

HOPE  
AND  
HOMES  
FOR  
CHILDREN



# ALIVE WITH HOPE

OUR STRATEGY  
2022 - 2030





# ABOUT US

Since 1994, Hope and Homes for Children has been working to stop the institutionalisation of children.

We're approximately 210 in number, in ten countries, compelling organisations, including the UN, EU and governments around the world to close the doors of orphanages forever. We fight for every child to enjoy the love and belonging of a safe family home. As challenges get tougher, we work harder – with children, for children. Because children should never be deprived of their liberty and suffer the harm of institutionalisation, under the cloak of "care".

Our care reform specialists set up community-based family support services. Our policy experts promote stronger child protection laws. And our skilled social workers work directly

with children to keep families together, to reunite them and to nurture new ones. Through national reform and international advocacy, we inspire global action.

We won't stop until we have consigned orphanages to history. Until every child, everywhere, has the chance to thrive in a strong, supported family.

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

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

**Our values** are Courage, Excellence and Integrity.

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Narcisa's so happy to be able to stay home with her family. Her mother Cristina says, "We wouldn't have made it without you. God bless you. I would never let go of my children"



## WE ARE HOPE AND HOMES FOR CHILDREN.

Our mission is to serve as a catalyst for the global elimination of institutional care of children. Institutionalisation is a defining characteristic of the experience of children confined within orphanages.

Orphanages confine and regiment the lives of children in ways that present egregious threats of abuse and neglect. What is happening inside orphanages today, now, is impacting 5.4 million children leading to lifelong consequences that impact upon the next generation too.

Our work to support families and prevent the separation of children from them in the first place, and when this can't be achieved, helping to place children in alternative forms of family care and protection, has yielded almost 30 years of important learning. We have used this learning to shape local services, national policies and international commitments with much wider benefits. For example, in pursuing child protection and care reform, we are seeing improved educational and health outcomes for children, all of which collectively contribute to improved chances and opportunities later in life.

# ORGANISATIONAL STRATEGY

This is a nine-year strategy, spanning January 2022 to December 2030. Because the world is changing rapidly, we'll approach this strategy as a series of three 3-year cycles, in order to retain the flexibility we need to achieve our goal.

Now is the time to build a consensus across governments, relevant agencies and important influencers that orphanages are no longer an acceptable way of caring for children.

We will help to build this consensus by working alongside like-minded organisations. Our collective efforts and resources will create momentum that proves change can be successful at national level in very different contexts. We will seek to position child protection and care reform as a human imperative, not only for those children for whom it matters so much now, but also for future generations. And we'll build partnerships with the private sector to develop the kind of financing instruments required to secure the interest and commitments of many other countries in which we have no presence. Armed with these financing instruments, we'll look for prospective investors and donors so that traction for global reform genuinely begins to bite.

We have been a leading organisation in eliminating orphanages and reforming child protection and care systems in many countries over almost 30 years. Throughout this journey, we have scrutinised the evidence. We have marshalled our front-line experience, and we have listened to children and those who care for them. Our unique achievements and understanding have deepened our well of hope for the future of children. It is a stubborn, fierce hope that cannot be exhausted because we have seen what we are capable of, and it drives our belief in what we can still achieve, no matter how tough the challenge. Our mission is clear. Its purpose will not be denied, and in this strategy we lay out how we will fulfil it.



Institutionalisation is a defining characteristic of the experience of children confined within orphanages. We use the term "orphanages" throughout this strategy document as a loose description that includes large-scale forms of residential care and other similar institutions. We do this because of the familiarity people have around the world with what they understand an orphanage is. However, we qualify this with the knowledge that orphanages are not really orphanages because the vast majority of children confined within them are not actually orphans. Most have one or both parents still alive.

# WHAT IS THE PROBLEM THAT NEEDS SOLVING AND WHY?

Orphanages are unnecessary because the vast majority of children confined within them are not orphans. This is true for all the countries we have worked in, and the many countries our partner organisations work in. Indeed, numerous studies suggest this is the case globally. Many children are placed in orphanages, not because they are orphans, but because their family is poor; they face discrimination or because they have a disability. This confinement punishes them for a second time. Once confined in orphanages, many suffer abuse – including rape and torture – from some staff, adults who pay for access to them, and from some of the children they share their confinement with. The neglect that many more children confined in orphanages suffer can be so significant that it harms the development and structure of their brains, especially for babies. Stigma against children confined in orphanages is common and a cause of isolation and exclusion. Orphanages expose children to heightened risks of trafficking, and in the worst cases, they are the actual apparatus through which children are exploited for labour, fundraising, even for their body parts and for sex.



**VIOLENCE, ABUSE AND NEGLECT** in orphanages is pervasive<sup>1</sup>



**ALMOST 50 PER CENT** of parents in Ukraine who had their babies placed in orphanages **HAD GROWN UP IN INSTITUTIONS THEMSELVES<sup>2</sup>**



**AN ESTIMATED 5.4 MILLION CHILDREN** LIVE IN INSTITUTIONS AROUND THE WORLD<sup>3</sup>

**ORPHANAGES HARM CHILDREN**

Current estimates suggest there are around 5.4 million children in orphanages globally. But this is generally accepted to be a significant under-estimate. In many countries, poor regulation means thousands of orphanages operate with no registration and no oversight. So the sheer scale of children in confinement remains unknown. And millions more children are vulnerable to being separated from their families and put into care.

