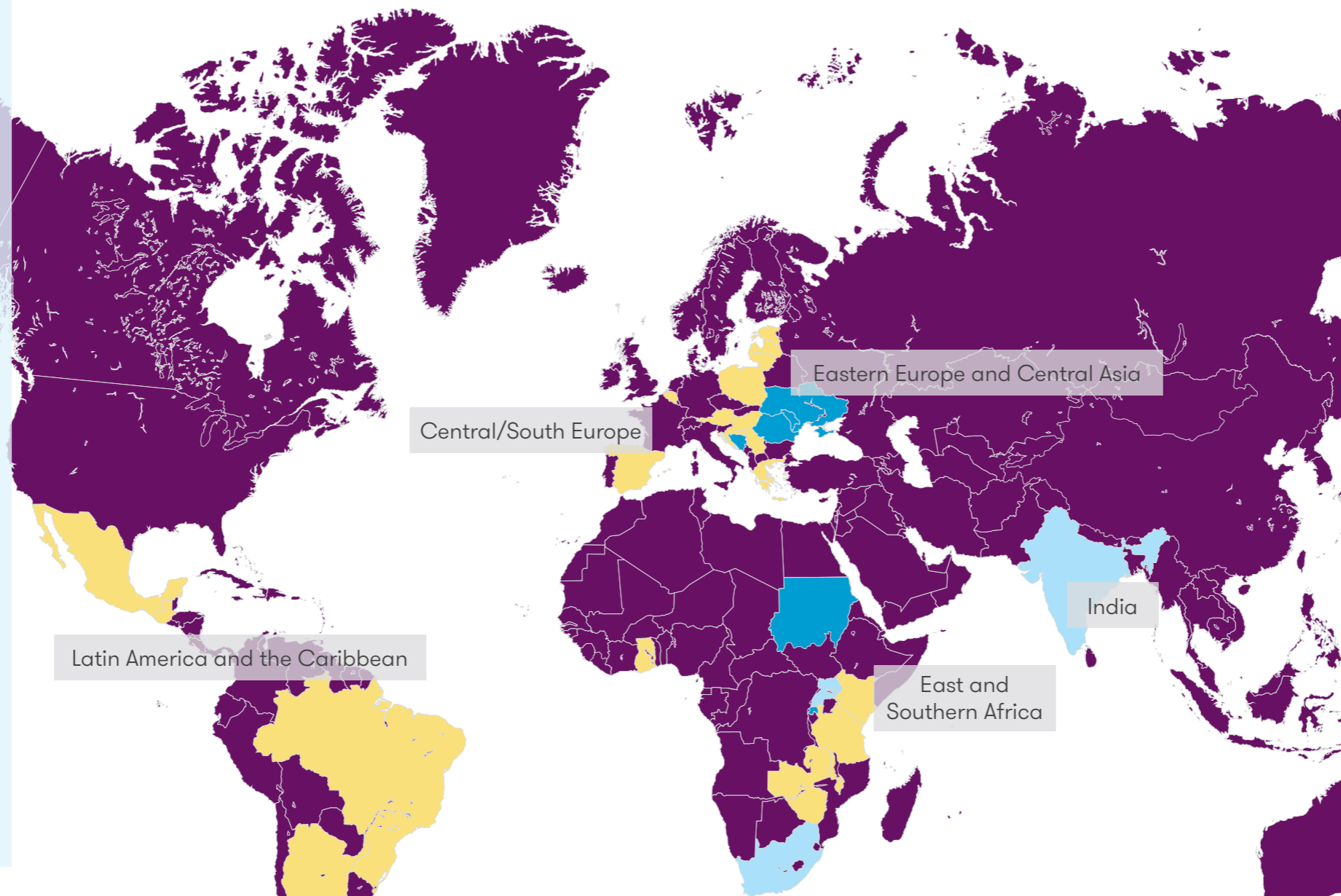
In India we have a newly established Strategic Pilot project.

By expanding our global coverage in this way we have inspired others with our vision and won the attention of increasing numbers of organisations and governments that have proactively approached us to provide technical support for reform. This has allowed us to widen our impact through these Countries of Influence.

Through this expanded coverage we have been able to treble the number of children we benefit directly. During the previous five-year strategic cycle we prevented 52,410 children from being institutionalised, and placed a further 6,120 children in family and community-based care. We benefited a further 1,000,000 children through the training we delivered to the social workers and other professionals and volunteers who help them.

As part of our contribution to the national reform of child protection and care systems across more than 40 countries, we completed a programme of 100 orphanage closures by mid-2017. A unique achievement. The breadth of learning and practice we have developed as a result of this places us at the heart of a growing global movement. And we have successfully channelled the learning and expertise from this experience into policy and legislation, and in so doing we have widened the commitment to implementing reform well beyond our direct impact. Legislation and policies which prevent the placement of children under three in orphanages are now in place in many more countries. We are supporting UNICEF in the development of technical guidance for those governments that are seeking to implement reform across the Latin America and Caribbean Region. We have worked alongside several organisations to persuade the EU - as the world's largest multilateral funder of development projects - to support reform in many developing countries.

By the end of our previous five-year strategic cycle – December 2017 - we had doubled our fundraised income and strengthened our organisational brand. This was an important achievement, not only because it has provided us with additional resources to benefit more children, but also because it represents continuing success in our ability to elevate a complex issue - of which there is limited awareness - up the policy and donor agenda. This places us in a very strong position as we map out our work for the next ten years.



- Countries of Influence**
 - Zambia
 - Zimbabwe
 - Malawi
 - Kenya
 - Ghana
 - Tanzania
 - Mexico
 - Brazil
 - Argentina
 - Guatemala
 - Austria
 - Belgium
 - Croatia
 - Estonia
 - Greece
 - Hungary
 - Latvia
 - Lithuania
 - Poland
 - Serbia
 - Spain

- Strategic Pilot Projects**
 - South Africa
 - India
 - Uganda

- Countries of operation**
 - Bosnia
 - Romania
 - Bulgaria
 - Moldova
 - Ukraine
 - Rwanda
 - Sudan

WHAT IS FAMILY AND COMMUNITY-BASED CARE?

Stable, trusting and loving relationships are the defining elements of family-based care. There are a wide range of family and community-based care options, and this is important because each child's needs and circumstances are different. For example, there are children living without parental care, children who are vulnerable to separation from their families, and those who require alternative forms of care. So having a diversity of options means that care can be provided for a child far more suitably and successfully than through the imposition of a one-size-fits-all arrangement.

So we work to develop systems in which children who require alternative care are provided with high quality family-based and family-like solutions as quickly as possible. Permanent placements are the priority and are sought through reintegration with parents, or placement with extended family, or into adoptive families, or in supported independent living arrangements. Permanency means that we are reducing the number of children in care and the amount of time spent in it. This leads to better outcomes for children.

We help local authorities to develop foster care and residential services in small family-like homes

as stepping stones toward permanent family and community-based options. Wherever suitable and possible we seek to ensure that these services maintain or develop ongoing contact for the children with their families and wider community.

In all cases, the important thing is to make sure that families receive the necessary support so that relationships are stable and caring.

Hope and Homes for Children has successfully developed innovative community-based services in countries like Ukraine, Moldova, Sudan, Bulgaria, Rwanda and Romania. Our community hubs are supporting groups at local level to provide vulnerable families with the kind of services they need to help maintain or develop stable and loving relationships with their children, often by helping them to overcome the challenges that might have otherwise led to separation.

The principle we hold to is that the development of any family and community-based care arrangements should always be undertaken within the local context according to local cultural, social and economic conditions, with the best interests of the individual children as the central concern.

COMMUNITY HUBS

Community hubs are local centres which provide families with the kind of help that prevents the separation of children. The services that the hubs offer are very practical and include:

- Early childhood development and day care for the children of working parents
- Income generation and livelihood support through cooperatives and microfinance
- Counselling
- Advice on family health and nutrition
- After-school programmes and child rights education
- Parenting skills and adult literacy
- Community volunteer schemes

The buildings are used for children and young people to come together to undertake sports, learning and leisure activities, and have proven to be a very effective way of strengthening community cohesion. This in turn has led to growing community support for vulnerable families that require help with childcare and other needs.

