



Care for Children

STRATEGIC PLAN
2020 - 2022



CONTENT

1. MESSAGE FROM THE EXECUTIVE DIRECTOR

2. VISION & MISSION

3. VALUES

4. CORE BUSINESS MODEL

Stakeholders
Model, Methodology, Core Expertise and Strategy
Core Business Model & Theory of Change

5. STRATEGIC PRIORITIES

Growth priorities
Geographical expansion
Digital and online resources
Strategic milestones and opportunities

6. KEY ENABLERS

Experience & talent
Income generation plan

7. MONITORING, EVALUATION AND LEARNING (MEL)

8. LEADERSHIP STRUCTURE

9. GOVERNANCE

9. PARTNERING OPPORTUNITIES



1. MESSAGE FROM THE EXECUTIVE DIRECTOR

I am encouraged by the continued dedication to transforming children's lives amongst our government partners and Care for Children's team. 21 years on from establishing the first project in China, the call to serve nations and enable governments to ensure their children grow up in local, loving families continues to grow.

Management Team

We have developed a management team to support the increased day-to-day operations of the organisation, and who report through the Executive Director to the Board of Trustees who have the legal and financial responsibility of the charity. We feel it is therefore important to keep separate the roles of governance and management to enable good accountability and transparency of the organisation. The following roles now make up the current management team:

- | | |
|-----------------------------|---|
| 1. Executive Director | 5. Head of Group Compliance & Company Secretary |
| 2. Head of Group Operations | 6. Head of Group Communications |
| 3. Group Head of Training | 7. Group Head of Projects |
| 4. Head of Group Finances | |

In this document we outline the strategy that will shape how we continue to serve nations through their invitation with our expertise and resources, and will give a framework for us to achieve the goals we set over the next three years.

We are excited to lead the organisation into the next season of strategic growth and development to realise our vision to see a world of children in families.



2. VISION & MISSION

Vision

A world of children in families.

Mission

To serve governments of nations to pioneer a positive alternative to institutional care by placing children into local, loving families in the community (fostering and adoption).



3. VALUES

1. **Children come first**
The care and welfare of children is Care for Children's primary priority and responsibility.
2. **Family-based solutions**
Care for Children is not about making institutions better; it's about supporting families and unleashing their power and compassion.
3. **Committed to the success of the governments we serve**
Care for Children seeks to be a servant to the national and local leadership, and to honour their culture and capabilities.
4. **Vision-based growth**
Care for Children seeks to pursue aggressive goals, with vision-driven budgets, not a budget-driven vision.
5. **Careful stewardship**
Care for Children will be a "high-leverage" ministry, seeking programs where small up-front investments lead to major impact.
6. **Highest professional standards**
Care for Children will apply demanding standards for professionalism and quality in all of its work, seeking to make efforts in China a standard for the world.
7. **Sustainable efforts**
Care for Children seeks to create permanent solutions, 'acorn to oak' initiatives that CfC plants, grown, and nurtured to stand on their own. CfC is running a marathon, not a sprint, and is working for long-term gains.
8. **Innovation and learning**
Care for Children will seek to experiment, innovate, and advance the "state of the art" in foster care.
9. **Development-based**
Care for Children recognizes that foster care occurs in the context of communities, and will work through service to children to have a broader, positive impact on community health.
10. **Christ-like Service**
The staff of Care for Children work with a Christ like approach to service.



4. CORE BUSINESS MODEL

Stakeholders

Children

Care for Children will continue to focus on seeing children in care moved into families as a positive alternative to institutions. All of Care for Children's work from government relations, to training, to fundraising is shaped by reaching this goal.

Families

Care for Children recognise families as the real 'heroes' of family placement work, meaning their support is critical to the success of good, long-term placements. Prospective and experienced families are frequently involved in Care for Children's training activities, together with family care workers.