At the starting point for this strategy – January 2022 – more than five million people have died as a result of the global pandemic, most of them adults, many of them parents caring for children.

The Lancet estimates that for every two adults who have died, one child has lost a parent or primary care-giver. Vulnerability is deepening among many families and communities which undermines their capability to care for and protect children:

- 120 million people have been plunged into extreme poverty during the course of the pandemic. This is the first time this figure has actually risen in the last 27 years, and it is likely to continue growing.
- Teenage pregnancies increased dramatically during lockdowns in many countries.
- Often young people were confined with abusers, with grievous consequences, and many more children are still not back in the classroom.

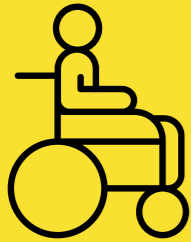
We are leaning into a global crisis of care that is already upon us. And it is not only impacting the current generation of children and young people, but it will impact their capability in later life to care for the next.

But it doesn't have to be this way. Orphanages are unnecessary and there is always a better alternative for children.

1 P.S. Pinheiro, 'World Report on Violence against Children', United Nations Secretary General's Study on Violence against Children, 9/27, 16/53/57/58/59 (2006) [www.ohchr.org/EN/HRBodies/CRC/Study/Pages/StudyViolenceChildren.aspx](http://www.ohchr.org/EN/HRBodies/CRC/Study/Pages/StudyViolenceChildren.aspx) (accessed 13 April 2021).  
 United Nations General Assembly, 'Global Study on Children Deprived of Liberty', A/74/136 (2019) [www.undocs.org/A/74/136](http://www.undocs.org/A/74/136) (accessed 13 April 2021).  
 2 Yulia Sereda and others, Behind the Mask of Care: A Report Based on the Results of the Situation Analysis of Baby Homes in Ukraine (Salisbury: Hope and Homes for Children, 2020) [www.hopeandhomes.org.ua/wp-content/uploads/2020/11/zvit\\_2020\\_eng-stysnuto.pdf](http://www.hopeandhomes.org.ua/wp-content/uploads/2020/11/zvit_2020_eng-stysnuto.pdf) (accessed 13 April 2021).  
 3 C. Desmond, and others, 'Prevalence and Number of Children Living in Institutional Care: Global, Regional, and Country Estimates', The Lancet, Child & Adolescent Health, 4, 5 (2020), 370–377 [www.thelancet.com/journals/lanchi/article/PIIS2352-4642\(20\)30022-5/fulltext?rss=yes](http://www.thelancet.com/journals/lanchi/article/PIIS2352-4642(20)30022-5/fulltext?rss=yes) (accessed 13 April 2021).

## SO WHY, THEN, ARE CHILDREN STILL BEING CONFINED IN ORPHANAGES?

Because of society's fundamental lack of accountability to them. This lack of accountability is evident in each of the push and pull factors that lead to children being swept into orphanages.



# PUSH FACTORS

### POVERTY

Poverty is the most common underlying factor which leads to children being placed in orphanages - whether that's desperate parents or overzealous authorities. No parent should have to face the decision to place their child in an orphanage, in the hope they will be fed, clothed and educated. Families are driven into poverty when parents are unable to find work, when one or both suffers a major health challenge or when one of them leaves. The Covid pandemic has dramatically exacerbated this problem, pushing millions of already struggling families even deeper into poverty. Approximately 150 million additional children are now living in multidimensional poverty, without access to essential services, due to the pandemic which, in turn, has the potential to drive up orphanage admissions<sup>4</sup>. But confining a child in an orphanage because their parents are poor does nothing to help address their poverty. It punishes them for it.

### DISABILITY

Other push factors include the lack of support parents of children with disabilities face, leading to the heartbreaking decision to place their child in an orphanage. In such cases, the disability and therefore the child are perceived as the problem, a burden, when actually attention should be turned toward the state and its responsibility to provide the services required to enable families to protect and care for their child.

## MONEY

Orphanages commoditise children by treating them like financial assets. This broadly plays out in two ways.

In those countries that have state-run orphanage systems, orphanages are budgeted for on a per capita basis. This means the more children referred into the system, the more funding the system attracts, which creates perverse incentives to Hoover increasing numbers of children into it. Children are too often referred into the system under a pre text of a spurious medical condition they might not even have. If they really did, with the right support this would be more cost effectively managed at home. Consequently, children from vulnerable families, those from particular ethnic groups, social and economic backgrounds, are overrepresented.

In those countries that have privately run orphanage economies, orphanages are often run as for-profit businesses. Actual child-finders, employed by the orphanages, are sent out into communities to prey upon vulnerable parents to persuade them to let them take their child, all too often under the cloak of false promises. In such circumstances, children quickly become fundraising assets - pressed into begging, performing for tourists or exploited as manual labour. Such orphanage economies are highly lucrative, attracting hundreds of millions of pounds a year through international donations.