The results speak for themselves. In Rwanda, where we have established eight hubs, over 8,000 children have benefited directly across a number of outcomes which include improved well-being, developmental and education outcomes, increase in household income, and improved health status. And incidents of abandonment of children have reduced.

The community hubs are a vital part of the wider reform and development of the childcare and protection system in Rwanda, where we have already placed over 35% of all children confined in orphanages back in family and community care arrangements. By integrating income generating projects into the running of the hubs, they are able to cover a significant proportion of their own running costs, creating the foundations for long-term sustainability of the service. And the success of our community hubs has been recognised by the prestigious Larissa Award as an exemplary initiative that addresses child deprivation and vulnerability in Africa.

WHAT DOES ELIMINATION LOOK LIKE?

Elimination of orphanages in a country is as much about what is left behind as what is removed. It is purposeful. Eliminating orphanages requires us to support local authorities and governments to develop prevention services to stop children from being separated from their families in the first place. It also requires us to develop alternative family and community-based arrangements for those children who, when necessary, are placed into care. And it requires us to place all those children who are confined within orphanages back with their families or, if this is not in their best interests, in other suitable family settings which best respond to their needs. An important part of eliminating orphanages is the training we provide to equip social workers and other professionals with the skills they need to deliver ongoing support to families after the placement of a child.

The closure of an orphanage might literally be that. Equally, where appropriate, we work with local authorities to transform the buildings themselves into centres that provide family and community support services, including day care for children of working parents.

But we know from experience that having developed these alternative services is just the starting point. Long-term, active commitment needs to be in place to improve family support services in a way that is locally relevant and which adapts to the continuously changing needs and context within which children find themselves. Relevant legislation, policies, ongoing research, training and the necessary fiscal arrangements are all important elements of locking in and sustaining this active commitment.

At the heart of developing a system that is both progressive and sustainable must be the participation of children so that we do not re-institutionalise the arrangements of caring for and protecting them. Children are the experts on their own best interests. So genuinely enabling them to participate in decision making that affects them, and listening to them, better ensures that the elimination of orphanages is undertaken in a way that fulfils those best interests.

Success with the elimination of orphanages embraces the development of a child protection and care system that supports children in families, and enables their access to education, and primary as well as specialist health care. This success will prevent children from being separated and placed in care and, for those children who need it, it will be provide them with high quality alternative care in family-based and family-like settings. Crucially, success will be a system characterised by small numbers of children in care, and by decreasing time spent in it. It will be well resourced financially and with committed, skilled and talented people. Success will be a system marked by the complete absence of orphanages, children's homes and institutions, and it will be driven to continuously improve to ever more successfully serve the best interests of children.

WHY IS OUR BEING A CATALYST IMPORTANT?

As a catalyst our concern is to achieve systemic change by helping to shape and influence policy, service delivery, budgeting systems and structures so that we can deliver a wider and deeper impact, faster.

There is an urgency to what we are seeking to achieve because orphanages are a threat to the well-being, development and protection of children. Children are suffering now. So it is important that we find ways to accelerate reform wherever we can. Equally, we cannot achieve global reform on our own. So we must continue to reach out and forge partnerships with other

organisations, especially those that are able to extend the coverage of reform and widen the impact of what we do.

Innovation will be a vital element of our ability to operate effectively as a catalyst. New approaches will be needed to successfully influence the circumstances that will encourage and compel governments, as well as local authorities to commit to and deliver reform at scale, and to enable other organisations to support the reform process.



Alex spent the first 14 years of his life in an orphanage. Today he lives with his foster father and family.

Photo: HHC/Steve Coffey

WHY OUR WORK IS IMPORTANT

The legitimacy of our work is not only anchored in what children consistently tell us they want. It is anchored in international law. The UN Convention on the Rights of the Child is the most signed-up-to legally binding convention in the world. Its preamble establishes the underlying principle and requirement of those with responsibility for children to act in their best interests qualified by the right

of children to be consulted on decisions which affect their lives. Within this principle the spirit of the Convention, as laid out in the preamble, is clear about the responsibility of those in authority, not least its signatory states, to ensure that all children grow up in a loving family environment.

Recalling that, in the Universal Declaration of Human Rights, the United Nations has proclaimed that childhood is entitled to special care and assistance,

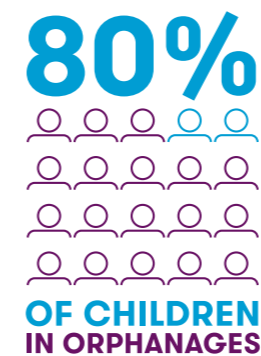
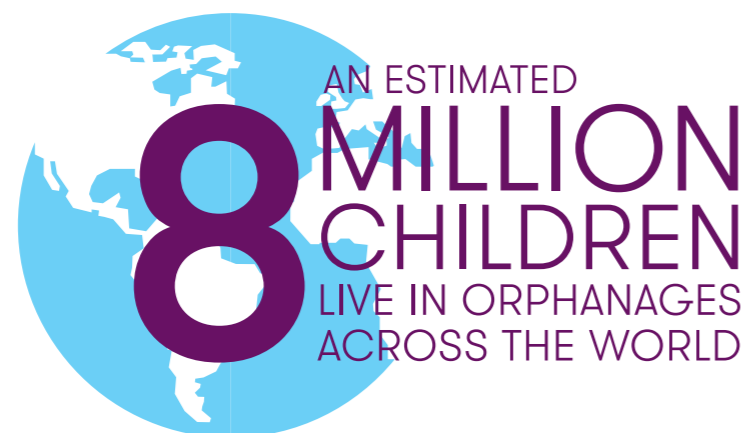
Convinced that the family, as the fundamental group of society and the natural environment for the growth and well-being of all its members and particularly children, should be afforded the necessary protection and assistance so that it can fully assume its responsibilities within the community,

Recognising that the child, for the full and harmonious development of his or her personality, should grow up in a family environment, in an atmosphere of happiness, love and understanding.

Preamble to the UN Convention on the Rights of the Child

Orphanages, children's homes and institutions are unable to fulfil this obligation. But worse still, they inflict harm on children. They deny them the love and protection of a family. They isolate them from their communities. Children in orphanages suffer higher levels of abuse and neglect,

which violates their protection and development rights. And the voices of children in orphanages are rarely heard, which denies them the right to participate in decisions that affect their lives. These are all breaches of the UN Convention on the Rights of the Child.



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



WHO LIVE IN ORPHANAGES MAY SUFFER VIOLENCE OR SEXUAL ABUSE

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

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.



OVER
100
YEARS
OF SCIENTIFIC RESEARCH
SHOWS HOW
ORPHANAGES
DAMAGE
CHILDREN

ORPHANAGES CAN BE } **6 TIMES** LESS COST EFFECTIVE THAN FUNDING SOCIAL WORKERS & **3 TIMES** LESS COST EFFECTIVE THAN PROVIDING FOSTER PARENTS

What children are telling us:

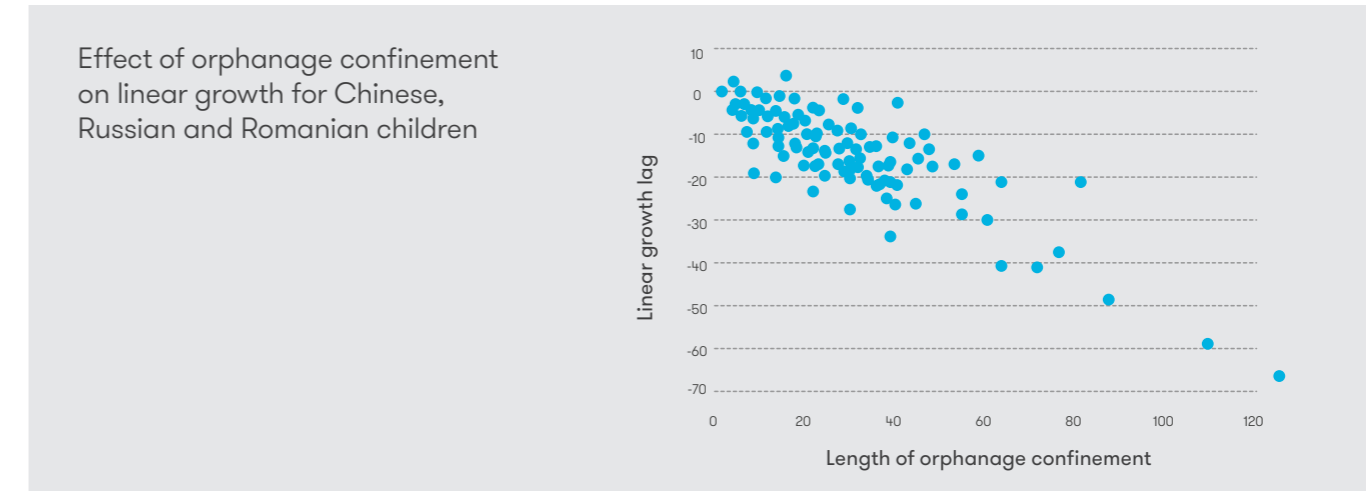
“

ALL RESIDENTIAL INSTITUTIONS SHOULD BE SHUT DOWN. CHILDREN SHOULD BE GIVEN AN OPPORTUNITY TO PURSUE THEIR DREAMS. I WISH EVERY CHILD IN MY COUNTRY WOULD HAVE A FUTURE: A NICE FAMILY AND A GOOD JOB SO THEIR CHILDREN ARE NEVER TAKEN INTO INSTITUTIONAL CARE.

”

Tackling this is important because:

1. With every day that a child is confined within an orphanage, the harm to them increases. For example, for every three months that a child under three spends in an orphanage, regardless of where this might be in the world, they lose one month of growth. So we need to act now. The graph presents the results from a multi-country study and illustrates the direct correlation between the length of confinement of children under three and reduction in their linear growth. Similar results have repeatedly been seen of the impact of the length of confinement in orphanages on children's cognitive, emotional and other markers.



2. Orphanages, children's homes and institutions are unnecessary because children can be successfully reintegrated with their birth or extended families, or provided with suitable alternative family and community-based care arrangements.
3. It is a global crisis. An estimated eight million children are confined to orphanages around the world. And within the context of global development challenges like urbanisation, population growth, poverty and inequality we are likely to see growing vulnerability among rapidly increasing numbers of families. This will place more and more children at risk of separation. It increases the urgency to act now.
4. Family and community-based care arrangements consistently deliver better outcomes for children, and ensure that they are more likely to enjoy happy, fulfilling childhoods.
5. We have developed our know-how based on what children have told us they want, and we are proving that it delivers wider benefits to them, their families and communities, and that it is more cost effective than orphanages. This generates dividends for everyone.

Family and community-based care is more cost effective than orphanages

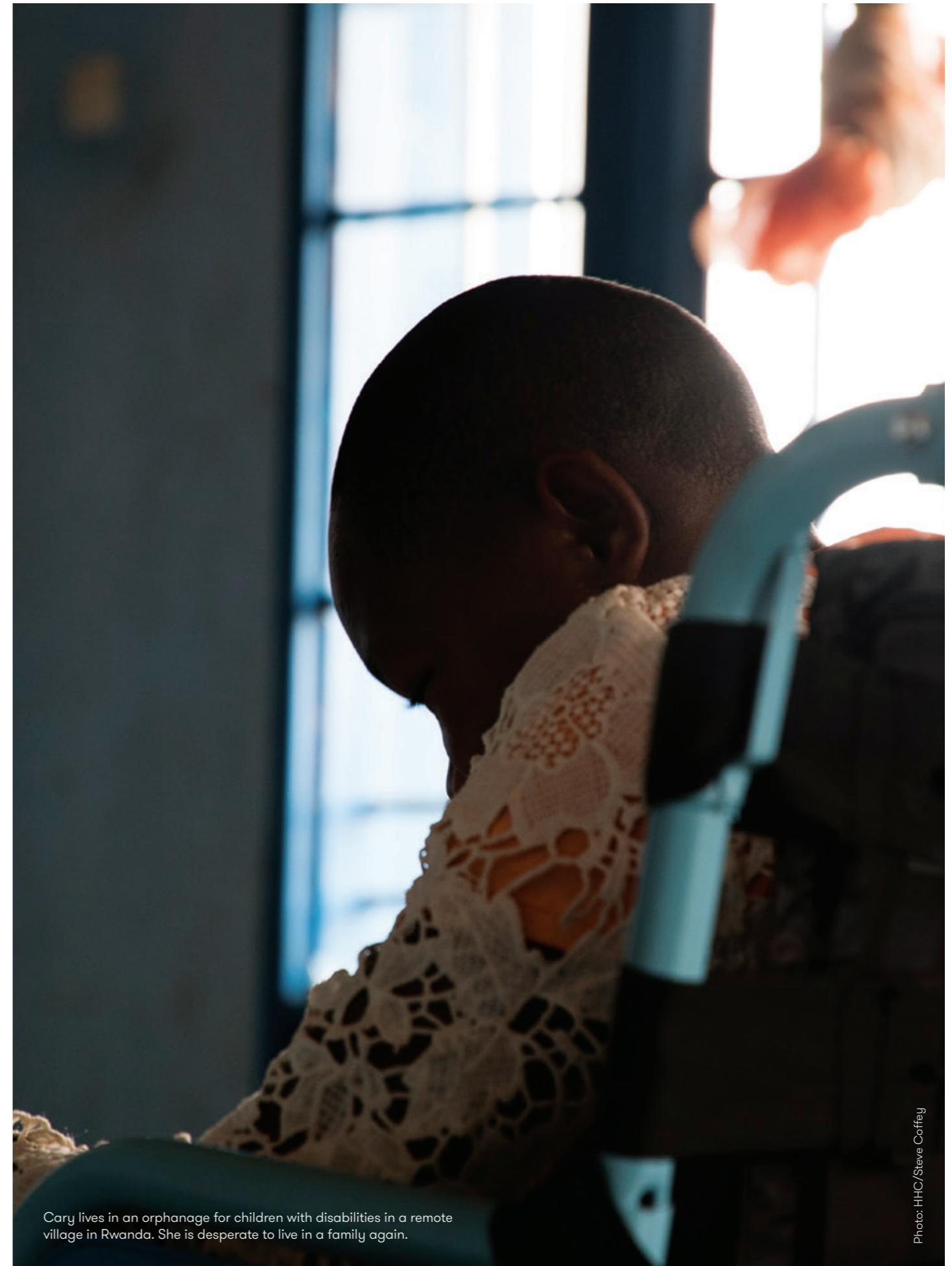
In Bosnia and Herzegovina the Zenica orphanage was costing the state €195,660 per year to run. It held 75 children at any one time, all with poor experiences as measured against educational, health and well-being metrics. With the assistance of Hope and Homes for Children, family and community-based care services were developed, including assisted living for the older children and family placements for the younger ones. In all cases, after placement, there were significant improvements in all the children against nearly all metrics. At €164,500 per year, the new services cost considerably less to run than the orphanage, and because of the prevention element that helped family members and not only the children concerned, more people benefited. Being cheaper for the state to run, while delivering far more desirable outcomes for children and benefiting more people, this made the new system significantly more cost effective.

COMPARISON OF TWO SYSTEMS	NUMBER OF BENEFICIARIES EACH YEAR	TOTAL ANNUAL COSTS OF THE SERVICES	COST PER BENEFICIARY
Zenica - state run orphanage	75	€195,660	€2,609
Alternative family and community-based care	190	€164,500	€866

SO WHY DO CHILDREN END UP IN ORPHANAGES?

