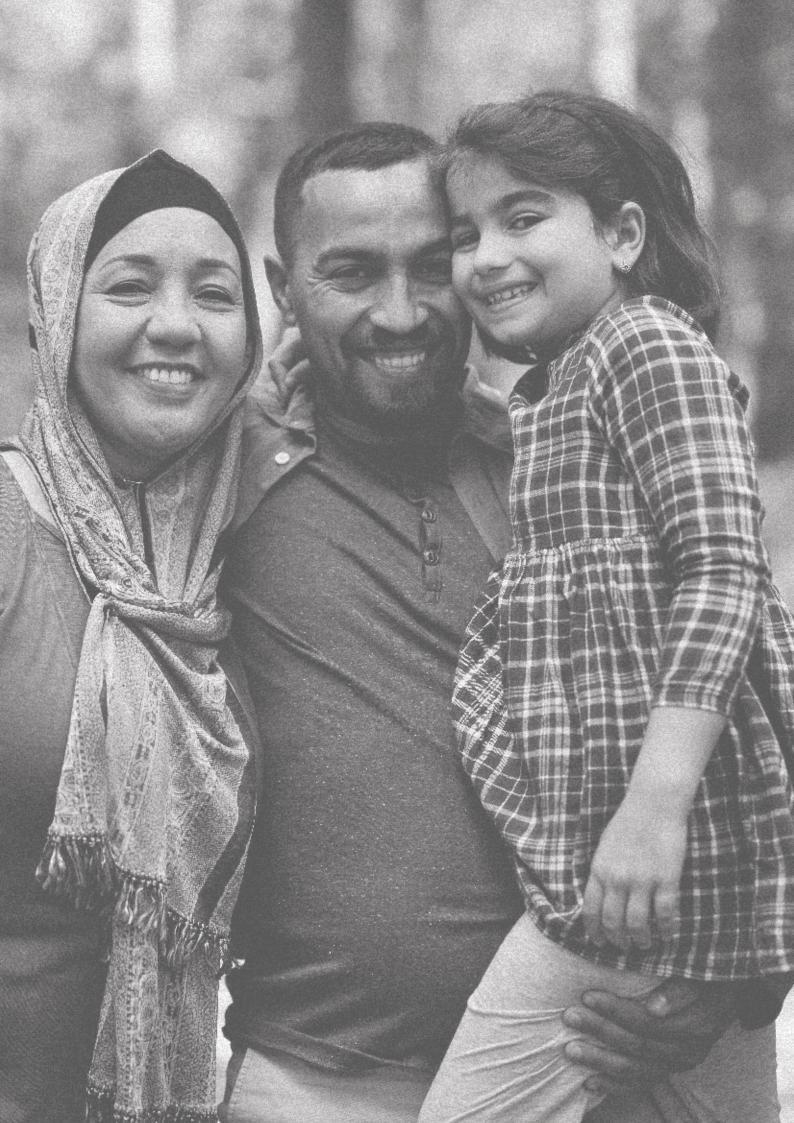


ANNUAL REPORT 2024

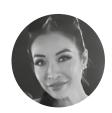
Growing through Learning





As a mother of five daughters, I am so proud to serve as Global Ambassador for Care for Children. In my mind, there is nothing more important in life than providing a loving family to a child.

Shanyan Koder Global Ambassador



Care for Children has changed the world in terms of modern childcare practice. I think we have here a model which enables future generations to be family centred rather than institutional centred.

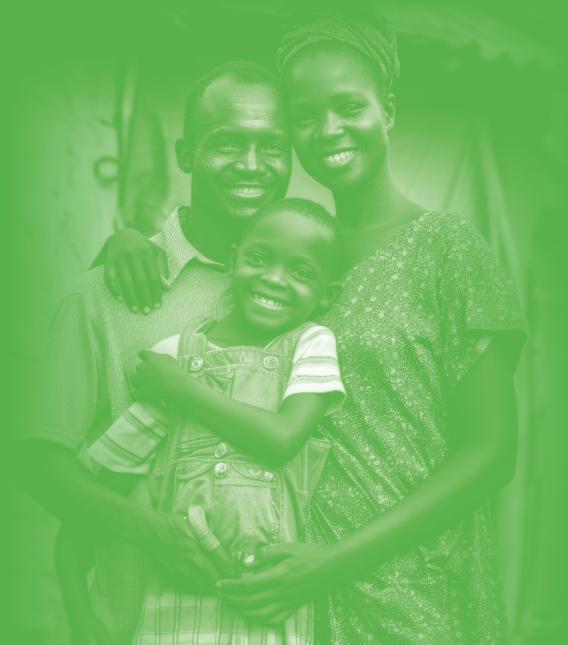
Lord Laming
British social worker
and member of the House of Lords