## VOLUNTOURISM

Many people still don't understand how harmful orphanages are, despite all the evidence to the contrary. Many parents and caregivers, donors, faith-based and non-governmental organisations still genuinely believe that orphanages provide care for children in need. Well-meaning people still volunteer in or visit orphanages, thinking they're helping children (so-called 'orphanage volunteering' or 'orphanage tourism'). These short-term visits cause yet more damage to children's attachment patterns<sup>5</sup>.

# PULL FACTORS



<sup>4</sup> According to analysis by UNICEF and Save the Children, published in September 2020

<sup>5</sup> Lumos (2016). Orphanage Entrepreneurs: The Trafficking of Haiti's Invisible Children. [https://lumos.contentfiles.net/media/documents/document/2017/12/Haiti\\_Trafficking\\_Report\\_ENG\\_WEB\\_NOV16.pdf](https://lumos.contentfiles.net/media/documents/document/2017/12/Haiti_Trafficking_Report_ENG_WEB_NOV16.pdf).



# BUT IT DOESN'T HAVE TO BE THIS WAY.

## WE CAN...

### SONIA

**Covid stole Sonia's father. Then it nearly stole her childhood too. But thanks to our local partner, she's no longer at risk of entering an orphanage.**

Sonia, 11, lives with her mother, baby brother and grandfather in Jharkhand State, northeast India. In May 2021, her father died from Covid, and her world turned upside down. Since her father was the sole breadwinner, the family was plunged into financial crisis. With schools closed and her mother out looking for work, Sonia spent long periods alone.

Unable to find a job and in desperation, Sonia's mum, Radha, considered sending Sonia to an orphanage, so she would at least get three meals a day. "My mother would have either sent me away to work, married me off, or even give me up to an orphanage, to prevent me going hungry. That would have set me back in school, cut me off from my family, and ended my childhood too." But decades of research show that orphanages don't protect children; they harm them. Sonia was at risk of being trafficked for child marriage, child labour or prostitution, never to see her family again.

Determined to prevent this, our expert local partners, Children In Need Institute (CINI), stepped in and provided Radha with the support she needed to keep her family together. Now receiving a monthly widow's pension, Radha can afford to feed the family and Sonia is back in school. "The CINI team visited us and helped us believe that we could overcome our situation. I am very happy that now I can continue my education and live a happy life."

**"No one cares for me here. I want to be at home and be part of a family."**

Cary, who was finally reunited with her family after spending much of her childhood alone in an orphanage.



**KEEP FAMILIES TOGETHER,**



### IVAN

**Ivan is finally reunited with his dad after spending two years in an orphanage without love.**

Ivan was taken from his dad, Stoyan, when he was just three years old. Because he has cerebral palsy and his dad is a single parent, the authorities had decided Ivan would be better off in an orphanage. But orphanages do not protect children; they harm them.

Ivan spent the next two years alone in the institution, heavily medicated and confined to a cot in a dark room on the top floor of the building. His dad was only allowed to see him for 15 minutes a week. But Stoyan refused to give up on his only child. With practical and emotional support from Hope and Homes for Children's specialist team in Bulgaria, he fought red tape and prejudice to be able to bring Ivan home again.

"It was the happiest day of my life, when I took my boy back," says Stoyan. "Now, we like to do everything together." "Ivan is very affectionate," he adds, smiling at his son. "He hugs and kisses me. He likes my stubbly chin, so I don't shave for him!"

Our team will stay in touch with Ivan and Stoyan now, to ensure they continue to receive the extra support they need for Ivan to stay where he belongs – safe at home with his dad to love him.



**REUNITE FAMILIES,**



### UWERA

**With a new family to love her, Uwera is recovering from years of orphanage abuse.**

Uwera spent the first precious years of her life confined to a crowded orphanage with no one to hold her, comfort her or love her. Left for days on end in the same filthy nappy, she slept on the floor and was fed just once every 24 hours. Shouted at if she made a noise, she stayed silent. By the time Uwera was two and a half years old, she couldn't walk or talk, and she was tiny for her age. Sadly, Uwera's story is not unusual. There are now decades of research to prove that orphanages do not protect children; they harm them.

Orphanages expose children to neglect and abuse and damage their development. Because the last thing that any orphanage can provide is the first thing that every child needs – someone to love them. Our team of local specialists in Rwanda worked in partnership with the Rwandan authorities to close the orphanage where Uwera lived and find a loving new family to care for her. With training and support at every stage, we made sure that Uwera's new mum, Atete, and her older children were ready to welcome Uwera into their home. Now that she has her new family to love and encourage her, Uwera is regaining her strength and confidence and overcoming the trauma of her years in the orphanage.



**CREATE NEW FAMILIES**







# IT'S MORE COST-EFFECTIVE TO KEEP CHILDREN SAFE AT HOME

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 health, wellbeing and educational outcomes. With our help, local communities and authorities developed family and community-based care services, including assisted living for the older children and family placements for the younger ones. In all cases, children's outcomes significantly improved against nearly all

metrics after the children were transitioned out of the orphanage. 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 benefitted. Cheaper to run. Better outcomes for children. Benefitting more families. This is how we know it works.