Family placement staff

Care for Children's professional approach is based on retraining institutional care staff to become family placement workers who are able to manage the transition of children from residential care into local families, with a particular focus on permanence. This is a specialist field of work within the alternative care spectrum, but the greater, indirect impact (i.e. theory of change) can lead to improved child welfare services and preventative measures for all children.

Governments

Care for Children recognises a government's responsibility to protect its citizens. All of Care for Children's country projects are established and managed with an MOU at Ministry level, and implemented with local government.



4. CORE BUSINESS MODEL

Model, Methodology, Core Expertise and Strategy

Care for Children will continue to use its proven model, methodology, core expertise and strategy for all existing and future projects:

Model

The core focus of Care for Children's work is to re-train institutional childcare staff to become family placement workers in the local community to place children into local families, and subsequently freeing up space and resources for the local authorities to offer a wider range of childcare services and preventative measures.

Methodology

1. Strategic

Work in partnership with national government authorities for systemic change

2. Developmental

Support grassroots implementation with local government to deliver real-time results

3. Sustainable

Develop country-specific training programmes to ensure long-term success

4. CORE BUSINESS MODEL

Model, Methodology, Core Expertise and Strategy

Core Expertise

Care for Children's core expertise is adaptation of our training programme, which is then delivered at three training levels as illustrated using the roots, trunk and branches of a tree:

Advanced

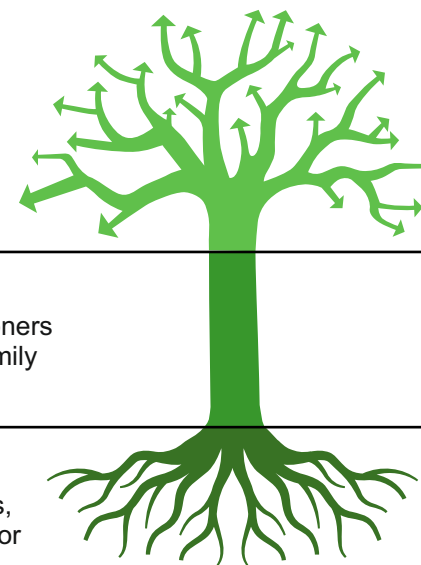
Care for Children's growing library of advanced topics to meet the varied family placement training needs as a project matures.

Core

Care for Children's core training programme for all project sites to equip practitioners and families with the essential skills and tools necessary to implement a safe family placement project in their local community of an international standard.

Foundation

Care for Children informs senior government leaders and other key stakeholders, including donors, of the importance of family-based care for children, and Care for Children's unique and proven methodology and track record to implement a sustainable solution into a child welfare system.



Care for Children's training materials are designed for employed, qualified personnel who have been given the responsibility for the welfare of children by a government agency or authority within a national system, and should be used only under properly qualified and trained supervision.

4. CORE BUSINESS MODEL

Model, Methodology, Core Expertise and Strategy

Strategy

Care for Children's complete project strategy is delivered in four distinct stages:

Stage 1 - Pilot (3 years)

Care for Children works closely with one or two government institutions, training and coaching them through the process of implementing and managing a model family placement programme, and which in turn informs the family placement training materials and codes of practice.

Stage 2 - National roll-out (3-5 years)

The pilot model is replicated across the country via a strategic training programme to form the National Family placement Project.

Stage 3 - Models of Best Practice (3 years)

Care for Children supports models of best practice established across the country, and advanced training topics are developed.

