The NetHope Center for Digital Nonprofit is offering to several NetHope member organizations the opportunity to participate in IDEA sessions (Imagine, Design, Execute, Assess).

The first IDEA implementation pilot is based on Dream, Design, Deliver, a social impact accelerator developed with Microsoft.

As the first step, the Dream session is a design-thinking led workshop to envision innovative scenarios with the highest impact.
SOS Children’s Villages

SOS Children’s Villages is the largest non-governmental organisation focused on supporting children without parental care and families at risk.

The strategy of SOS Children’s Villages for the next decade is to ensure the best care of children, innovate, and unite more partners so that no child grows up alone.

Breaking the cycle through care
The care that former SOS participants have received carries into the next generation: 90% give good care to their own children, breaking the cycle of separation and abandonment.

Enabling self-reliance through education and employment
60% of former SOS participants have received education and skills, are succeeding in the job market and earn a decent living.

Securing basic needs
90% of former SOS participants generally have adequate accommodation, food security and health – covering their most basic needs.

Building a foundation for a happy life
80% of former SOS participants are leading happy lives – experiencing social and emotional well-being, and being safe from discrimination and other harm.

For more information about SOS Children’s Villages see our website: https://www.sos-childrensvillages.org/
Objective 1

SOS Children’s Villages wants to better support SOS mothers, caregivers, core care co-workers and young people in accessing quality information, content and recommendations to develop their skills (parental skills, alternative care, youth development…), providing a personalized answer to each one of them according to their needs through a “dialogue” with the Digital Care Assistant.

Objective 2

We aim to have a system which can analyse statistically questions to determine highest interests and gaps of the programme participants and care co-workers. The users will determine which areas should be further developed and the solution may be able to learn from itself, from the ratings and questions and self-improve.

Objective 3

In a second phase, this service can be also opened to other national child organizations around the world. SOS Children’s Villages can multiply the impact becoming a global service provider on alternative care content and expertise to support national child organizations and Governments around the world.
Dream Session Focus #2

Participatory M&E

Social co-workers receive hundreds of child cases without the resources and time to analyse them in detail, creating placement errors. Our objective is to identify innovative methods to support them in the case management, reducing errors and helping them in making better informed decisions.

Objective 1

We dream about a scenario where our programme participants actively capture/update their own data to supplement key milestones during their programme “journey”: core assessment, development plan and updates.

Objective 2

How can we re-imagine the mechanisms we use to do M&E and make it more participatory? How can we make data collection more efficient and timely with the current human resources we have by involving the programme participants in this process?

Objective 3

How to ensure good programme quality in family strengthening programmes to avoid family separation? Our dream: to get a solution which answers all these questions.
Defining Current State
We visualised an end-to-end, holistic perspective of SOS Children’s Villages that fully grasps the context of the challenge areas.

Concept Ideation
We used co-creation techniques to detail and prioritize concept ideas to align with the future state of SOS Children’s Villages and provide them with an exhilarating experience.

Day 1
Discover & Envision
We sharpened our focus by understanding the challenges we could (and could not) answer, and envisioned four concepts to empower the caregivers and social workers with confidence, skills, mentorship and vision.
Day 2
Define & Prototype

We then further defined and evaluated the concepts to revolutionize SOS Children’s Villages healthcare delivery services and monitoring process, and created a link to the next step of the design phase.

Concept Definition
We evaluated and defined the concept ideas further through road mapping and presented the future experience vision.

Prototyping
We used prototyping techniques to visualize features and brought the concepts to life.
Discover & Envision

Working with four focus personas, we were able to better understand the current journeys of beneficiaries and identify associated pain points in order to fully frame the challenge area.
Purnima

SOS Mother
- 30 years old | Sri Lanka
- Provides care to children who have lost parental care

Feeling

Purnima feels that she needs to **develop her parental skills** to better take care of their young and adolescent children. Additionally, she would like to know better how to **address the needs of children who suffer from trauma**. She needs help in knowing how to develop those skills.

Thinking

She wants to better take care of her children and support her adolescent ones in their upcoming leaving care process. Therefore, she wants to learn more on how to do so. The **information she receives is not always relevant** and addresses not all her needs. She wants to access **content to find solutions** for challenges in alternative care, youth care, education or employability.

Doing

Purnima **received a training** when she became a SOS mother and now goes to a training center every 1 to 2 years. The training center is far from where she lives (in another city), so she needs to travel for a full day and leave the children on their own for a whole week during this time.