COMPARISON OF TWO SYSTEMS	NUMBER OF CHILDREN EACH YEAR	TOTAL ANNUAL COSTS OF THE SERVICES	COST PER CHILD
<b>BOSNIA AND HERZEGOVINA</b>			
Zenica – state-run orphanage	75	€195,660	€2,609
Raising a child in a family	190	€164,500	€866
<b>SOUTH AFRICA<sup>6</sup></b>			
Institution in Gauteng Province	75	R31m	R413,333
Raising a child in a family	75 <sup>7</sup>	R7m	R90,000

Our data from South Africa has shown that it costs almost five times as much to raise a child in an institution in Gauteng Province as it would cost to raise them in a family.

- Statutory residential care in South Africa is eight times more expensive than providing support to families to meet their basic needs<sup>8</sup>
- In Bulgaria, the annual cost of keeping a child in an institution for infants was estimated at €14,837, compared with €1,907 for foster care<sup>9</sup>
- In Haiti, a study by our friends at Lumos, estimated that over US\$100m of private funding supported institutions in the country in 2017. This is approximately 130 times greater than the country's child protection agency department and 50% of the planned US foreign aid budget that year<sup>10</sup>

Time and again, our work has shown us that not only does investing in keeping children safe at home yield better outcomes for children, but it is a much greater return on investment too.



Our work in Bosnia shows that orphanages can cost nearly **10 TIMES AS MUCH AS KEEPING A CHILD SAFE AT HOME**

Support from Hope and Homes for Children in Bosnia & Herzegovina meant that experienced foster mother Navenka and her family could provide a safe and loving home for Ali, a baby with epilepsy, and four-year-old Minel (pictured), through the pandemic.

6 From figures provided by the Gauteng Department of Social Development, 2019

7 For purposes of comparison

8 Desmond D, Gow J. The cost-effectiveness of six models of care for orphan and vulnerable children in South Africa. 2001. <https://asksource.info/resources/cost-effectiveness-six-models-care-orphan-and-vulnerable-children-south-africa>

9 Lumos, Ending institutionalisation: an analysis of the financing of the deinstitutionalisation process in Bulgaria. 2015 [https://bettercarenetwork.org/sites/default/files/Finance\\_BG\\_online\\_final\\_2.pdf](https://bettercarenetwork.org/sites/default/files/Finance_BG_online_final_2.pdf)

10 Lumos. Funding Haitian orphanages at the cost of children's rights. 2017. <https://www.wearelumos.org/resources/funding-haitian-orphanages-cost-childrens-rights/>

# OUR MANDATE

We know that children are happier, healthier and more successful when they grow up in a caring family environment. They tell us all the time. And we can prove it with data too. One of the largest orphanages we have ever closed was in Rwanda. 600 children. We assessed them at the time we helped to transition them into alternative family care arrangements, and then re-assessed them at six-month intervals. For the under sixes, at the time we transitioned them, they were scoring between 52% and 59% against where they should have been for their age across their language ability, their motor skills, self-help and cognition. In just 18 months they were scoring between 98% and almost 100% of where they should be. We have data like this from many of the countries we work in, demonstrating how loving family care can unravel the harm inflicted by an orphanage and help children to catch up to where they need to be. This is proof that we really can change the world for children.

And we really should. The UN Convention on The Rights of the Child is the most signed convention on the planet. It doesn't simply recommend that children should grow up in a family, it obliges us to take responsibility for making that happen:

- 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,
- Recognizing 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.

# GETTING RID OF ORPHANAGES SUPPORTS SUSTAINABLE DEVELOPMENT

We'd best crack on then. Here's how...

This strategy has been designed to align with the UN's Sustainable Development Agenda, which is working toward the same timeframe of December 2030. The 2030 Agenda, as it is known, seeks to significantly improve the lives of everyone through the Sustainable Development Goals (SDGs), which cover the fundamental aspects of our lives such as schooling and nutrition, as well as issues like poverty. A major concern for us in this regard is that the experience of children in orphanages significantly worsens their education and health outcomes, as well as their prosperity in later life, which makes orphanages a barrier to achieving the SDGs for millions of children.

There are three principles which underpin the 2030 Agenda that are especially important for our strategy.

The first principle is that the SDGs apply to every single human. **No child should be left behind.** And yet, all too often, local and national authorities do not even maintain accurate records of the registration of orphanages nor of the number or identity of children confined within them. Consequently, they are too often overlooked during discussions on social policy, education and

health. Children confined in orphanages are among the most left behind people on the planet.

The second principle is that the **SDGs are indivisible** in that progress is needed on any one of them to ensure progress on the others. It is for this reason that child care reform and child protection systems strengthening are so important because they are a vital link between many of the SDGs. For example, we know that getting child care and protection right leads to better educational outcomes for children which, in turn, leads to higher wage earning potential later in life, especially for girls. These improved economic outcomes for women are further linked to a reduction in violence against them. Similar cases can be made for the links between child care reform and better health outcomes, and reduction in inequalities.