Every child's circumstances and experiences are different. And the causes behind why children end up in orphanages vary from one location to another. However, at a general level, there are four sets of reasons why children end up in orphanages:

1. Some families struggle to cope, whether it is in finding work, feeding their children or paying for school fees. Many experience housing challenges, or live with mental health problems or social exclusion. Some families are coping with disability and other special needs. Breakdowns in relationships, and alcohol and drug abuse are also common. So families sometimes see orphanages, children's homes and institutions as a way in which they can improve the chances for their children, and this is fed by a perception that their child will be better off. But if, instead of concentrating resources in orphanages, we can find ways of supporting these families to care for their children themselves, or when this is not possible, to use those resources to provide suitable alternative family and community care arrangements, we know the outcomes for children will be far better.
2. The lack of preventative and alternative family and community-based care services means that social workers readily refer children into orphanages. This is compounded by the lack of training and support of social workers themselves to help them develop alternatives for children. They are often reluctant to place children back with their families or to develop alternative family and community-based care arrangements because they do not have the skills or adequate support to provide them. So orphanages are often used as a convenient first resort, instead of being a last resort, as required by the UN Guidelines on Alternative Care. But orphanages are neither safe nor convenient for children. On average, when a child is placed into an orphanage, it is estimated that they will spend eight years confined within it with profoundly negative lifelong consequences. Orphanages should not even be a last resort.
3. Orphanages, whether state-run or private, are financed on a per capita basis – funding per child. As a service, every orphanage requires a basic threshold of financing below which it could not exist. Therefore, in order to ensure the continuation of the service – whether as individual orphanages or as a wider institutionalised system – a minimum number of children are required to be placed within it. This method of financing inevitably establishes perverse incentives that work against children's best interests. The more children that are placed in orphanages, the greater the budget it attracts. Conversely, because the money does not follow the child in such systems, there is no incentive to place them back into families. Where there is a genuine strategy to reduce the number of children confined within orphanages, the reform process begins to slow down to avoid closure as it did, for example, in Serbia. Wherever orphanages are still open for business there will be financial incentives to build back and inflate the service through the referral of children into it. For example, by the end of the 1990s Uganda had made great progress in closing its orphanages. The number of children in the remaining ones was less than 2,000. Then donor funding was largely cut from the reform process. By 2015, the system had experienced a process of rapid inflation as a consequence of the underlying financing model and 55,000 children were back in orphanages. This was over a period when the number of actual orphans in the country significantly reduced.
4. There is a darker side to the orphanage economy. There are a small number of cases in which children are actively taken into orphanages and exploited. The condition of the children and the orphanage they live in is used to attract funds from well-meaning donors. This can be a highly lucrative business. Such practices turn children into commodities. Sometimes children are used for labour. But in the worst cases paid access to the children for sex and trafficking inflict the most extreme forms of abuse. For example, some 12,000 children are trafficked out of Nepal every year, many of them via orphanages, into India, where it is estimated by Human Rights Watch that some one million Nepalese women and girls are forced to work in brothels.



Cary lives in an orphanage for children with disabilities in a remote village in Rwanda. She is desperate to live in a family again.

VISION

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

MISSION

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

OUR THEORY OF CHANGE

In order to deliver our mission we need to be clear about how it can be achieved. This is summarised in our theory of change.

It begins by estimating the scale of the challenge.

One way of doing this is to calculate what it costs us to place a child out of an orphanage and into family or community-based care, and then to multiply that by the number of children we estimate are confined within orphanages. On average, it costs Hope and homes for Children about £1,200 to place a child into sustainable and stable family or community-based care. So if there are eight million children confined in orphanages around the world, the total cost of placing them all in suitable family or community care is £9.6 billion. This is a very rough estimate, but it gives us a view of the order of

magnitude of the cost of resolving the challenge globally. Obviously we cannot operate at this scale ourselves and so we have to think smart and behave like a catalyst in order to effect global change. If we are able to find ways of leveraging funding in support of the reform process, and if we can achieve this at a ratio of one to twelve, then of the total £9.6 billion cost we can take on a proportion of one thirteenth. This slice works out at £740 million, which is a huge commitment. But if we spread it over a thirty-year period, approximately our working lifetime, then it becomes £25 million per year. And that feels far more achievable.

From a strategic perspective, this calculation helps to focus us on three issues:

- Developing an effective approach that enables us to successfully reform systems, eliminate orphanages and replace them with sustainable systems of suitable quality family and community-based care across the proportion of the costed challenge that we are setting out to address. This is the segment of the challenge that we will address through our Regional reform.
- Working as a catalyst to contribute to the conditions and push for commitments to be in place that will enable others to drive reform and address the wider scale of the challenge. This is how we will work as a catalyst to help bring about global reform.
- Achieving the size of organisation we need to be in order to deliver on both of these things.

Within the scope of the change we are driving directly, we focus on demonstrating that reform is possible at scale, and that it can be adapted to different contexts, while cultivating widespread commitment to change and uptake of the practice needed to deliver it. We do this through our five Regions in which we have Countries of Operation, where we have our own offices and work alongside local and national authorities to deliver reform; Countries of Influence in which we are usually invited to provide training, advice and other forms of technical assistance; and countries in which we have Strategic Pilots that are

projects which seed the four conditions that are critical for scaling reform:

1. **The know-how** to actually deliver reform and, once it is complete, sustain prevention and alternative family and community-based care services.
2. **The financing** to cover the costs of both reform and, again, sustain prevention, and alternative family and community-based care services.
3. **The capacity** to implement reform and the new system across local and national authorities. This is especially important for government, the national social workforce and civil society, which will require strong organisations and governance.
4. **The political will** required to put in place legislation and policies that lock in reform and the subsequent new system, and ensure that legal and other instruments are in place to fulfil children's rights to a family. Civil society partners are especially important in advocating for change and in holding governments to account for it.

Across all these conditions, the crucial element here are the strategic partnerships that we will need to develop with organisations to scale the application of practice and secure the commitments required for it to succeed. This needs to be further supported through international policy, guidance and encouragement of reform, which is a focus of our advocacy. ▶▶



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FOR EVERY £1
WE SPEND
ON A CHILD



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Baby Yahya was abandoned, left in a plastic bag. Her arm had been eaten by dogs. She was dead. As alarming, if she had survived the dogs on the street, she would almost certainly have died in the orphanage. Because mortality rates have spiked in one of Sudan's orphanages at 70%.

The emergency foster care service we have set up to prevent children picked up on the streets being referred into orphanage system in Khartoum has placed 5,000 babies and young children with loving families. National infant mortality is at 13%. It is obviously much higher for those babies abandoned on the street or living in an orphanage. For the 5,000 children placed in our emergency foster care system, it is less than 1%. And the Government is helping to support the service, which makes it sustainable.

So for children like baby Mohammed, who was found in a cardboard box, there is more than a fighting chance. Mohammed was placed with a foster family in the services we developed. That was three years ago. He is now a mischievous boy, still with the same family, and he is very happy. He is safe and healthy, and has a life to live.

In order to deliver global reform, it will be vital that awareness is raised about the harm that orphanages inflict on children, why they are not cost effective, and the benefits of quality family and community-based alternatives. It is still widely believed that children living in orphanages are actually orphans, and that orphanages themselves are an acceptable way of caring for them. We need to win the argument that this is no longer acceptable. It is from this position that we can move

attention away from whether we should have orphanages to how quality family and community-based alternatives can be supported and implemented globally. Our work with the media and private sector will underpin much of this because they provide important routes to cultivating the changes in attitude and behaviour that will eventually allow all children to grow up with the love and protection of a family.

Uwera and her foster mother, Atete.



Photo: HHC/Steve Coffey

TEN YEAR AIM



Reform takes time and sustained commitment. This means we need confidence that we can secure the level of resources required to achieve it over the long term. By having a ten-year horizon we are able to set ourselves an ambitious goal and derive from it the long-term priorities we need to focus on. This gives us direction that is focused, a clearer idea of the scale and phasing of resources that are needed, as well as the time to mobilise them in a sustainable way.