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l Executive Director's Message

2024 was a defining year for Care for Children - a year where vision turned into movement, and strategy gave rise to tangible progress. With renewed energy, clear direction, and the resources to act, we saw our mission come to life in new ways and new places. At every step, two key themes stood out: learning from what has worked and the power of partnership.

Our journey began in Africa, where we explored what it would take to see children across the continent grow up in families. It's a bold vision, but we've seen what's possible when the right people come together. This theme of partnership carried into March, when we laid the groundwork for future collaborations in Singapore - with the Ministry of Social and Family Development and Gnowbe, our partners in the development of My Family, our new digital training platform. Designed to deliver accessible, scalable training, My Family is central to our global strategy and our ability to support reform at scale.

One unforgettable early highlight came at the National Prayer
Breakfast in Washington, DC, where we screened *Children of Shanghai*.
The film stirred deep reflection and connection - none more poignant than meeting a young man placed in a family through our original China project. His personal story was a powerful reminder of what drives this work.

As the year progressed, our global vision continued to unfold. In the Caribbean and Central America, we began conversations about launching a regional hub - part of our strategy to extend care reform into new regions. May took us to the Bahamas, where fruitful meetings affirmed strong interest and potential. Throughout, we were reminded that lasting change begins with relationships rooted in trust and shared values.

In the summer, we gathered for a board meeting in the US, where time with Francis Chan re-centred us on our purpose: that every child belongs in a family. Autumn brought more opportunities to advocate and connect - from contributing to reform discussions in Greece to speaking at the Asia Family Conference in Singapore. A successful fundraising event followed, offering a chance to share stories, inspire new supporters, and build fresh momentum.

One such story came from Thailand: a foster carer who welcomed a premature newborn into her home and heart. Her courage, sacrifice, and hope are featured in this year's *Reflections from the Field* - a testament to the transformative power of family.

We ended 2024 on a high note with our gala dinner at Hampton Court Palace, hosted by our Royal Patron, HRH Prince Michael of Kent. It was an evening to celebrate how far we've come and to honour the people - supporters, partners,

families - who've made it all possible. The atmosphere was one of unity, purpose, and gratitude.

As we look to 2025, we carry forward not just momentum, but clarity and conviction. With solid foundations and growing global engagement, we are ready to lead with compassion, evidence, and deep-rooted belief in every child's right to a family.

Thank you for being part of this journey. Your partnership is changing lives - and shaping the future.

Best wishes,

Dr Robert Glover OBE Founder & Executive Director



Children need more than just food and someone to look after them, actually they need to feel loved in a family environment. Every child needs to have parents to really love and care for them. Only in this way they can grow up reaching their full potential.

G.E.M. (Deng Ziqi) Singer-songwriter Asia Ambassador

2 Vision, mission & model

Vision

To see 'A world of children in families!'

Mission

To serve governments around the world to pioneer a positive alternative to institutional care by placing children into local, loving families in the community.

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 free up space and resources for the local authorities to offer a wider range of childcare services and preventative measures.



Theory of Change

care for Children enables transition from institutional care to family care Staff retrained and children placed in families

Preventative services grow

Outcomes

Institutions become community hubs

Children's services transformed &

money saved

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.

Stakeholders

1. 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.

2. Children

Care for Children focusses 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.

3. Families

Care for Children recognises 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.

4. 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.

What is 'family care'?