The third principle is that the SDGs are **nationally owned and country-led**. Because the factors that lead to children being confined in orphanages differ from one country to the next, our approach to delivering child care reform must be adaptable to national and local circumstances. This strategy sets out how we are responding to each of these principles.



Children who grow up in residential care are **3 TIMES MORE LIKELY TO REPORT POOR HEALTH AS ADULTS** than those who grow up with parents





# SO WHAT NEEDS TO HAPPEN?

Despite the progress we are making, there remains enormous resistance to closing orphanages. Partly this is because there is a lack of awareness of the harm inflicted by orphanages, or of the alternatives to them. Partly this is because of the vested interests associated with them. In all cases, it is the result of a lack of accountability to children and young people. This lack of accountability is the underlying cause that sits beneath many of the reasons why orphanages exist in the first place. If society

were truly accountable to children, we would not deprive them of their liberty by confining them in orphanages.

The time to change is now. We want to invest all our effort in working alongside authorities to actually deliver the change that is needed for children. This requires us to build a consensus that orphanages harm children. Such a consensus must have genuine accountability to children at its very core.

**“Too few people know about the untold damage that orphanages do to children every day. Through this partnership, I am sure we can raise enough money and awareness to make progress in stopping institutionalisation for good.”**

Wim Dejonghe, Senior Partner,  
Allen & Overy



This growing consensus needs to include multi-lateral organisations like the UN, EU and African Union. It must be actioned by a groundswell of influential governments around the world, committed to implementing reform, locking progress in with legislation and influencing other countries to do the same. It will be a growing consensus that will be reflected in the policies of influential donors and funding organisations, in ways that will help more countries to ready themselves for reform.

This growing consensus will be recognised as a priority, globally, across all sectors and sections of society. And it is this, that will demonstrate a global step change in accountability to children.

## SO OUR AIM IS THAT:

by December 2030, worldwide, we will be approaching a consensus that orphanages are an unacceptable way of looking after children.

# HOW WE DELIVER NATIONAL REFORM

There is no one-size-fits-all solution to delivering child protection and care reform at national level. That is why our approach is highly adaptable, and it's demonstrating that reform really is possible across a diversity of contexts.

So this is how we reform an entire country's child protection and care system – dialling up or down each of our four pillars depending on local conditions.

## 1 POLITICAL WILL

Governments don't just need to commit to reform, they need a vision for what that reform should look like. That brings the clarity of purpose needed to shape plans, budgets and legislation within the national context. This vision must clearly make links with and fully integrate child protection and care reform across relevant systems, including health, education, the judiciary and social services.

Sustaining reform requires leadership across governments and from one administration to the next, to ensure active commitment over the long term. Political will is especially important in overcoming widespread resistance to and fear of change. For example, the large workforces associated with orphanage systems and orphanage economies will be concerned about their jobs in the context of reform. Having a clear vision for what reform looks like should help everyone understand that there are important new roles they can fulfil in preventing family separation and in supporting children to transition out of orphanages into family care.

## 2 KNOWLEDGE AND KNOW-HOW

Not only is every country different, every child is different. Listening to children's views and incorporating these in the development of the services they will benefit from is critical in successfully moving from orphanage to family-based care systems. Knowing why families break down, which children are most affected and why, and what communities can do to prevent this are crucial to designing and implementing prevention and reunification services at scale. Pilot projects are needed to show how this can work in each context. And the information they yield strengthens the case for reform while providing us with a baseline against which to judge success.

## 3 CAPACITY

Children and families face complex, different challenges, from food insecurity, through housing problems, to disability. Orphanages are routinely used by social workers and medical practitioners as a one-size-fits-all solution, regardless of the challenge. Consequently, the skills and capability of key staff to develop alternative family-based solutions are often absent. To change, countries need to know what skills and expertise they have, which are most relevant to the reform process, who has them and how they can be further developed and knowledge shared. Countries also need an accurate view of the capacity of existing systems, especially case management systems, that are the basis upon which decisions are taken about the services that individual children will benefit from. As always, the voices of children in these decisions are important. And so the development of and training in locally appropriate ways of ensuring the participation of children is crucial.

## 4 FINANCING

Budgets for reform are too often calculated on the basis of expense rather than investment. Consequently, financial considerations are skewed toward cost rather than what is actually being bought – improved health, education, well being – and whether or not that represents value for money. Budgeting for reform must not become detached from the outcomes it is seeking to deliver – this is the only way we can assess cost-effectiveness. In the initial stages of reform, more money is needed to sustain the existing system while developing the new one. But this generates a social return on investment. As the funds concentrated in orphanages are gradually unlocked through transitioning to the family-based care system, they can be increasingly allocated to preventing family breakdown and separation, and in support of alternative family services. And that's how additional funding can be gradually reduced. Rather than aiming solely for cost reduction, maximising available funding for families leads to better outcomes for more children, across more generations, which will be more cost-effective for society over the long term.