Wow Moments

- **Meaningful interactions with peers**
  - Meeting other mothers and share challenges
  - Peer exchange of information
  - Going out for personal requirements

- **Positive feedback from children**
  - Children eat properly, behave well and play together peacefully
  - Children bring back good school results
  - Children (and herself) maintain good relationship with the children’s biological parents
The ‘as is’ journey for Purnima

Using a journey mapping exercise, we were able to better understand Purnima’s current state and identify the following pain points.

Purnima’s pains & our pains in helping Purnima:

- Lack of knowledge to address some individual children and young people’s need (trauma, adolescent problems, self-reliance ...)
- Needs continuous learning and development opportunities
- Reduce travel time to training centers
- Inability to access content regarding youth/childcare training & education
- Lacking interactions with SOS mothers and a peer support mechanism
**Chatura**

**Feeling**

Chatura feels overwhelmed as he does not have enough time and resources to provide educational training and support on parental skills development to all SOS mothers in his country as well as caregivers from the family strengthening programme. He wants to support but at the same time wishes for more flexibility.

**Thinking**

He thinks we need to find new ways to implement training and skills development, since the current situation is not the most effective. Chatura also thinks that we need to better determine SOS Mothers’ and caregivers’ highest interests, needs and gaps so content and training materials to address these needs are developed.

**Doing**

Chatura spends his time supporting the SOS mothers, Family Strengthening families as well as the young children. Sometimes, he finds himself alone in one location thinking himself into individual cases. For this, he spends a lot of time travelling and going to the mothers’ houses, sometimes even to other countries, in order to provide education support.

**Wow Moments**

**Professional Development**

- Advising and challenging participants with new methods
- Willing to network/support peers
- Sharing knowledge and continuous learning

**Making a Difference**

- Changing the future of the children
- Helping children to get education and to care about mothers
- Demonstrating motivation & engagement for vulnerable families

---

**PD co-worker in charge of Education**

- 45 years | Sri Lanka
- Supports SOS mothers who need help in looking after children who have lost parental care or families in the Family Strengthening programme
- Educator to SOS youth ages 14 to 16 years old
The ‘as is’ journey for Chatura

Using a journey mapping exercise we were able to better understand Chatura’s current state and identify the following pain points.

Chatura’s pains & our pains in helping Chatura:

- Lack of time and resources to provide educational training and support
- Extensive travel depletes his energy and creates exhaustion
- Develop skills to better support caregivers and young people
- Lack of mechanisms to produce, gather and maintain quality and relevant content
- No feedback mechanism on training or content delivered for SOS mothers and caregivers that could make him proud of his work
Alika

Feeling

Alika sometimes feels stressed and overwhelmed when looking after and raising her own children. She is troubled due to the lack of essential resources such as employment / regular income, nutrition, water/sanitation, child care or access to education and health services for her and her children.

Thinking

She is looking to receive help and support, but also wants to progress her own life and build a more stable income base for her family. She is also willing to trade SOS Children’s Villages’ support against some information on her family’s status regularly to a SOS social worker. She is not interested in taking a lot of time within a personal meeting, as her available time already is rather limited.

Doing

She commits to specific actions taken by herself (e.g. ensure all children attend school regularly, her regular participation in a financial management/savings training) as well as on actions taken by SOS Children’s Villages (e.g. counselling on how to improve living conditions, training on child rights/parenting skills) in order to fulfill the family development plan.

Wow Moments

Experience with SOS Children’s Villages
- Community participatory trainings on positive care and others to improve care of children
- Receiving attention and personal support

Personal life fulfillment
- Having sufficient stable income
- Educational progress of children and herself
- Access to essential services and therapeutic care
- Alliances to bring basic resources to the community
The ‘as is' journey for Alika

Using a journey mapping exercise we were able to better understand Alika’s current state and identify the following pain points.

Alika’s pains & our pains in helping Alika:

- Alika has almost no time in her daily life and house visits, despite in her advantage, are difficult for her to manage.
- The Family Development Plan (FDP) is cumbersome and it is not clear to Alika what the purpose is of sharing all her data.
- Alika often feels like she’s being ‘rated’ and she doesn’t see the benefits of the family plan that the co-worker is creating.
Discover

Social Worker

• 38 Years | Tanzania
• Supports families in the community that are at risk of separation, to ensure children do not lose parental care

Joseph

Feeling

Joseph feels stressed due to the high workload. He supports up to 150 families at a time and is not able to give all of them the necessary attention. Joseph sometimes does not feel appreciated by management, because regardless of the huge number of families, he is still expected to visit all families regularly.