OUR TEN-YEAR AIM:

By December 2027, worldwide, orphanages will no longer be an acceptable way to look after children.

This will require regional commitments to protect and care for children in families and communities to be in place and being successfully implemented at national levels. It will also require partnerships with relevant organisations to extend our influence and communications globally.

To achieve this aim in the next ten years, our resources will need to be focused on three strategic priorities. These priorities have been identified, in accordance with our mission, on the basis of their potential to drive a transformational impact on how children are protected and cared for, and our capacity to perform effectively as a catalyst in delivering them.

The first two strategic priorities describe how we will work across five Regions to drive forward the elimination of orphanages, and then at a global level shape and contribute to the legal and financial means through which all countries are being persuaded and supported to reform. The third strategic priority describes what revenue and investment we will need to succeed and the organisational positioning we will need to achieve.

IN 10 YEARS TIME ORPHANAGES WILL BE AN

UNACCEPTABLE

WAY OF LOOKING AFTER CHILDREN

BECAUSE...

ORPHANAGES HARM CHILDREN

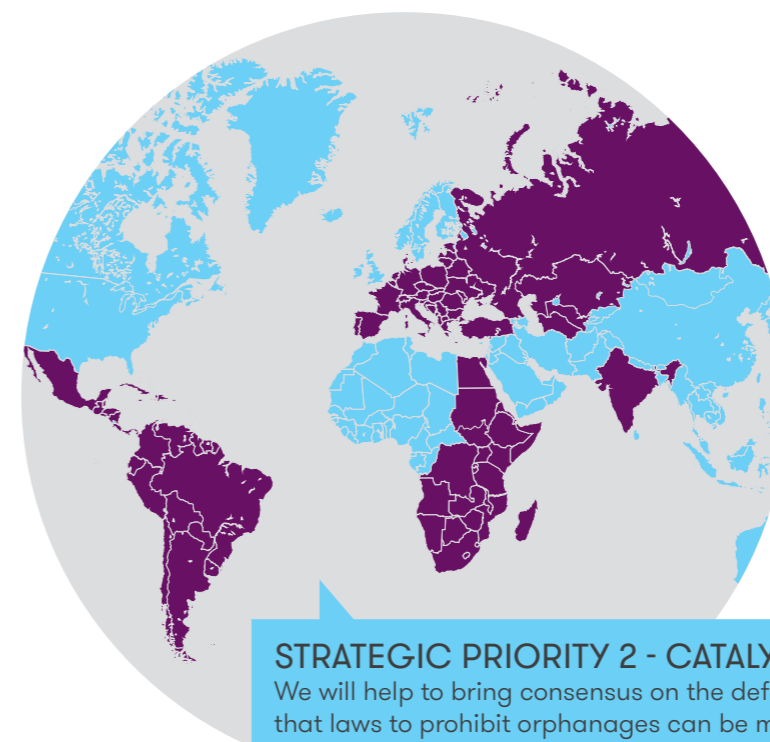
CHILDREN THRIVE IN LOVING, SAFE AND SECURE FAMILIES

Making orphanages unacceptable will swing the balance so that we are no longer working against opinion, but harnessing it to help build the

MOMENTUM

required to eliminate orphanages globally

OUR TEN YEAR STRATEGIC PRIORITIES



STRATEGIC PRIORITY 1 - DRIVING REGIONAL REFORM

We will eliminate orphanages as widely as possible across our five Regions through a combination of Countries of Operation, Countries of Influence and countries in which we have Strategic Pilot projects, while continuing to transfer the know-how we generate from this to other organisations in support of their efforts to promote and implement reform.

STRATEGIC PRIORITY 2 - CATALYSING GLOBAL REFORM

We will help to bring consensus on the definition of institutional care so that laws to prohibit orphanages can be more effectively implemented. We will also help to secure the financing and legislation to promote reform internationally, and we will strengthen the evidence base that proves how such reform can make a significant contribution to the efforts that deal with global development challenges like poverty and inequality.

STRATEGIC PRIORITY 3 - INVESTMENT, REVENUE AND BRAND

We will harness our brand across partnerships with some of the most internationally influential companies in the private sector to persuade their staff, suppliers, clients and other audiences that orphanages are unacceptable, and to win their support for global reform.

TEN-YEAR PRIORITIES

STRATEGIC PRIORITY 1: DRIVING REGIONAL REFORM

We will

- Concentrate on achieving the elimination of orphanages as widely as possible throughout our five Regions of Central and Southern Europe, East and Southern Africa, Eastern Europe and Central Asia, and Latin America and the Caribbean. By working alongside national and local government partners as well as other NGOs in our Countries of

Operation and in those we have Strategic Pilots, we will strengthen the evidence for the case for reform, further develop the know-how to achieve it and build momentum toward the elimination of orphanages at an internationally meaningful scale. We will demonstrate that this can be achieved in markedly different contexts.

We will use the diversity of these projects to strengthen the case for the fulfilment of the rights of children to family and community-based care and its very significant advantages, and contribute further to the body of practice required to achieve them. We will also draw on evidence from these projects to demonstrate the increasing relevance and importance of the elimination of orphanages within the context of escalating major global development challenges such as population growth, urbanisation, inequality and poverty.

- Invest further in sharing our know-how and expertise through training, webinars, conferences, disseminating our publications, and by influencing existing as well as convening new networks of practitioners. We will strengthen relationships with current strategic partners and identify new ones, and

we will support them to seed and encourage the wider uptake of know-how and the case for reform in order to amplify our efforts to drive that reform beyond our direct influence. This will require us to continue to actively encourage innovation throughout our own work and among our partners.

TEN-YEAR OUTCOMES

KEY PERFORMANCE INDICATORS

Each of our five Hubs will have achieved a critical mass of capability and commitment - through their respective Countries of Operation, Countries of Influence and Strategic Pilots - to enable the elimination of orphanages across their entire Regions

- Increase in the combined number of targeted Countries of Operation and Strategic Pilots from 10 to 15 to ensure we are operating at a meaningful global scale
- Elimination of orphanages in at least one country in at least two of our five Regions
- In particular, we will have demonstrated that elimination of orphanages can be achieved at scale through our Hub in Romania, and also in a markedly different context by adapting our model and completing the reform process in our Rwandan Hub
- Policies will be in place in all Countries of Operation to prevent children under three from being placed in an orphanage or institution
- At least 15 Countries of Influence will have committed to eliminating orphanages and replacing them with family and community-based arrangements
- In all Countries of Operation there will be an ongoing reduction of the number of children in
 - care
 - in institutions
- In all Countries of Operation, Countries of Influence and wherever we have Strategic Pilots there will be increase in the number of
 - Children in prevention
 - Professionals accessing training and having improved capacity to delivery higher quality care

At a globally meaningful scale we will have successfully shared and promoted the know-how required to implement reform

- The know-how and evidence generated through our five Regional Hubs will shape and contribute to the development of internationally recognised guidelines on how to eliminate orphanages and transition to quality, sustainable family and community-based care systems
- Each Hub will help gather and share learning and good practice and will be effectively promoting these guidelines and the wider body of practice and expertise to deliver reform across their Regions
- We will provide training and other forms of technical support to at least ten strategically identified partners that will go on to promote reform in a minimum of 30 Countries of Influence

What children are telling us:

“

I LIVE WITH MY FOSTER MOM AND HER CHILDREN, IT IS VERY NICE. I'M STILL TRYING TO FIGURE OUT WHAT I'M GOING TO STUDY IN THE FUTURE. IN THE FUTURE I SEE MYSELF AS A SUCCESSFUL PERSON.