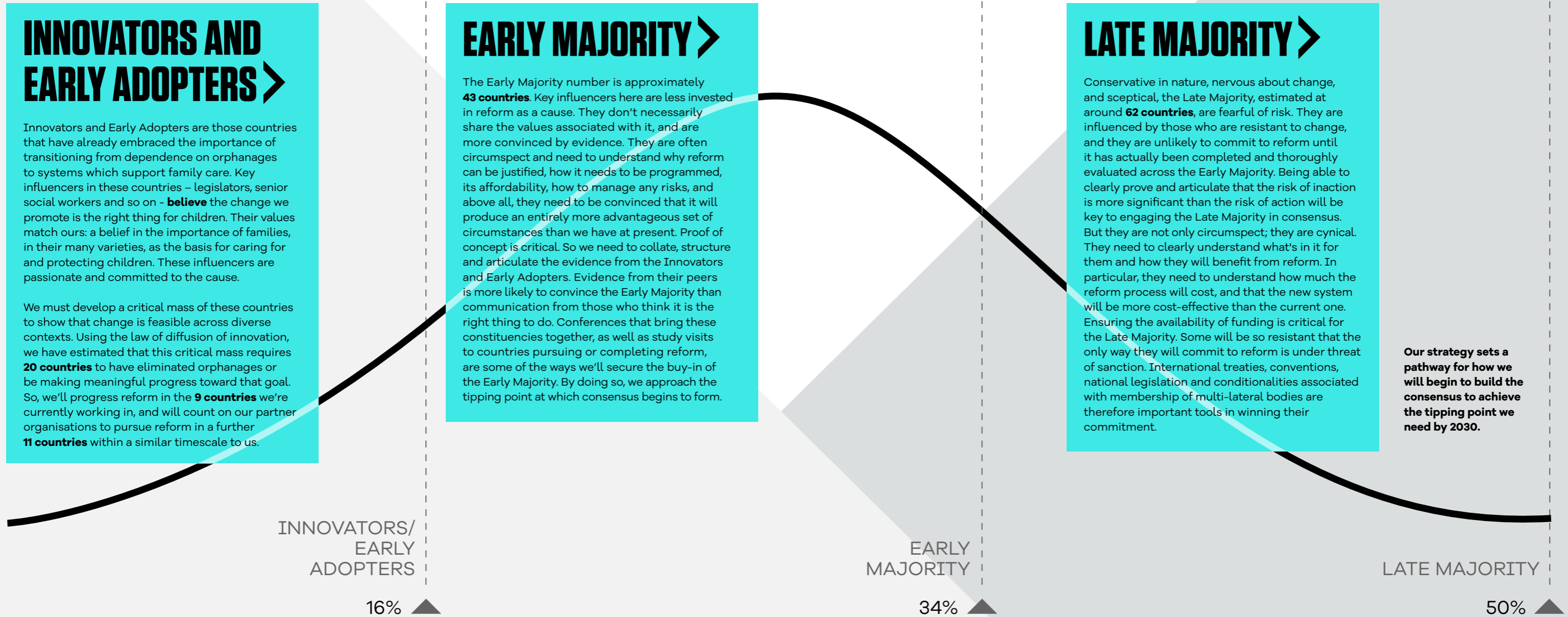




# BUILDING A GLOBAL CONSENSUS

We've developed our approach to national reform through practical projects in many communities over almost 30 years. We are proving this in the eight countries where we have programmes, and in a ninth through our advocacy. It works. But to build a consensus that orphanages are an unacceptable way of caring for children, we need a majority of countries to commit to reform. So we and our partners need to demonstrate that the complete elimination of orphanages really is possible at national scale in very different contexts, and then use this evidence to persuade a critical mass of countries to actively commit to reform.

Adoption of innovations within a population tend to follow a well established pathway, known as the law of diffusion of innovation. First described in 1962 by Everett Rogers, it has been used widely and successfully since. We have used it to help form and articulate our theory of change, which explains how we'll get to a point where we can genuinely claim that a global consensus is forming. There are approximately 125 countries that remain dependent on orphanages. We've identified three different sets of countries across this 125, with distinct ways in which they might be persuaded to join us.





# OUR STRATEGIC OBJECTIVES

Working as a catalyst, we will identify, convene and develop strategic partnerships that will, by December 2030:

- 1 Complete the elimination of orphanages in four countries, and make meaningful progress in delivering national child protection and care reform in this regard in a further five countries, while coordinating this progress with partners in 11 countries (in which we will have no presence) to build international momentum and proof of concept to demonstrate that change is possible regardless of national context.
- 2 Establish and harness child protection and care reform as a human imperative in development programming and human rights monitoring, toward securing significant commitments to implementing that reform across a growing number of countries including those in which we, as well as partners, operate and influence.
- 3 Put in place international financing mechanisms that will support those countries that need it to help them prepare for reform and ultimately commit to it.

We will, wherever possible, continue to push for legislation that prohibits support for orphanages and redirects it toward locally developed, scalable solutions that will drive reform forward.

Gina is looking forward to a bright future at home. Our social workers supported her parents back into education and work.