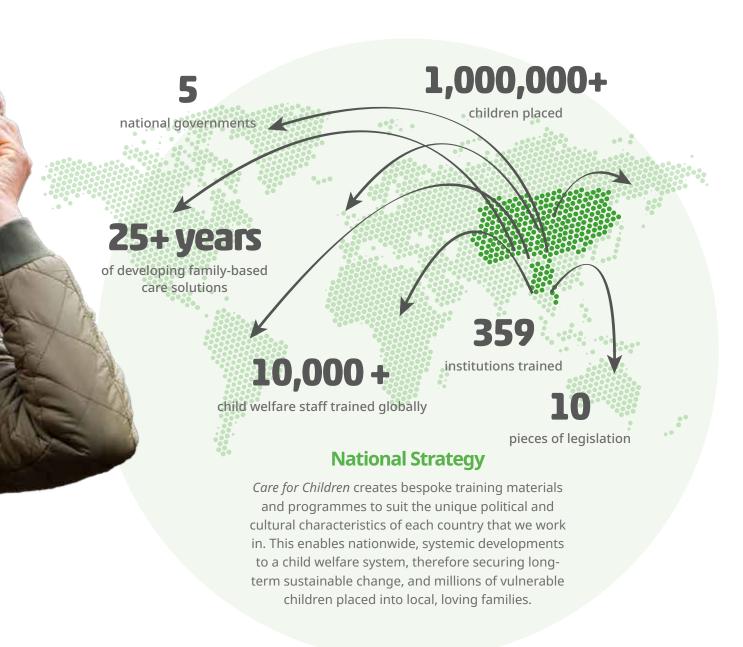
'Family care' represents the specific type of long-term foster care that *Care for Children* promotes. Unlike general foster care, which provides temporary family life for children, *Care for Children's* 'family care' model **emphasises permanence through secure**, **long-term placements**. This approach is similar to adoption in providing stability but includes ongoing support for families and monitoring by governments to ensure the children's well-being and the quality of care.



From 1998, Care for Children supported the Chinese government to transition from an institutional care system to a family-based care model for orphans and vulnerable children. The government took on the responsibility for implementing family-based care, while Care for Children provided consultation and training, empowering government staff to ensure the quality and sustainability of the project.

Care for Children also provided technical support and seed-funding in the way of government matched family allowances to build models of best practice and design, and deliver a national family-based care training programme. This empowered the government to enact legislative support for family-based care in 2015, and by 2018 the Chinese bureau of statistics revealed that over one million vulnerable children were living in families instead of institutions.

Following invitations from a number of governments around the world, *Care for Children* has also gone on to develop successful programmes with the governments of Thailand, Cambodia, Vietnam and Armenia.



4 Scaling Success

What is a hub?

Aligned with its vision of a world where every child grows up in a family, and guided by its new global strategy, *Care for Children* is scaling its impact through the development of a network of regional hubs across the world.

Hubs are strategically located centres of excellence that serve as 'lighthouses' for care reform and our family care model. Embedded within host governments, each hub is led by a lean, agile team that provides technical expertise, facilitates knowledge exchange, and delivers

culturally relevant training through *My Family*, our digital training platform. The hubs will serve as regional catalysts, driving the hub country's own care reform while empowering neighbouring countries on their journeys towards sustainable, family-based care.

In 2024, we focused on establishing new hubs in Armenia and Singapore - key milestones in our global expansion. Read on to learn more about the progress we've made.



Singapore: A strategic step towards regional transformation



STRONG AND RESILIENT ASIAN FAMILIES: CHALLENGES AND OPPORTUNITIES

In 2024, *Care for Children* deepened its relationship with one of Asia's most innovative leaders in family-based care - Singapore. As part of our mission to see children thrive in

loving families, we have long believed that regional partnerships are key to sustainable impact. This past year marked a significant milestone in that journey.



The Ministry of Social and Family Development (MSF) in Singapore has built a reputation for excellence in adoption and foster care services. Its family placement team exemplifies a thoughtful, well-resourced, and child-focused approach that aligns closely with our values. Over several visits, *Care for Children's* Executive Director, Robert Glover, has engaged in meaningful dialogue with MSF's leadership - sharing insights from our 25+ years of experience across Asia, specifically the Chinese partnership.

This ongoing relationship reached a new level when Robert was invited to speak at the Asia Family Conference 2024, where he presented on the transformation of family placement in China. His address sparked renewed interest in innovation and opened doors to future collaboration - including interest in the *My Family* digital platform.

The week held other memorable moments too. Robert was honoured to have breakfast with the President of Singapore, a conversation that underscored the deep, shared commitment to reimagining care for vulnerable children. Later, in a meeting with MSF, we explored how Singapore could play a leading role in regional efforts to shift from institutional to family-based care models.

As we envision the future, we believe Singapore could serve as a regional hub for the dissemination and development of the *My Family* platform, offering scalable, tech-enabled solutions for social workers across Asia. With Singapore's world-class infrastructure, cross-cultural reach, and commitment to child welfare, the partnership holds extraordinary potential.