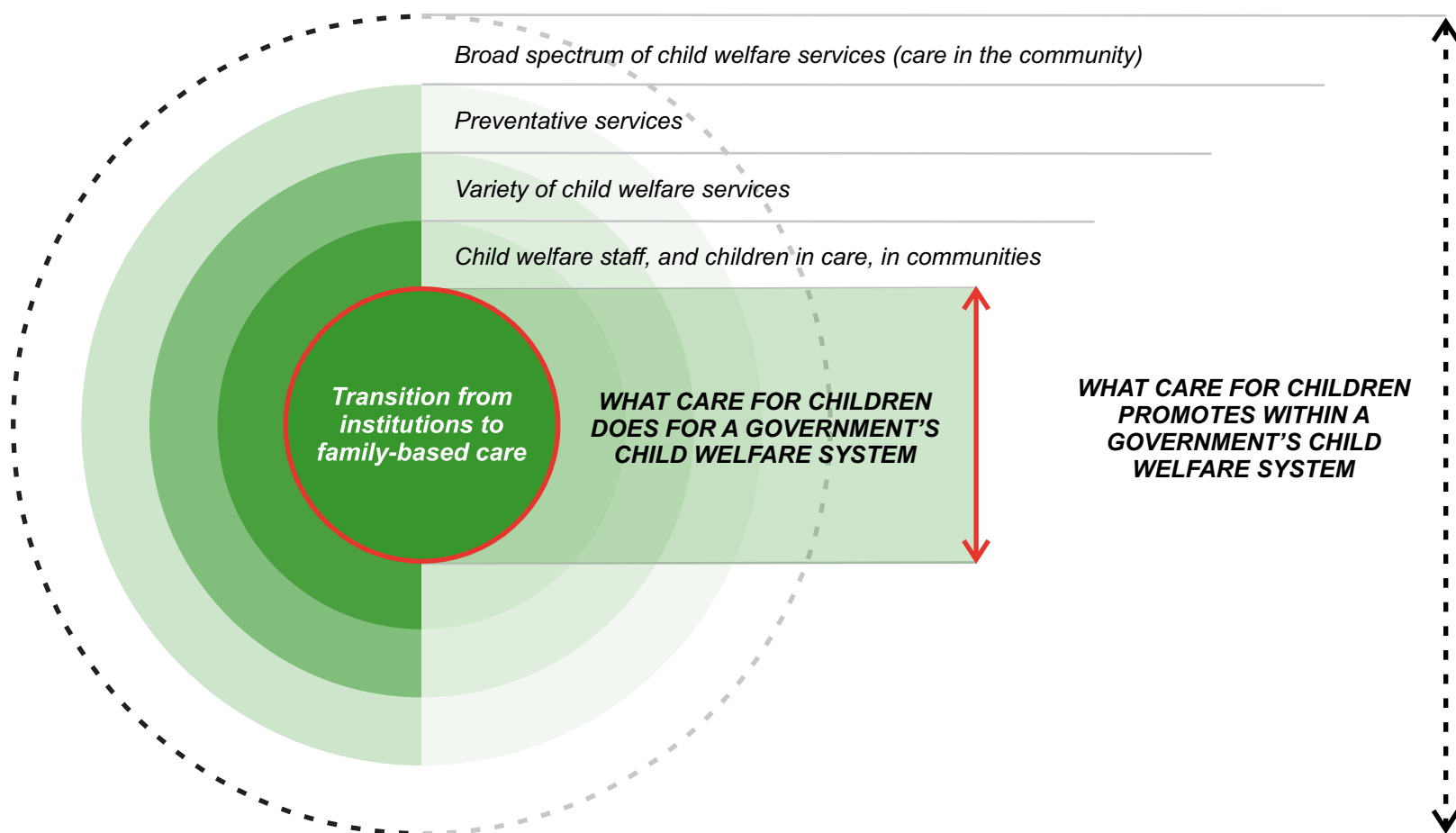
Stage 4 - Exit (1-3 years)

Once family placement has been successfully established within the country's child welfare system, we will scale down our activities and eventually exit. Completing the project work with the government well is just as critical as the prior three stages.