# THE ACTION WE WILL TAKE

The global context is more dynamic now than it has ever been. We recognise that we will need to learn and adapt. So we will split the delivery of this strategy into three, three-year review and planning cycles. During the first of these three-year cycles, starting on 1st January 2022 and ending on the 31st December 2024, we will:

♥ 1<sup>ST</sup> JANUARY 2022

31<sup>ST</sup> DECEMBER 2024 ♥

## ACTION

## OUTCOME

## IMPACT

- Complete the elimination of orphanages in two countries (Rwanda and Bulgaria)
  - Make meaningful progress toward elimination in two countries (Romania and Moldova)
  - Secure commitment to national reform in three countries (South Africa, Nepal and Kenya)
  - Expand sub-national commitment in two countries (Ukraine and India)
  - Convene a coalition in which partners operating in an additional 11 countries agree to coordinate their work to a common timescale with us
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- Develop and publish our roadmap for care reform: Beyond Institutionalisation – distilling nearly 30 years of our experience for a global audience, whilst further developing the evidence that, combined, will strengthen our efforts to integrate child protection and care reform, within national implementation of the SDGs and human rights commitments
  - Raise awareness of the importance of care reform among influential audiences, and target opportunities to harness public engagement to trigger them into action
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- Work with public-private partnerships – including our Private Sector Task Force and other relevant stakeholders – to research and design mechanisms for financing reform internationally, and secure their help in identifying and approaching prospective investors

- A critical mass of 20 countries making meaningful progress with reform, with clear evidence emerging to confirm that it is possible to achieve at scale – not only in one or two countries but also across diverse national contexts
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- Increasing recognition across targeted stakeholders that orphanages are harmful, that there are alternatives that drive wider benefits, and that as a consequence they have a responsibility to act
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- International financing for child protection and care reform strategy developed, and discussions with prospective investors underway

- By the end of this first three-year cycle, in the countries we and our partners operate in, we will have ensured that:
- fewer children will have been separated from their families
  - increased numbers of children will have been reunited with their families or placed into forms of alternative family care
  - increased numbers of orphanages will have been closed
  - the child protection and care social workforce will have increased
  - public authorities and other decision-making agencies will be actively finding ways to be more accountable to children



# PUTTING CHILDREN AT THE HEART OF OUR WORK

Children have unique understandings of their own childhoods and of the circumstances in which they are living. We have recognised this from the very beginning and have always sought to listen to them. Over the years, they have been consistent in the views they express to us: they do not want to be confined in orphanages; they want to live in a loving, safe family or caring community setting. It is through listening to children that we have formulated our mission and also shaped our approach to fulfilling it. This is important because if society were genuinely accountable to children, it would not be actively depriving them of their liberty by locking them up in orphanages.

## ACCOUNTABILITY

As we implement this strategy, we will ensure that the voices of children are heard, and that where we agree to act upon what they are telling us, we will be held accountable for it. One of the ways in which we will seek to achieve this will be through **Our Voices Matter**. This initiative will commit us to regularly meeting with children, listening to them, making decisions with them and reporting back to them on progress.

## SAFEGUARDING

Listening to children generates obvious dividends by ensuring more appropriate and effective care solutions for them, but it also improves safeguarding. Children know what makes them feel safe and what frightens them. Not being able to voice these things is one of the most significant enablers of their exploitation, abuse and neglect. So as a fundamental part of our approach to safeguarding, we will continue to develop opportunities to listen to children through informal group sessions, questionnaires and by ensuring that children are consulted on decisions that will affect them. It is by listening to children that our organisational culture will continue to ensure that our safeguarding policies and systems are as effective as they can be.

## PARTICIPATION

The way in which aid is administered can often run counter to the participation of children and strengthening of accountability to them. This is because of the power imbalance that exists in favour of those who determine what that aid should be used for, who should benefit from it, and how. This results in aid being 'done' to people. In implementing this strategy, our approach will be to work with our partners, including funders, local authorities, our own country offices and other NGOs to address those power imbalances so that children, those who care for them and those who represent their interests are empowered to do so more effectively.





# WHAT WE NEED TO DELIVER THIS STRATEGY

**People and culture:** our staff, volunteers, supporters and colleagues in partner organisations are our most important asset. We want to harness the talent of our people by ensuring that we have a vibrant, supportive culture of kindness, and embed diversity, equity and inclusion across everything we do in order to maximise our performance.

**Knowledge and information management:** the knowledge and information we have accrued is second only in importance to our people. Our know-how – the practice base, expertise and the evidence associated with both – is our core differentiator. No other organisation has the breadth and depth of practical expertise that we have in delivering orphanage closures. Also, we know that our evidence of impact is critical to unlocking funding, influencing policy and in holding ourselves accountable to children. Our impact is recorded and shared to facilitate greater accessibility for all in our sector to learn from and apply.