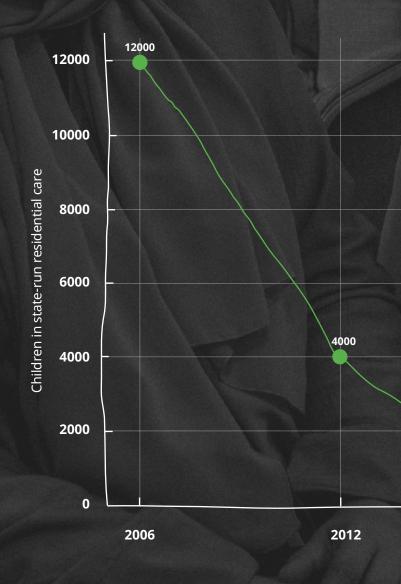
This year's progress is not just a diplomatic success - it is a bold step toward creating a lasting legacy of family for children who need it most. We look forward to continuing this journey with Singapore and expanding the reach of our vision across the region.

Armenia: A window into the Middle East

Armenia's journey from institutional care to family-based care is nothing short of remarkable. In 2006, over 12,000 children lived in state-run residential institutions. By 2012, bold reforms and a national commitment to deinstitutionalization cut that number to 4,000. The momentum continued, and by 2018, only 600 children remained in institutional care. Today, that number stands at just 340.

This dramatic 97% reduction reflects Armenia's unwavering belief that children belong in families, not institutions. With a clear policy direction, investment in social services, and support for family placements, Armenia has become a powerful model for child care reform worldwide.

What a story of transformation and hope!



This transformation is not simply a story of numbers. It is a story of lives changed. It reflects the courage of policymakers, the dedication of social workers and caregivers, the resilience of families, and the growing recognition of children's rights and voices.

Today, Armenia stands not only as a national success story but as a model for others. It is *Care for Children's* first official regional hub, established in line with our new global strategy to embed sustainable, scalable family-based care models across regions. By building strong national partnerships and embedding best practices locally, Armenia is emerging as a beacon of excellence in family-based care - offering practical guidance, training, and support to neighbouring countries as they begin their own reform journeys.

As the Armenian government leads the way in child welfare reform in the Middle East, *Care for Children* is honoured to act as a long-term technical partner, supporting national and regional policy, training, and capacity-building. Together, we are helping shape a future across the region where every child has the opportunity to grow up in a safe and loving family.



There are still an estimated 5 to 8 million children living in institutional care worldwide, and the number is growing. An urgent global solution is needed.

My Family is Care for Children's solution.

My Family is a ground-breaking digital and online tool being developed in Singapore, for the world, to host Care for Children's family placement training programme.

This suite of training materials is a dynamic resource that will provide governments with the knowledge they need to implement and manage family care services for orphans and vulnerable children in their child welfare system.



My Family signifies more than just a training initiative; it embodies comprehensive child welfare reform that transcends borders and empowers all relevant stakeholders.







Led by international best practice

My Family has been written and edited by Care for Children's international team of social workers, and gleans from decades of cross-cultural experience.



Culturally adaptable

My Family is designed to be adaptable for any culture quickly and cost effectively, such as translating into different languages, and using presenters that are local to the country it is being used in.



Enriched with local case studies

My Family contains case studies from family placement projects around the world, including interviews with families, practitioners, and government ministers.

Designed to empower all stakeholders



Multilingual and multinational



One-to-one practitioner tools



Interactive and instant feedback



Online training accessible everywhere



Customisable training programmes



Offline capabilities



My Family courses

1. Foundation

The Foundation level, made up of eight modules, is intended to provide an understanding of the work carried out by Care for Children, and the key concepts, models and theories that underpin it.

2. Core

The Core level is aimed at practitioners, encompassing a suite of at least 32 modules that cover the whole process of placing a child in a family in detail.

3. Advanced

The Advanced level will include modules designed to meet the many unique needs of practitioners in different contexts, and will be regularly added to.



Foundation outline

- 1. An introduction to Care for Children
- 2. Care for Children's model and strategy
- 3. A better path for children in care
- 4. The benefits of family care
- 5. Preparing families
- 6. Preparing children
- 7. Matching to placement
- 8. Support and monitoring

Session 5 Process of becoming a family care? Well thought not family care recruitment observey Linkty and writining of children is our priority.