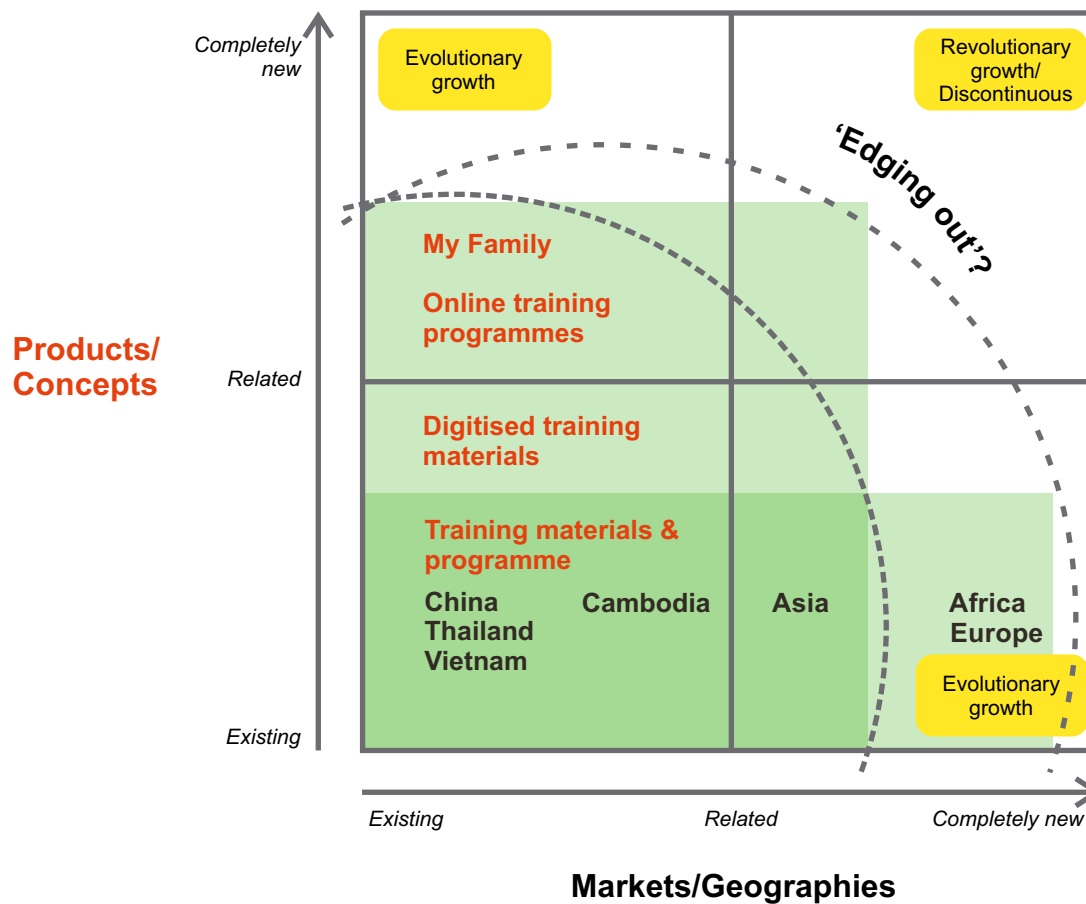
4. CORE BUSINESS MODEL

Core Business Model & Theory of Change



5. STRATEGIC PRIORITIES

Growth priorities



As new opportunities for growth occur, both geographically and in services offered, the management team should assess the viability and sustainability of both, how they are interconnected, and the capacity and resources required for success.

5. STRATEGIC PRIORITIES

Geographical expansion

Changes in China

Care for Children's project strategy in China is changing to become a dynamic, digitally based national resource. This involves a new project partner and a smaller, but highly skilled, team of experts to advise and consult users.

Thailand and Vietnam

Thailand and Vietnam are in project stages 3 and 1 respectively of Care for Children's 4-stage project strategy, and progressing to plan.

New opportunities

Cambodia

Following a National Family Placement Conference co-organised with the Ministry of Social Affairs, Veterans and Youth (MoSVY) in 2019, Care for Children is looking at the opportunity to launch a new project in Cambodia.

World

At the time of writing this document (Jan 2020), Care for Children is in active communication with the following countries:

- Malaysia
- Nepal
- Indonesia
- Myanmar
- Philippines
- Kenya

In keeping with Care for Children's new vision for 'a world of children in families', the Management Team will assess the project and funding viability of any interest or invitation from a government of a nation requesting support to develop family placement as a positive alternative to institutional care for orphaned and vulnerable children.