**Capability to form and successfully maintain strategic partnerships:** our strategic partners are those organisations which enable us to operate more effectively as a catalyst, and in so doing offer us opportunities or greater capability to progress each of our three strategic objectives. Because it takes time to achieve the kind of reform we are seeking, our strategic partnerships will generally need to be long-term or have a long-term impact on our capability to deliver our strategy. Of course, these organisations must also benefit in a significant way through their partnership with us. By their very nature such partnerships will be with complex or much larger organisations than Hope and Homes for Children. This will require us to devote or develop the capacity required to properly fulfil our role within the partnership which will incur both opportunity costs as well as risks that will need managing.

**Branding and communications:** competition for influence and funding has significantly intensified and is likely to continue to do so. Our brand will be a critical asset in more assertively positioning child protection and care reform as a human imperative and we will leverage it to win hearts and minds, globally, to drive the change we need to see for children. This starts with adopting a challenger brand mentality.

**Financial and funding resilience:** while we have considerable absorption capacity, especially with regard to our direct work on national reform and in our global advocacy, we anticipate that this strategy can be delivered with an annual organisational income of approximately £10 million. We therefore require a global fundraising capability and income portfolio that will enable us to operate sustainably at this level.

# RISKS WE'RE READY FOR

These are the kind of issues that can throw us off course. We've prepared for them in the following ways:

**People** – staffing or capability gaps mean we can't do what we promise.

We'll build capability by developing our approach to leadership, performance and individual mandate. We'll reduce avoidable staffing gaps through introducing a Wellbeing Support Network and mental health awareness training. We'll also employ or train more people in fundraising, advocacy and communications in our country programmes.

**Accountability to children** – everyone involved in the care of children must put the best interests of children first, when designing and delivering reform. If they don't, inappropriate or unsafe systems could replace the ones we have now.

So we'll make it easier for children to hold us and our partners accountable, by working with young people through 'Our Voices Matter', a programme for care leavers and children we support to co-create our advocacy and operational practice and policies. We'll also train colleagues, plan and monitor how we're doing for children, together with programmes teams and partner organisations.

**Politics** – political instability, retreat from internationalism or focus on the pandemic could threaten national reform or undermine long-term commitment to it.

So we'll show how critical child care reform is to other development and human rights priorities. And we'll continue to share the evidence on how child care reform is achievable, desirable and a cost-effective priority.

**Reputation** – damage to our reputation will affect our ability to form partnerships or influence change.

So we'll invest in our culture and practice of safeguarding, both internally and among our partners, to reduce the risk of incidents.

We'll maintain robust controls over our financial processes, investing in appropriate oversight, people, culture, processes and systems. This includes our Anti-Bribery and Corruption Policy, training and whistleblowing procedures. And we'll maintain excellent data protection controls whilst enhancing and accrediting our cybersecurity, to safeguard people's information.

**Funding** – inability to raise enough income could stop us delivering this strategy.

So we'll concentrate on developing our funding pipeline and maintaining strong supporter partnerships in order to reduce attrition. With this, we'll prioritise finding sustainable support that covers all our costs, including those associated with revenue generation.

**Financial resilience** – insufficient reserves could mean we can't adapt to unexpected events and deliver our strategy.

Therefore, we'll improve our forecasting processes for better visibility and less bias. Then we'll have time to take prompt and decisive actions in response to threats. We'll also build our free liquidity towards target levels of £1.6 million – £2 million. This will provide greater short-term resilience.





# WHY HOPE AND HOMES FOR CHILDREN?



## EXPERIENCE

We've been working on the front line to eliminate orphanages and push for child protection and care reform in more countries and for longer than any other organisation. Our practice base and experience is unique. We have harnessed this expertise in training more than 50,000 practitioners from more than 20 countries to improve the quality of child care and promote reform of it.

## EVIDENCE

We are on track to prove that reform can be achieved at scale, having taken a leading role in Romania where we have helped to reduce the number of children confined in orphanages from 105,000 to less than 4,000, and in Rwanda, where we are the leading NGO working on this issue, there are just 12 orphanages left to close.

## CREDIBILITY

Based on this experience and success, we've been awarded:

Special Consultative status by the UN Economic and Social Council (ECOSOC), which coordinates the work of fifteen specialised UN agencies and five Regional Commissions. This status is important in enabling us to position child care reform as the imperative it needs to be across the UN system.

## ALLIES

Working in close partnership with a number of like-minded organisations, our global advocacy helped to secure a UN Resolution on the Rights of the Child, focused specifically on Children Without Parental Care. This resolution commits member states to progressively eliminating orphanages. We also took a leading role in persuading the EU, the largest multi-lateral funder of official

development assistance, to recognise care reform as a priority and to apply its funding to promote it. This has created the opportunity for us and other organisations concerned with care reform for children to work with EU Delegations to unlock funds in support of the elimination of orphanages.

## INFLUENCE

Although we are a relatively small organisation, we have demonstrated that we can deliver major campaigns with partners that have global stature, like YouTube. For example, with the support of celebrities like Elton John, Paul McCartney and Ed Sheeran, our End The Silence campaign reached an audience of millions, enabling us to raise awareness about the harm inflicted on children by orphanages, and how replacing them with properly supported family and community-based care is both entirely desirable and feasible.



Alina's safe at home where she belongs with her mother, with help from our programmes in Romania.





# 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.

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

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