Thinking

He is very motivated, eager to help and very supportive towards families in need. However, he struggles and is overwhelmed because there is not enough time for him to do it all. He has a productive mindset and wants to help children and their parents. But, he dislikes his administrative tasks and would rather spend more time in operations helping families.

Doing

Working with families in need is his regular job. He trains them on their parental obligations and assists them with upcoming tasks in their daily lives. He sometimes provides them with nutrition/dietary supplements or offer children day care or a lunch. He facilitates partnerships with like-minded organizations and other service providers for supporting families.

Wow Moments

• Have a real impact on the lives of the children and families
• Changing children’s futures by developing their skills through training and education
• Ability to advise on new/different methods to tackle issues for the families and changing the as-is
The ‘as is’ journey for Joseph

Joseph’s pains & our pains in helping Joseph:

- Joseph feels more like a data entry person than a family coach and community developer.
- Difficulties in deciding which families to visit first and amount of time it takes to prepare visit materials.
- Amount of paperwork involved in the Family Development Plan and Field Trip report.
- Difficulty in resolving gaps in the community.
- Time required to create the monthly report.

Using a journey mapping exercise we were able to better understand Joseph’s current state and identify the following pain points.
Define & Prototype

Based on the refined challenge area, we created a variety of concepts that were then voted on, prioritized and further developed into the Four Dream scenarios.
Concepts – Digital Care Assistant

1# DICAS
A virtual assistant that allows SOS mothers to ask any questions on concrete cases. The platform will be multi-channel enabling SMS and Internet-based conversations, powered by AI. The tool will provide a confidence level for each answer.

2# VBIT
Video-based Interactive Training (VBIT) is a way for SOS mothers to receive training through videos that explain practical situations. Videos are produced by a team of experts and have interactive quizzes. Follow-ups are done by trainers during face-to-face or Skype training sessions.

3# Purnima
A vocal assistant using natural language to interact with SOS mothers. SOS mothers could query content that has been curated by experts. The system will leverage existing market vocal assistants as interface.

4# Collabmom
A social network powered by an app that would let SOS mothers to create support groups by topic. The app enables collaboration, group chats and might be moderated by SOS Children’s Villages. Active groups will be ranked to identify popular and relevant topics.

5# Content Production
A database that gathers all SOS content. Each piece of content is translated into small pieces by experts. Content consumers will provide ratings on content pieces, which creates ranking on relevance.

6# NGO “Watchadoo”
A platform for NGOs to share content and best practices through videos. Content will be focused on ways to fulfill children’s needs and will be scanned through a curation mechanism by platform partners.

7# SOS Pride
A platform to feature role models as SOS mothers. SOS mothers could share videos and blogs, demonstrating their expertise in certain areas. Users could provide feedback on content.

8# Y-Box
A piece of hardware that would serve as a game box but also provides training content for both mothers and children. The Box will connect to the home TV and would be a facilitator for fun and education within the family.
**Concepts – Participatory M&E**

1# Heatmap
A dashboard that would bring key statuses on programme participants, families, communities and programme according to various dimensions. The information can be updated by social workers and caregivers.

2# See-me (so me)
An app that would ask basic feedback from children with a mix of short open questions and ratings. The app will channel regular feedback from children – similar to easy feedback mechanism at airports.

3# Status update
An app that would ask SOS mothers to provide an easy update on their moods and potentially enable follow-ups under certain patterns to assess the relevance for further SOS support.

4# Area rating
A visualization tool which would summarize the status of one family as per the Family Development Book dimensions. This could be brought through an app and served as discussion for training as well as in community meetings with families.

5# Family vulnerability score
A way to measure the vulnerability of each family based on diverse data sources and allow social workers to identify families who would need specific care. It would help prioritize interventions from SOS support workers.

6# Brain Maker app
An app aimed at social workers that would present and analyse data from the Family Development Book. The app should able to trigger alerts based on milestones coming from direct feedback from families. It could be linked to job aid for social workers and should present some offline features.

7# Reminder
A system that reminds SOS mothers about key milestones of the Family Development Plan and that provides opportunity to give updates. An SMS channel could be used for that.

8# See my Family
An app that would ease the dialogue between social workers and SOS mothers. The app will provide geo-based data on the progress of each family, information to prepare visits and alerts on pre-defined scenarios.