5. STRATEGIC PRIORITIES

Digital and online resources

Digital training resource

Care for Children will digitise its training programmes into a dynamic, multimedia and interactive package to modernise and increase the reach of our services.

My Family

'My Family' is an online platform from which various support services will be offered for all families with children, including Care for Children's digital family placement training programmes. The project will be piloted in China before being replicated into all project countries at the appropriate stage of the project.



5. STRATEGIC PRIORITIES

Strategic milestones and opportunities

2020

Milestones

1. Transition the China project into 'Project stage 4 - Exit'
2. Publicly launch 'My Family' digital and online training and support resource (Chinese version)
3. Updated Foundation and Core training materials completed
4. Launch a new country project in Cambodia, working with the Ministry of Veterans, Rehabilitation and Youth (MoSVY)
5. Launch 'Children of Shanghai' documentary
6. Launch campaign to promote new book about the Glover's story

Opportunities

- Accept invitation from Nepalese government to visit Nepal
- Accept invitation from Indonesian government to visit Indonesia
- Exploration visit to Kenya

2021

Milestones

7. Transition the Vietnam project into 'Project Stage 2 – National Roll-out'
8. Digitise Foundation and Core training materials and training programmes
9. 'My Family' digital and online training and support resource (English version)

Opportunities

- Exploration visit to new countries according to 2020 country matrix review

2022

Milestones

10. Transition the Thailand project into 'Project Stage 4 - Exit'
11. Publicly launch 'My Family' digital and online training and support resource (Thai version)

Opportunities

- Exploration visit to new countries according to 2021 country matrix review



6. KEY ENABLERS

Experienced and talented staff

Care for Children has a committed and experienced global team of professionals skilled in child welfare, international development, and training.

International project support office

Care for Children's international project support office is made up of the leadership team and project support staff working together to support the country project teams.

International appointments

Care for Children places importance on recruiting and posting skilled personnel who have a special interest in a particular project country, and who are committed to managing the project long-term, thereby building a deep and trusted relationship with the key stakeholders, including the project teams, government personnel, residential staff, and donors. With support from the UK head office, it is their responsibility to adapt and build the work in their unique context.

Families advocating families

Should staff who are posted to a project country (expatriate staff) have a family, Care for Children recognises the positive impact this can have on the culture of the project and organisation at large, and will provide suitable support according to the needs of the family to live in their project country.

Staff development

Care for Children is committed to providing various training opportunities for employed staff to improve their knowledge, experience and understanding of the project work, as well as provide personal and professional development of the individual.

Culture

Care for Children will encourage a culture of personal investment and commitment to the fruit of the work that will empower each employee to play an active role in raising awareness and funds.



6. KEY ENABLERS

Income generation plan

Profiling and events

Sharing the vision with potential donors in one-on-one situations or in various types of meetings, and socialising what Care for Children does and how we do it to find strategic partners.

Grants and Foundations

Care for Children has identified the US as a specific area for income generation, especially amongst family-based foundations and trusts. This will include capacity building in the US office.

Grow individual/community giving

Care for Children's communications team will continue to prioritise individual giving through the 'Family Champions' scheme. Care for Children will begin a community engagement programme, initially in the UK, to encourage more active and ongoing relationships with business organisations and individuals with a particular interest in supporting global orphan care work.

Develop institutional funding

Following six successful years of managing and reporting against grants from USAid and the IKEA Foundation, Care for Children will actively pursue new institutional funding opportunities, including from the Department for International Development (UK).

Communications

Care for Children will significantly increase the number of individual donors through dynamic and engaging communication strategies.