”

STRATEGIC PRIORITY 2: DRIVING GLOBAL REFORM

In order to drive global reform and to achieve the elimination of orphanages in many more countries than we directly operate or influence, we will need to ensure that know-how and expertise shapes and is embraced within wider policy and legislation. So we will increase the investment in our advocacy efforts with a particular focus on achieving the following:

- Developing consensus on a universal definition of institutional care. This is important because currently, without such a definition, there is confusion over different forms of family and community-based care arrangements, and forms of residential care which do not serve the best interests of children. Equally, without consensus on a definition of institutional care, we are unable to measure and agree what the scale of the problem is globally, which undermines the collective effort to address it.
- Developing consensus on a universal definition of institutional care. This is important because currently, without such a definition, there is confusion over different forms of family and community-based care arrangements, and forms of residential care which do not serve the best interests of children. Equally, without consensus on a definition of institutional care, we are unable to measure and agree what the scale of the problem is globally, which undermines the collective effort to address it.
- Securing international commitments to support the elimination of orphanages, and nationally by making orphanages prohibited by law. This is vital because it prevents new orphanages from being registered or established, which stops the problem from growing, and then focuses attention on elimination and delivering successful reform. It is also important because there is conclusive evidence to demonstrate that when pressure toward reform is reduced or withdrawn, orphanage systems bounce back rapidly and at scale. Equally, regular changes in government require us to lock in reform through national legislation and policy in order to avoid progress unravelling across election and appointment cycles. International commitments that might not be legally binding will be important in this because they have proven to have a positive impact at national level in other reform contexts.
- Ensuring the resources, especially sustainable financing, are in place for
 - national transitions to family and community-based care
 - the child protection services that prevent children from being separated from their families and the services which provide suitable family and community-based alternatives
- Establishing the urgency, relevance and opportunities of children growing up in stable family and community-based care arrangements within the context of global development challenges such as poverty, population growth, urbanisation and inequality. This is important because the process of reforming child care and protection through support of families and communities adds value to the wider efforts being undertaken to address such development challenges. This will be a major factor in our ability to serve as a catalyst for the global elimination of institutional care of children.

In August 2017 the Government of Ukraine formally adopted a policy to begin replacing its state orphanage system with one that will enable children to grow up in family and family-like environments. Hope and Homes for Children played a fundamental role in shaping this policy and in getting it agreed at the highest level. The policy will act as the trigger for wholesale reform, ensuring that the state orphanage system is dismantled and instead, children and their families are supported to stay together. And it is delivering immediate benefits.

Maxim spent 13 years of his childhood trapped in orphanages. At first he was able to protect his sister, Anya, in whichever orphanage they were posted. But because of a problem with his eye, he was bullied by the other children. But he fought back. The orphanage authorities did not look kindly upon this and separated Maxim from Anya, moving him from one remote institution to another. Mandated within the new policy frame, Hope and Homes for Children closed the orphanage in which Maxim was confined, and we traced Anya and reunited them. Working in support of local authorities, we were able to arrange corrective surgery for Maxim's eye problem, and both he and Anya now live together in a loving foster family and attend mainstream school for the first time.



Photo: Denys Matoryn

TEN-YEAR OUTCOMES KEY PERFORMANCE INDICATORS

International consensus on a clear definition of what constitutes an orphanage and based on the factors that institutionalise children

- A globally representative group of key stakeholders agree to a definition of institutional care and proactively promote wider agreement
- The definition informs UN recommendations or guidelines through the Committee on the Rights of the Child, UN Human Rights as well as through broader UN structures
- The definition is translated into legislation and/or policy at national level

International legal and other relevant commitments in place to specifically prevent the establishment of new orphanages, including restrictions on the use of existing ones, and compel commitment to their elimination

- The tracking tool will have been successfully piloted by Hope and Homes for Children and our partners in our five Regions, resulting in a wider international commitment to its take up and use
- Legislation and guidance to promote and support reform in place (or amendments to effect this) and issued by Regional inter-governmental and/or cooperation communities (eg. the Southern African Development Community or the South Asian Association for Regional Cooperation)
- Fully resourced capability in place to coordinate civil society efforts to promote and support reform regionally (eg. Transform Alliance Africa, Opening Doors for Europe's Children etc)

New financing instruments will be in place and being implemented to provide the funding in those countries which need it for national reform, and subsequently for the sustainability and progressive development of the quality and coverage of alternative family and community-based care

- Evidence of the cost of eliminating orphanages and transition to family and community-based arrangements will have been developed across all five Regions and used to shape the design of funding systems that have the potential for global application
- As a consequence
 - all countries in each of our five Regions will have developed clear budgetary commitments for the implementation of national reform strategies
 - and an additional 15 Countries of Influence will be actively working to meet the pre-conditions to commence reform
- Funding from the EU's External Action as well as from other donor pooled funds will be being made widely available globally for reform

The elimination of orphanages and their replacement with family and community-based care arrangements will be considered a priority and integrated within mainstream development policy and practice

- Commitments and guidelines across the relevant Sustainable Development Goals that recognise the importance of eliminating orphanages will be in place
- The damaging impact of orphanages within the context of global development challenges like urbanisation and population growth will be recognised with family and community-based arrangements becoming a mainstream feature of development and humanitarian programming
- EU will increase its support for the transition to family and community-based care and will be actively preventing the funding and support of orphanages across member, accession countries and neighbourhood countries. These commitments will be further demonstrated through its External Action
- Similarly, other multilateral organisations will have policies in place to prevent funding and support for orphanages, while actively promoting the transitions to family and community-based care



Orphanages do not protect children. They harm them.

Photo: Alexandra Smart

STRATEGIC PRIORITY 3: INVESTMENT, REVENUE AND BRAND

We will need to significantly increase the investment across our five Regions to deliver the outcomes we have set for ourselves. Similarly, we will need to increase the investment in cultivating commitment to reform more widely. So our advocacy programme will also need increased investment in order to effect the policy change and legislation that is required to deliver global reform. This means we must turbo-boost our ability to generate increasing levels of revenue, sustainably.

We estimate that the revenue needed to succeed with this will require us to be generating fundraised income of £20 million pa and a further £10 million from statutory and other official sources, including from the EU, UN agencies and World Bank.

This will be achieved in three ways:

- Firstly, by continuing to increase the investment in our fundraising capacity. We estimate that we require a further £10 million in investment across

the organisation to achieve the scale of sustainable revenue generation we need to succeed with this strategy.

- Secondly, by strengthening the role of our brand, communication and marketing capability within our Fundraising team, to draw on the information and learning from across the organisation and harness it to successfully deliver the growth in revenue we require.
- Thirdly, this will establish a new opportunity for us. As masters of a strong marketing, brand and strategic communications capability, and as experts in relationship management, our Fundraising team will work with major private sector and media partners to in turn influence their staff, suppliers, clients and wider audiences to make orphanages an unacceptable way to look after children.



Joseph at home with his new foster sisters.

Photo: HHC/Steve Coffey

TEN-YEAR OUTCOMES

KEY PERFORMANCE INDICATORS

Hope and Homes for Children identified as a world class brand for investment and support, and championed for its leadership role in making orphanage care unacceptable

- 20% of all new income comes from unsolicited sources
- £10 million in investment secured and spent across a balance of organisational development priorities
- Up to five globally recognised and influential ambassadors are deeply engaged and proactively championing the issues
- An alliance of up to ten strategic communications partners across media/private sector and the public will be in place, driving the movement for change

£25 million pa available to allocate to our Programmes and Advocacy

- Fundraised revenue increases from £8 million to £20 million
- Statutory revenue increases from £250,000 pa to £10 million pa
- £3 million surplus generated internally for investment in fundraising to ensure our ability to adapt to uncertainty and recalibrate our operations to the scale required to deliver our mission in a thirty-year time frame

Private sector establishes and actively promotes a code of conduct that discourages support of orphanages and mobilises substantial appropriate support for family and community-based care

- Ten of the most globally connected companies will be proactively
 - working across their supply chains, client base and various audiences to make orphanages an unacceptable way of looking after children
 - supporting the transition to and subsequent sustainability of new family and community-based care services in countries where they operate through fiscal, CSR, and research and development support, as well as other mechanisms
- Travel/tour operators and other relevant partners will be actively reducing/preventing international voluntourism as a factor in the placement of children in orphanages