Core outline

1. What is Family Care? Including:

- Types of Family Care
- How is Family Care Different to Adoption?
- Who can become a Family Carer?
- What do Family Carers do?

2. The Family Care Process

Including:

- Recruitment
- Permanence Planning
- Matching
- Transition and Placement

3. Preparing Families for Family care Including:

- Attachment
- Secure Base
- Behaviour Management
- Safe Caring

4. Preparing Children for Family Care Including:

- Child Assessment
- Writing Reports
- Care Planning
- Life Story Work

For more information please write to info@careforchildren.com

62024 project ach

Asia Regional Team

By utilising their long-term experience, the Asia Regional Team (ART) has played a critical role in supporting the Asian project countries, the development of *My Family*, and other project work around the world.

An efficient communication scheme has been established for ART members to stay in regular contact with each project site. By discussing and sharing the latest progress/situations from the frontline, project managers get advice, feedback and support on their training and project management from ART members, who have extensive experience from the highly successful China project. Support on lesson plans, training curriculum and government relations have been offered to Cambodia, Vietnam and other project countries. The team has also directly delivered a training workshop on Life Story Work for family carers in Shanghai, China.

With continued progress on the development of *My Family*, the ART has dedicated time and focus to preparing, reviewing and editing all the content and training materials being uploaded. In-person meetings have been organised between the ART and Gnowbe, the platform developer. Hours have been spent on editing and polishing the 'Foundation' course, which has now been uploaded onto *My Family*.

The ART's support in training and project management has been invaluable in advancing *Care for Children's* mission. As *My Family* expands, their ongoing collaboration with project teams and Gnowbe will ensure high-quality training materials reach those who need them most, further empowering carers and transforming children's lives.

ievements

Vietnam

In 2024, *Care for Children* supported important progress in Vietnam's move toward family-based

care. A major breakthrough
came with two key
government directives:
Prime Minister's Decision
1591, mandating a shift to
family-based care by 2030,
and Decree 76, which
increased allowances for
vulnerable children.
We launched our new
project site in Thua Thien Hue,
where a Family Care Working Group of
government officials was formed to guide
implementation and a Strategic Planning
Workshop brought together 18 stakeholders

Furthermore, we hosted recruitment workshops to address the shortage of qualified carers and created a **Family Recruitment Guidebook**, tailored to Vietnam's legal and cultural context.

from key agencies to align on next steps.

Throughout the year, we worked closely with local partners to integrate family-based care into national child protection systems, ensuring that

knowledge and expertise are transferred locally for long-term success.

Thailand

At the start of 2024, our Thai training team led sessions for **210 staff members** from Child Welfare Homes and Emergency Shelters, focusing on the eight essential processes for implementing a successful family placement programme.

Since this training, the emergency shelters have made strong progress: **50** have now established official Foster Care Panels, with **27 more in development**. These panels play a crucial role in assessing and approving new family carers. As a direct outcome, **80 families** were officially approved and registered in 2024, with an additional 40 in progress. Some children have since transitioned directly into foster homes, bypassing institutional care altogether - including three siblings who were placed together, avoiding separation into different orphanages.

As the Thai project begins to wind down, this year marked a natural culmination of many years of collaboration with our government partners. These accomplishments reflect our efforts to leave behind a sustainable family placement service, that will see children continue being placed into loving, local families for years to come.



Cambodia

In partnership with the Ministry of Social Affairs, Veterans, and Youth Rehabilitation (MoSVY), Care for Children delivered comprehensive training at its two pilot sites, Siem Reap and Phnom Penh, equipping over 100 government social workers and orphanage staff with essential skills in child and family assessments, matching children with families, and managing challenging behaviour. Notably, Phnom Penh social workers received formal training for the first time. Training also extended to district and commune levels, further strengthening casework implementation.

Technical support was delivered through working groups in both cities, guiding small teams of social workers through the family placement process using real-life cases. Across both sites, 22 sessions enhanced collaboration and practical application. Awareness-raising efforts engaged over 360 people through community, church, and school events, generating strong interest in fostering. By the end of the year, nine new families were approved.

In partnership with key stakeholders, *Care for Children* has codeveloped Cambodia's first national foster carer recruitment video and designed a national foster carer register to improve placement processes. Eleven foster carers took part in the first training session co-facilitated by government social workers – an encouraging step toward local ownership of training delivery. One participant reflected on how the principles of nurturing care contrasted with his own strict upbringing, committing to providing children with a more supportive and loving home environment.