Develop fundraising hubs

Over the years, Care for Children has recognised particular geographical areas of the world that offer strategic and effective income generation success and potential. Care for Children will explore opportunities to focus income generation activity in the following areas:

- | | |
|---------------------|------------------------|
| - UK (London) | - China (Shanghai, HK) |
| - USA (Los Angeles) | - Australia |
| - Singapore | - Europe (Geneva) |



6. KEY ENABLERS

Income generation plan

Matching funds

Funds that Care for Children invests in a nation to implement and develop family placement care is matched by a minimum of 100% by the government partner. Therefore every donation is at least doubled as a result of Care for Children's strategy.

Empower the wider Care for Children team

The current strategy for fundraising does not include a fundraising manager as part of the leadership team. Instead, a strategic decision has been made to empower all Care for Children staff to take an active role in raising awareness and funds, lead by the Founder and Executive Director, Robert Glover.



7. MONITORING, EVALUATION AND LEARNING (MEL)

To ensure accountability to our supporters and project stakeholders, as well as improving our own effectiveness, Care for Children's Monitoring, Evaluation and Learning (MEL) is conducted at two levels: project and organisational.

Project

Project MEL is an integral part of a Memorandum of Understanding with a government partner, ongoing working relationship with our government partners. This focuses on the following areas for each of our projects:

- Effectiveness
- Efficiency
- Impact
- Sustainability
- Relevance

The key methods used for carrying out MEL at the project level are workshop registers, pre- and post- workshop questionnaires to measure knowledge change and attitude of trainees. To measure our impact, our government partners provide us with information on the numbers of family placement workers at each orphanage, numbers of foster parents trained and supported by the orphanages and the number of children they place into foster families, as well as any significant changes to policy and legislation.

Organisational

At the organisational level, our MEL will focus on monitoring the performance of the organisation as a whole. The areas considered in organisational MEL include:

- Leadership capacity
- Adaptative capacity
- Management capacity
- Operational capacity

The key methods used for carrying out MEL at the organisational level are through monthly Leadership Team meetings, regular staff meetings at each office, line management from managers, and staff appraisals.



8. LEADERSHIP STRUCTURE

Executive Director
Dr Robert Glover OBE

Group Operations Manager
Phillip Gray

Group Projects Manager
Thomas Abbott

Group Finance Manager
Nick Nundy

Group Compliance Manager
Andrew George

Group Training Manager
Tim Taylor

Group Communications Manager
Matthew Gao



9. GOVERNANCE

Care for Children has charitable status in the following countries:

- England & Wales
- United States of America
- Hong Kong
- China
- Thailand
- Vietnam

All charitable companies hold tax exempt status.

Standard governance requirements

- Each charitable company has a Board of Trustees to whom the local team are accountable.
- Trustees approve and monitor the annual budget.
- Each charitable company has a local annual audit.
- Monthly Group Management Accounts are prepared in the UK by a qualified accountant.
- Bi-monthly Board Meeting are held in the UK to include an Annual General Meeting in September when Statutory Audited Group Accounts are approved and when Trustees are re-elected, elected or resignations accepted.
- Two Board Meetings per year are held in USA, Hong Kong, Thailand, Vietnam and China to include an Annual General Meeting in September when Audited Accounts are approved and when Trustees are re-elected, elected or resignations accepted.
- A Risk Register is maintained and updated at board meetings.
- All staff are given a Staff Handbook
- All staff are given a Financial Procedures Manual
- Care for Children is registered with required Fundraising Regulators



10. PARTNERING OPPORTUNITIES

Governments

Care for Children welcomes interest and invitations from governments to explore child welfare reform opportunities by implementing family-based care initiatives as a positive alternative to institutional care.

Enquiries can be sent to:

Dr Robert Glover OBE
Founder & Executive Director

Care for Children
3 The Close
Norwich, Norfolk
NR1 4DH
United Kingdom

robert@careforchildren.com
+44 (0)1603 627814

Donors

Care for Children actively pursues, and greatly benefits from, fruitful and effective partnerships with donors to meet our exciting three-year goals, and launch new projects around the world.

Please write to the following address for more information:

Mr Phillip Gray
Head of Group Operations

phill@careforchildren.com
+44 (0)7905316686