9# Services advisor
A platform that would present specific community services with ratings from users and experiences sharing. It could be leveraged by donors to assess performance of services and by community leaders to select services on the platform.
Moving from Concepts to Dreams
Dream 1

Aunti Annie

Aunti Annie is a voice assistant that provides multiple services to SOS mothers

Current State
Today, limited content and learning opportunities are available for SOS mothers. SOS mothers have very limited availability to attend training courses and sometimes need to travel to training centers. Moreover, as days are busy with a wide diversity of home tasks, SOS mothers have limited availability to meet with other mothers and discuss topics that matter to them. This situation can lead to a feeling of isolation. Opportunities for further relevant skills development to offer better care are limited as well as of networking with peers on common topics.

Future State
Aunti Annie is a solution which is easily piloted by voice, enabling SOS mothers to easily interact with the device. It has a lot of features that are centered around the family life to help SOS mothers get parenting information they need, develop relevant skills, plan their day and to interact with people they trust. The device is linked with analytics capabilities that can enhance the quality of dialogue over time. The device is meant to be part of the SOS mothers’ working experience and it is linked to the content repository of “SOS Influencers”.

Beneficiary needs in focus:
- Receiving relevant content and knowledge to develop skills
- Receiving advice for parenting topics
- Interaction with other mothers
- Practical access to information while doing other tasks

SOS needs in focus:
- Providing ongoing training
- Leveraging insight about usages, effectiveness and topics of choice
- Developing a sense of community among mothers
Purnima, an SOS mother, is overwhelmed with multiple activities and uses Aunti Annie while working in the kitchen. She activates the device through a punch card, which prevents misuse by the children she is taking care of.

Aunti Annie acts as a one stop shop that provides SOS mothers with just in time parenting information that are relevant for day-to-day activities as well as for ongoing training and skills development. Purnima can hear personalized news about the area she lives in, she can listen to podcasts about health, nutrition and education. She can also communicate via voice messages with other SOS mothers whom she added to her trusted network.

Along with that, Aunti Annie also keeps track of schedules of family activities like doctor’s appointment, birthdays, parental visits etc. This is a very important feature for Purnima to organize the life of her 8 children.

In the background, SOS pedagogical content experts can leverage insight about which type of parenting questions are raised frequently by mothers, what are “liked” answers and where there are content gaps.
Dream 2
SOS Influencers

SOS Influencers is a platform where caregivers can create training content and share them

Current State
Currently, SOS mothers undergo trainings by professional trainers covering different aspects of child care. However, there are still some areas not covered by the trainings or where content has not been developed or some pain points faced by the SOS mothers and caregivers which are not addressed in the trainings. Moreover, after the training session, SOS mothers find it hard to keep connected with people they met during the training and to further pursue interesting conversations on how to practice their parental skills.

Future State
SOS Influencers is a platform that unleashes the power and capability of knowledge transfer in a social network. It is a solution to crowdsource content creation. SOS mothers, caregivers and SOS co-workers can create training content and share it with the bigger SOS community. Content is curated by experts and is assessed by the community about its relevance. This enables the emergence of peer mentoring and recognition of top contributors. Additionally, the platform acts as a global reference for alternate care.

Beneficiary needs in focus:
• Relevant trainings on specific topics
• Communications with peers
• Ability to be recognized for his/her own expertise

SOS needs in focus:
• Monitoring trends and guiding SOS mothers towards relevant content
• Providing regular training update
• Strengthening sense of community
Purnima, a SOS Mother, experienced an issue of bullying of her son at school. She handled that problem successfully by coaching him and thought of spreading her idea through a video.

Purnima creates a video describing the issue and the methods she used. She submits it through the platform. A SOS reviewer watches the content and edit some parts to highlight the most important points in order for the video to be also watched on social media.

The video is released over the internet for the SOS community to view, comment and rate the relevance of the video. As the number of views increases and feedback is provided, Purnima might reach one of the influencers’ status (Gold, Silver, Bronze) that highlight the top contributors from the SOS community.

The SOS learning team identifies key trends, pushes urgent content and displays topics that are in high demand to incentivize new contributions in these areas.
Family Advisor is an app on a tablet with different dashboard screens for social workers to view the latest on their assigned families and community.

**Current State**

Today, an SOS social worker is allotted a huge number of families to support and it becomes tough to manage them simultaneously. Some families may require more frequent visits or specific services, but social workers usually find it difficult to adapt the level of services to each family. This creates a burden and most social workers are frustrated by not being able to provide the support required.

**Future State**

Family Advisor is an app on a tablet that shows different dashboards with the performance of every family of the social worker’s portfolio. There is a connection with the Safari app where the families can input the data themselves which allows the social worker to directly see which families need the most urgent help and allows for alerts in the app. It aims to ensure that the support continuum of the family is effectively monitored and actioned upon through precise planning of the care worker and save him/her time.