A further six children were placed into families, supported by regular social worker visits. Reports indicate that the children are thriving, adapting well to their new homes, and receiving the care and support they need.

Policy advancements included drafting the National Curriculum for Foster Carers, now 70% translated into Khmer and on track for completion in 2025. Care for Children also contributed to Cambodia's National Minimum Standards policy, ensuring best practices are upheld across both family-based care and residential settings. In a shift toward sustainability, foster carer allowances transitioned from \$75 per month plus an annual supplement to a flat \$90 per month, aligning with government plans. To assess the adequacy of this allowance for foster carers, Care for Children is working alongside key NGOs to establish standardised rates and has developed a concept note comparing the costs of foster care versus institutional care, prompting the government to conduct national research to inform 2025 policy decisions.





7 Reflections from the field

The power of family care

Being born ten weeks early transforms a baby's first experiences in profound ways. Instead of nestling in her parent's embrace, her world was confined to an incubator. The controlled environment did its job in shielding her from harm, yet it couldn't replicate the connection the child needs.

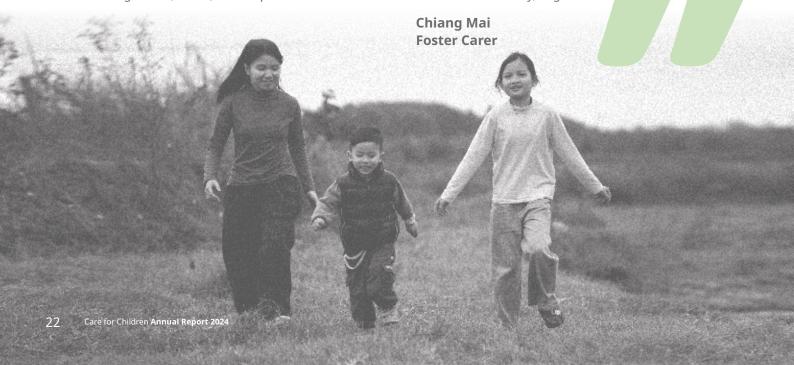
For the first four months of her life, this was all she knew - a sterile plastic box, a world devoid of warmth, touch, and the natural closeness every newborn needs. By the time she was released from the hospital, the absence of care had left its mark. It was unmistakable when she joined our foster family - her tiny body bore the imprint of neglect, a testament to what had been missing. Her head, instead of the soft roundness of a well-held infant, was unnaturally flat. Her eyes, though open, wouldn't focus, wandering without recognition or engagement. When she was distressed, there were no cries - only a silent grimace of discomfort.

I filled our home with the sounds of lullables, creating a world where connection could form. As a family, we carefully discussed ways to engage her, to show her - through touch, sound, and our presence - that her needs

mattered. That we saw her. That she was loved. And that, no matter how long it took, we would be right there, walking this journey with her.

I've longed for some sign of recognition, for her to know that when we call her name, we mean her. That we are right there, the moment she needs us. That her world is no longer a plastic box - it is arms that hold her, voices that soothe her, a home filled with warmth and love. 20 when she is hungry, uncomfortable, or simply in need of comfort.

Weeks passed with almost no sign that our efforts were making a difference. Week one, then two, then three each slipping by in a blur of patience and uncertainty. But now, as we step into week four, something is changing. Her eyes meet mine, locking for a moment longer than before, and then - just once in a while - a small, sweet smile appears. And then, finally, the sound I had been longing for: a cry. A real, audible cry These little steps forward remind me of the power of nurture, of the irreplaceable role of family care. They are proof that love, patience, and unwavering presence can begin to heal what was once missing. And most of all, they are a reminder that this tiny, fragile life is treasured.



Message from Frankie

Our focus remains crystal clear: children thriving in families that have been assessed, trained, and prepared to be foster carers, chosen specifically for their ability to meet each child's unique needs. The visible result of this work - the children placed into families - remains at the heart of our mission. But what is equally vital, though often less visible, is the groundwork that makes these successful placements possible.

Behind every child placed into a loving family, there is a deep commitment to in-depth assessments, comprehensive training programmes, and ongoing technical support for the social workforce. It is the unseen work of our dedicated staff - developing and refining assessment tools, designing training materials, and ensuring that carers are not only prepared but also continually supported - that enables our success. This preparation is key in ensuring that each child's needs are met in an environment that fosters growth, safety, and well-being.