KEY ENABLERS

- The most important enabler of this strategy is our people. We have developed a People Plan to ensure that we are attracting, developing and retaining the best talent, and building a culture in which everyone has an empowering mandate to work effectively toward the delivery of our aims while celebrating our achievements. All our staff will be supported to own their performance, and this will drive excellence throughout our working culture. The People Plan will require sustained investment throughout the ten-year cycle of this strategy.
- In order to operate as an effective, interconnected, truly global organisation, our IT infrastructure and systems need to serve our culture of cross team working, and support innovation and high challenge performance. This means that our teams and partners will need access to the right information at the right time, with the capacity to communicate and share knowledge in the most effective ways. This will require sustained investment.
- Continuing to develop strategic partnerships is vital to the delivery of this strategy because they are the means through which we extend our impact and fulfil our role as a catalyst. The criteria we use to identify a strategic partner are those that can:
 - Transformatively strengthen our internal capacity to deliver our mission
 - Convene, enrol and compel supportive action for reform throughout, across and between sectors
 - Deploy substantial capacity for the wider reform process
 - Reach mass audiences, raise awareness, shape opinion and influence behaviour in ways that will drive global reform
- We are operating in a protracted period of global uncertainty, a situation that might well become normalised. This makes the variables upon which we have estimated the scale we need to be operating at to successfully deliver our mission especially susceptible to change. In order to navigate successfully through uncertainty, our business model will seek to maximise our ability to generate a consistently significant enough surplus so that we have the investment needed to recalibrate scale or claim opportunities as they present themselves. This will be linked to our management of reserves in a way that also secures our resilience in difficult times.

Yves is nine. His mother suffered chronic mental health issues. She struggled so deeply that when he was born, she threw him into a pit latrine where he would have died. However, the chief of the village heard his tiny cries and ripped the floor up, clambered in among all the grim fluids and pulled him out. Yves was ill for a long time, but recovered. He was placed in an orphanage where he was confined for almost nine years. He lived there in isolation. No one visited him. He was treated like a number. Bad things happen to children when they are treated like numbers.

Yves' father had not even known that he had been born. But over the years he heard things and started to approach a number of orphanages. But tragedy struck again and he too died.

It was at this time that Hope and Homes for Children was working to close the orphanage and we traced members of Yves' family. Real detective work. We were eventually able to bring the elders in the extended family to meet Yves. Yves' Aunty Agnes took him in immediately and brought him to her family home in Kigali.

When Agnes first recounted Yves' story, she wept for the nine years that he had been confined to the orphanage. But as she wrestled back her composure, she was proud of how he had improved within just a few months - from a withdrawn boy who could barely speak or read, to a quietly intelligent and literate boy. Yves is shy, but the bond he has with Agnes is built on a deep love. She sings with him when his older step sisters are out, when he will not be embarrassed. There is more healing to be done, but Yves lives with the love of his Aunty now. And that has to be the finest medicine.

BARRIERS TO THE IMPLEMENTATION OF THIS STRATEGY

- Reform requires additional funds to implement. The family and community-based systems which replace orphanages require different funding arrangements and are also often under budgeted. Combined, these present a significant barrier to finishing the job. We will proactively identify evidence and develop the value for money case for the completion of reform as part of our strategic communications programme according to each context.
- The significant funds that are required for the elimination of large numbers of orphanages will attract individuals and organisations with limited or no experience in this field. This poses a threat to the best interests of children and in so doing will inevitably lead to a growing evidence base of poor practice that could create a counterargument and likely resistance to reform. We will seek to address this by promoting the recognition and uptake of quality standards and guidelines, and the importance of rigorous screening and monitoring of those involved in implementation.
- Reform will always face the threat of backlash from those with interests in sustaining orphanages, from the voluntourism community, through those who donate, to those who benefit materially from orphanage economies. We will address this by engaging key actors within these communities and will actively support them to become genuine partners in the reform process.
- Although we have a diverse portfolio of Countries of Operation and those in which we have Strategic Pilots, political instability and insecurity in several at the same time would serve as a significant barrier to implementation of this strategy. We will mitigate this by ensuring that we continue to strengthen our security planning and management capability, and particularly in undertaking regular scenario planning as a basis for developing workable and effective contingencies.
- There is a scarcity of talent and specific expertise required to successfully implement reform, and similarly who can successfully raise the scale funds required for the long-term nature of reform. Our employer brand will be vital in helping us to address this barrier, especially in seeding and cultivating much needed external interest in our cause.

STRATEGIC RISKS

We have a well developed risk management policy and associated risk register which assesses operational and organisational risk. However, we have identified three risks that have strategic significance because in pursuing this strategy, they have the potential to expose Hope and Homes for Children to existential crises:

1. Setting the pace of our growth beyond our available and future means of resourcing it.

This risk incurs multiple concurrent areas of exposure to a number of vulnerabilities including losing staff because we cannot pay them properly or because they become overstretched; losing funders and partners because we are unable to fulfil our contractual obligations; reputational damage and insolvency.

We will mitigate this risk by:

- Undertaking a governance review to confirm that the necessary structures and systems are able to control how we calibrate the commitment of our resources, and that the processes are in place to continue improving their effectiveness.
- Allocating funds to increasing our organisational reserves so that we can address vulnerability to risk as and when it arises, but in a measured way without unnecessarily locking up resources.
- Continuing to strengthen the rigour of our cashflow analyses, projections and monitoring.
- Maintaining a balance of investment across the organisation so that growth in one area does not outpace or overwhelm effective operation in another.

2. Not being able to find ways of ensuring the financial sustainability of the services we develop with our local authority and government partners.

Unmanaged, this risk presents significant threats to the best interests of those children who are in alternative forms of care or who need it. If the sustainability of these kinds

of services cannot be secured, then we will incur major challenges to our approach and, in the worst case, a countereffort to stop or prevent the reform process itself.

We will mitigate this risk by:

- Undertaking thorough social return on investment and cost-benefit analyses.
- Working with local and national authorities, civil society organisations and the private sector to develop and resource mechanisms for funding family and community-based services.
- Developing ways in which the capacity of communities and their organisations can meet the costs and put in place the capacity to deliver some of the services for themselves.

3. The process of transitioning to family and community-based care arrangements is complex to communicate and stands in contrast to the illusion of safety and protection associated with orphanages. Additionally, orphanages have the capacity to rapidly scale the absorption of funding. There are flawed but nevertheless seductive counterarguments to eliminating orphanages, especially in a context of protracted global development challenges which all too often seek to concentrate resources for fiscal convenience. So there is a significant risk that reform will fall out of favour with some of the major global development and humanitarian actors.

We will mitigate this by:

- Ensuring that our case for reform is directly and clearly linked to obligations as set out within the UN Convention on the Rights of the Child.
- Continuing to strengthen the body of evidence which proves that family and community-based arrangements deliver significantly better outcomes for children than orphanages do.
- Demonstrating the added value of reform with regard to addressing wider global development challenges.



With the right support Fiona can care for her daughter, Patience, at home.