**Beneficiary needs in focus:**
- Better coordination of services for those who need it the most
- Better opportunity to engage with SOS Children’s Villages about needs
- Less time spend on filling forms

**SOS needs in focus:**
- Identifying families with specific needs and better allocating resources
- Ability to understand trends in communities and families
- Richer and less time consuming conversations with the family
Joseph, a social worker, is assigned to a territory with a number of families to support. He starts the day by looking at the family advisor dashboard for the community he plans to visit. Joseph gets updates of families that have filled in the family advisor dashboard, and the app highlights alerts on urgent cases.

With the dashboard he is able to understand trends and spots where there are multiple families with the same educational concern in the community. He plans in additional visits to the families with urgent issues, but also to the local school to understand more on the educational issues. With direct messages he communicates with the families that are doing well to save time for both him and the families. He is able to drill down in the details he needs through various views on family and community level.

Before meeting a family, Joseph knows already the details of the family’s status of parental care, education, livelihood, happiness (but also child safeguarding) and is able to start a good discussion instead of a detailed interview.

Joseph also uses Family Advisor to discuss and enter data on the progress with the families. The family doesn’t feel rated anymore but understands the process and how it benefits them as they have detailed explanation on and access to the milestones and Joseph has more time to actually solve issues for the family.
Dream 4
Safari

Safari is an app for community caregivers to achieve and increase engagement on their Family Development Plans

Current State
Currently, the progress of the supported families is documented in a Family Development Plan. This paper document is used as a basis for conversation between the caregiver and the SOS Co-care worker and filled in during the visit. Caregivers like Alika can feel ‘rated’ as she doesn’t always understand why she has to answer all the questions and after filling in the document there is not enough time to explain to her the purpose of the Family Development plan and what it will bring her.

Future State
Safari is the Swahili word for journey and it is used as this app will support the journey of the co-care worker as well as the caregiver.

Safari shows the Family Development Plan more graphically to Alika and allows for Alika to fill it in herself, which allows for a better understanding of the plan’s purpose. It empowers her to set goals and earn badges when she completes a task. It also a way to remove some data entry tasks for Joseph, the social worker supporting Alika’s family.

Beneficiary needs in focus:
• Better understanding of the purpose of the Family Development Plan and what it will bring to the beneficiary
• Set targets to the Family Development Plan

SOS needs in focus:
• Have extra time to add more value as family coach and community advisor
• Better connection with caregiver in shorter time
• Easier management of reporting
01 Alika, an SOS mother, studies the Family Development Plan at home and sees planned outcomes for the next level in the plan. She can set goals and tasks and can plan these in the app.

02 Alika completes several levels and gets motivated by the app through reminders and badges when she completes a level. Joseph is informed as well and can send her a message to compliment her and give feedback via the app.

03 Alika has entered some progress in the app and fulfilled the plan, but she wants to connect with Joseph to discuss some issues the family is having with health and education in the local community.

04 Before Joseph visits, the Family Development Plan is already completely up to date and he had the time to pre-read it on his way to Alika. Now, he and Alika can use his time more as a family coach and community advisor and Joseph can help resolve some of the real issues in the community and family.
Next steps

Following the Dream session workshop, we will now be moving into the Design stage of the process.
The way forward...

**Strategy linkage**
Embed the 4 Dreams in the Strategy review process highlighting how Digital could feed some of the strategic objectives of the organization. The 4 Dreams could serve as a narrative on how to further embed Digital in the Strategy refresh process.

**Reality check**
Perform workshops with field workers and SOS mothers with clickable prototypes to test and refine the 4 Dreams and gather inputs that would strengthen the design.

**Getting in shape**
Allocate 1 dedicated SOS staff to further drive the Dream plan helped by the workshop participants. Define a roadmap with a priority Dream (likely Family Advisor)

**Making plans**
Establish pilot business plan, i.e. how to test and prototype the 4 Dreams in real conditions.

**Pitch, pitch, pitch ...**
Develop a series of pitches for both potential internal and external funders. Develop common collaterals to promote ideas further.
**Dream**

Run a design thinking-led workshop to envision innovative scenarios with the highest impact.

**Design**

Align process, technology, and organisational change management plans into a common, time-phased roadmap.

**Deliver**

Implement process reengineering, technology solutions, and organisational readiness.

Next steps
Thank You!

June 2019