I am encouraged by the progress we are seeing from this ongoing effort. The challenges have been significant, but witnessing the outcomes of our training and support, where carers and government staff are not only gaining new skills but also improving the lives of children, is a testament to the effectiveness of this approach.

What inspires me is the commitment from government staff and their genuine care in the details of each child's assessment. This level of attention and dedication reflects the shared commitment to the wellbeing of the children we serve. It is this collaboration, these ongoing conversations, and the collective problemsolving that I feel most proud of.

I truly believe that the approach we are implementing has the potential to benefit not only the children in our care but also Cambodia as a whole. It is a gradual process that requires persistent effort, collaboration, and, above all, a commitment to continual learning and growth. Together, we are building a foundation for children to thrive, and together, we will continue to shape a future where all children have the loving, stable families they deserve.



Frankie Marsh Deputy Project Manager

8 Governance, fundraising & finances

As a board, we are committed to support the strategic vision for the children we serve. We take responsibility for the overall governance and well-being of the charity, ensuring it fulfils its mission and operates in a responsible and sustainable manner.

Every member of the

board has a passion to see the lives of children changed with a goal for a world of children in families.

Jon Scott UK Trustee

Governance

In accordance to the laws and regulations of each of the countries in which *Care for Children* is registered as a charity, the organisation is fully compliant with the necessary governance and accountability guidelines.

Project support

Care for Children is a registered charity in England and Wales, the USA, and Hong Kong in order to diversify fundraising opportunities. The Finance and Fundraising offices work together to raise and manage the funds that support our project work.

Project offices

The project offices and training teams are based in: Chiang Mai, Thailand; Hanoi, Vietnam; and Phnom Penh, Cambodia. These offices work in direct relationship with *Care for Children's* government partners and are responsible for launching, managing and evaluating all aspects of *Care for Children's* project work.

Our four boards of trustees (directors) exist in the UK, Hong Kong, Singapore and the US, and are responsible for helping to clarify our vision and monitor legal and financial compliance and controls. Dr. Robert Glover OBE, *Care for Children's* Founder & Executive Director, is a member of each board of trustees.

UK Board



Jon Scott
ITM Monitoring Limited
(retired)



Sue Johns
Office for
Nuclear Regulation
(retired)



David Devenish Newfrontiers



Nick Chance
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Hong Kong Board



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John HolzmannHolzmann
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Amy CelicoAlbright
Stonebridge Group

Singapore Board



Ilaria Chan Grab



So-Young Kang Gnowbe



Sinni Lim International Justice Mission



Claudia Sondakh Plentyfull



Jonty Tan Educator/Pastor





Fundraising

Care for Children actively fundraises in the UK and Europe, the US and Asia. Our fundraising sources include:

- Trusts and foundations.
- Corporate partnerships.
- Churches.
- Individuals.
- Events.

If you require any further information regarding fundraising, please contact your relevant project support office directly or email *Care for Children* at: info@careforchildren.com

Finance

Care for Children files its consolidated accounts with the UK Charity Commission and Companies House.

The financial year end is 31 December. The GBP expenditure shown on the opposite page is extracted from the full consolidated accounts for 2023. These accounts have been audited by MA Partners Audit LLP in Norwich, UK. The full consolidated accounts can be found at: www.charity-commission.gov.uk. For further financial information, contact *Care for Children's* Head of Group Finances Nick Nundy at: nick@careforchildren.com



Care for Children's Family Champions programme is growing year on year. This regular giving is so significant because it allows us to make ambitious long-term plans for projects and gives us the confidence that we will be able to sustain the work we initiate. Sign up here to become a Family Champion today!

It's great to be a small part of something much bigger. What a brilliant thing for the money to go towards. As foster carers ourselves we can see in some way what a difference it will make to the lives of the children involved, as well as the people who will be privileged to be family to them!



Tom & Christina Still Family Champions

2023 expenditure





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Would you like to receive regular updates direct from the field, as well as information about events in the UK, USA, Singapore, and Hong Kong? Sign up at **www.careforchildren.com/signup** or scan the QR code.

www.careforchildren.com

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Care for Children's work is so important to me because I believe that **every child deserves to belong in a family** and have a place to call home.
As a Family Champion, I know that my regular giving supports Care for Children in **sustaining** and **growing** their work.

Deirdre Medler Family Champion





www.careforchildren.com/familychampions