Photo: HHC/Steve Coffey

FIVE YEAR MILESTONES - January 2018 to December 2022

STRATEGIC PRIORITY 1: Driving Regional reform	STRATEGIC PRIORITY 2: Driving Global reform	STRATEGIC ENABLER: Investment, Revenue and Brand	OTHER IMPORTANT ENABLERS
By the end of year 1 (2018)			
New pilot project established and being implemented in India.	Targeted global stakeholders are identified, mapped and engaged	Targeted global stakeholders are identified, mapped and engaged	ICT project scoped and 'quick wins' implemented
Opening Doors for Europe's Children and Transform Alliance Africa progress international and level commitments to eliminating institutions across Europe and Africa.	Help form a representative group of experts to develop joint plans to eliminate institutional care at global level.	A new programme to significantly grow our recurring revenue streams established and being implemented	Finance Manager recruited and inducted
Regional campaign planned in a third region	Tracking tool piloted in at least two Hope and Homes for Children countries	Private sector working group established to begin harnessing the capacity of multi-national companies to make orphanages an unacceptable way of looking after children	People Plan UK – Learning and development project implemented and employee brand enhanced People Plan global – development of local people plans has started in all Countries of Operation
Collection and analysis of the data needed to calculate the necessary funding required to eliminate institutions in 3 regions progressed with strategies to secure the funds also in development.	Country briefs on child protection and care prepared for all Countries of Operation	Pipeline in place to deliver 2019 budget	Financial – KPIs to measure organisational financial resilience agreed
By the end of year 3 (2020)			
One strategic project is elevated into a Country of Operation	Global stakeholders endorse an agreed definition of institutional care	Small group of "super" funders established to cover all fundraising and administration costs so that all other funds donated to go helping children.	New level of organisational reserves targeted with plans in place to achieve them
Three new countries identified for Strategic Pilots or Countries of Operation with plans/prospects in place to commence implementation by end of year 5	A common definition of institutional care is being applied at Regional level and by global stakeholders	Marketing and strategic communications strategy in place and being executed with a minimum of two globally influential companies actively working with clients, suppliers and staff to make orphanages unacceptable	Second Finance Manager recruited and inducted

STRATEGIC PRIORITY 1: Driving Regional reform	STRATEGIC PRIORITY 2: Driving Global reform	STRATEGIC ENABLER: Investment, Revenue and Brand	OTHER IMPORTANT ENABLERS
Campaigns resourced, established and active in four Regions. With a campaign mapped in a fifth Region	Tracking tool to survey numbers of orphanages and children confined in them piloted in at least five countries	Three global ambassadors have been recruited and are actively championing our issue and our work	Major ICT development/ upgrade project implemented
Regional costings in place for the elimination of orphanages in three Regions	Country briefs on child protection and care prepared for all Countries of Operation, strategic project countries and selected Countries of Influence	Alliance of media partners established and proactively supporting us to promote making orphanage care unacceptable	People Plan UK – staff are demonstrably owning and leading their own development People Plan global – local people plans are being implemented in all Countries of Operation
		Capability to develop and deliver successful global campaigns achieved, with our first global campaign being implemented	Financial – progress has been made toward meeting financial resilience KPIs
		Recurring revenue stream operating at scale	
By the end of year 5 (2022)			
Two new countries identified for Strategic Pilots or Countries of Operation with plans/prospects in place to establish by end of year 5	Governments are starting to adopt and translate the definition into national legislation	10% of new major partners are referred to us from across our networks	Target for organisational reserves achieved
Campaigns resourced, established and active in five Regions	Data collected via the tracking tool is widely used to inform and monitor progress on reform of child protection and care	At least three major donor commitments secured at £1 million plus pa, on a multi-year basis	ICT upgrade and development budget is part of core expenditure
Elimination of orphanages in Rwanda, Moldova and Bulgaria	Country briefs prepared for all Countries of Operation, Strategic Pilots and Countries of Influence	An additional three globally influential companies actively working with clients, suppliers and staff to make orphanages unacceptable	People Plan UK – recognition award for staff satisfaction/ HR practice has been achieved. People Plan global – local people plans are effective in all Countries of Operation
		Fundraising Super Group on track to secure all organisational fundraising costs in year 6	Financial resilience KPIs have been met



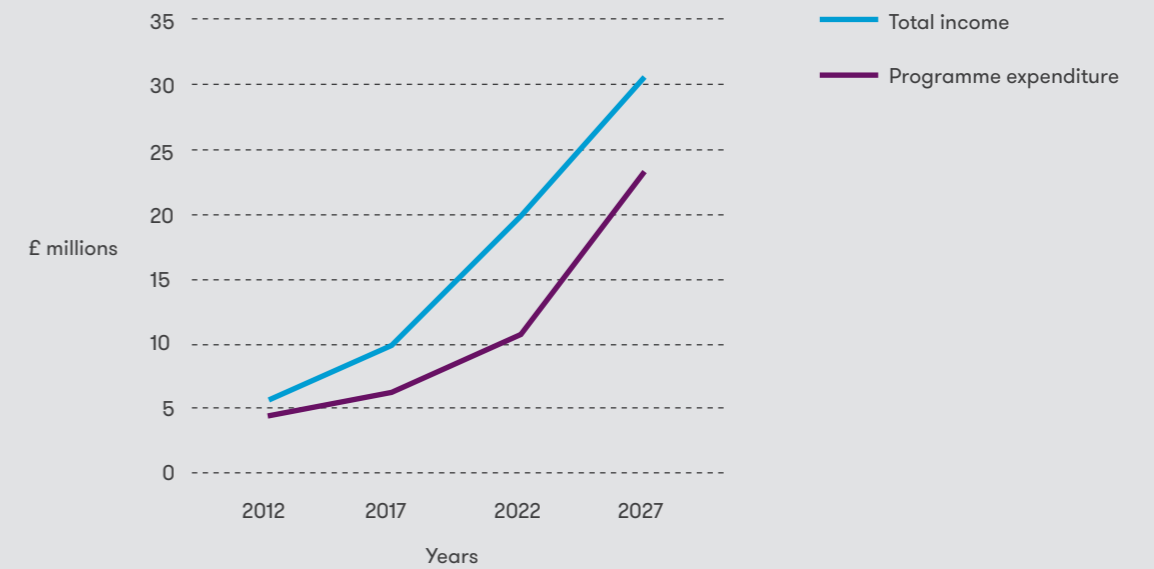
Photo: Alexandra Smart

FINANCIALS

During our first five year strategic cycle we began implementing a new fundraising strategy through which we secured significant investment for our capacity to increase revenue. As a consequence, we were able to double organisational income while also developing the pipeline of additional investment funding that we will need to deliver this strategy. This is important for three reasons. Firstly, it represents a strengthening of our capacity to increase the impact we can deliver. Secondly, it has enabled us to build the momentum we

will need to achieve the scale of operation to successfully deliver our mission. And thirdly, it represents success in making our cause an increasing priority across the donor community.

The following graph represents the growth in income that we have achieved to December 2017, and the trajectory we are setting for ourselves toward our targeted scale of operation of £30 million a year.



We will need to continue to secure investment and allocate it in a balanced way so that the capacity required to support the key functions across the whole organisation is in place. In this way, increased capacity in one area will benefit from increased capacity upon which it depends in another area. Recognising the importance of balancing investment across the organisation will enable us to maximise opportunities to leverage the unrestricted income we raise in a way that will secure increasing institutional funds from multi-lateral and other sources. This will not only

increase the funding available to benefit children, but will also provide our donors greater value for their money.

We will establish an Investment Group to help us to secure the investment funds required to achieve all this. In parallel, we will also establish a small group of funders to help cover our fundraising and administration costs so that every penny donated goes to benefit children.

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- ♥ Just imagine forward to December 2027. Despite all the challenges that might be facing the world then, as a global community we will understand the harmful effects that orphanages have on a child. And because of this understanding we will all know that children should never be placed in one.

We will know that children feel safer, feel happier, and do so much better in secure, loving families. We will know why. Because of this understanding we will support ways in which different kinds of family-based care can be provided to suit the particular circumstances of any child. We will readily agree that this is our collective obligation, not just because it will be written into laws and guidance, but because we will be listening to children.

So by December 2027, worldwide, orphanages will no longer be an acceptable way to look after children.

This will mean that the balance will tip. The significant time and resources spent on convincing people that orphanages are unacceptable will be spent on replacing them with family based alternatives. As the catalyst for the global elimination of institutional care, we will have the opportunity to build the momentum alongside the many organisations we have partnerships with around the world to finish the job. In our lifetime.

¹ Throughout this document, references to data and research studies have been made. This data, research, and a deeper analysis of it is captured in the following document:

‘End the Silence – The case for the elimination of institutional care of children’ (2016) www.hopeandhomes.org/professional-publications

And our comprehensive, annotated bibliography of the research can also be found on our website.



hope and homes
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