

All together for good

Annual Review 2018 **UBS Optimus Foundation**



What's your vision?

Let's create it. Together.

Photos | Child's i Foundation (p. 27 and 28), Educate Girls (cover page, p. 20 and 21), UBS (p. 7, 14 and 15), Give Directly (p. 31), Injini (p. 31), KIPP (p. 30), Luminos (p. 30), Nomi Network (p. 31), Place2Be (p. 30), Right to Play (p. 34 and 35), REAP (p. 31), San Diego Trafficking Prevention Collective (p. 30), World Child Cancer (p. 24 and 25).

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Where can I find
expert advice?

Which frontline programs have
the most promising solutions?

How can I make a
positive impact?

Who shares my passion?



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Our view

Dear reader,

If we really want to drive long-term social impact and systemic change, we need to work together – the challenges the world faces today are so complex and wide-ranging that no organization or philanthropist can solve them alone. That's why it's critical we seek partners everywhere – both for finding the next breakthrough solution and for bringing more private sector resources to the development space. In fact, Goal 17 of the UN Sustainable Development Goals (SDGs) explicitly notes this need in its call "to strengthen global partnerships to support and achieve the ambitious targets of the 2030 Agenda, bringing together national governments, the international community, civil society, the private sector and other actors."

As we look back on our accomplishments, we're highlighting this power of working together that allowed us to create bold change for 2.8 million children. We committed 80 million Swiss francs to 92 new grants, and raised 65 million Swiss francs. We're now managing 200 programs worth 211 million Swiss francs across 40 countries.

We partner with generous philanthropists who care passionately about making a difference in the lives of vulnerable children. Our implementation partners are focused on getting the greatest impact from their innovations. And our experienced team of philanthropy experts are not only skilled at discovering the most promising

intervention programs, they have the knowledge to help drive them to scale. Plus, we have a global network – in finance, government and enterprise – that's helping us change the game for more powerful and sustainable results.

In the pages ahead, you'll gain an insight into our collaborative approach, such as the successful completion of the world's first development impact bond (DIB) in education, which exceeded its targets of boosting schooling for child learners in rural India. It was no doubt one of our strongest accomplishments and the impetus for the new and largest education DIB to date, bringing together a coalition of public and private sector partners to change the futures of 300,000 children in India.



We also formed stronger partnerships within our pediatric cancer care portfolio as we started a project for timely diagnosis and treatment in Ghana. And in the area of child protection, we're part of a global movement to shift philanthropic funding away from orphanages in favor of strengthening families.

We're proud that so many UBS clients and employees see the impact we're having and choose us for their philanthropy. Together with them, our implementation partners and our wide network, we're driving impactful philanthropy that is delivering breakthrough solutions to pressing social issues. So we can create a better future. All together.

Best regards,

Sergio P. Ermotti

Chairman, UBS Optimus Foundation
Board

Phyllis Costanza

CEO, UBS Optimus Foundation

All about impact

Our achievements in 2018

Through the generous support of our clients and UBS, we raised a total of 65 million Swiss francs. Across our portfolios and programs, we were able to solve social problems through impactful change for 2.8 million vulnerable children globally (700,000 more than last year).

At UBS Optimus Foundation, we're supporting programs that offer game-changing solutions to global problems. So why do we focus on programs that help children?

When children are educated, healthy and free from harm, they are able to reach their full potential. As adults, they are able to provide for themselves, keep their families healthy and create better societies. Studies show that the highest rate of social return comes from investing in children's development from birth to the age of five, which is why many of our philanthropic partners work with newborns and young children.

In 2018



We supported **200 programs globally**,
worth approximately 211 million Swiss francs

We committed 80 million Swiss francs to
92 new programs
across several tailored and collective portfolios

Education



1.2 million children benefitted from
quality education and development programs

49,000 education professionals
trained to help children fulfill their potential

Health



61,000 health professionals
trained to provide vital healthcare

1.5 million children benefitted
from interventions that cure disease or prevent illness

Protection



23,000 adults educated
and counseled to better help children

140,000 children growing
up in safer, more nurturing environments

Strategic philanthropy

Better giving. Better results.

More than anything, philanthropists care about making an impact in solving the world's most pressing social problems. But they know not all philanthropy is beneficial and effective. With an investment-like approach, we're taking smart risks on evidence-based, scalable solutions with diverse partners.

Resources are needed to address social issues. But no one wants to just throw money at problems. It's important to know that committing time, effort and funds in solving problems is actually making a difference. We know that the only way to do this is to engage in strategic philanthropy – philanthropy guided by six key principles.



Scalable

Is this solution scalable?

The world's problems are large. So they require large-scale solutions. The traditional model of setting up individual schools, hospitals or institutions one at a time – while well intentioned – will never drive the scale required to solve these issues. We're backing solutions that show the potential to go big. And we're driving these solutions forward with social finance, government buy-in and advocacy.



Collaborative

Does this intervention leverage the power of collaboration?

Collaborating is imperative for effective philanthropy. Philanthropists not only need to pool resources toward a common goal, we need to bring the best of the private and public sector together. Frontline organizations and social enterprises can find new, more effective ways of solving problems. Finance experts can innovate new vehicles for giving. Academic institutions can provide credibility. And governments have resources to bring solutions to scale.



Smart risk-taking

Are we taking smart risks?

We need to find more efficient ways of solving problems at a cost that is the same as or lower than what governments are already spending. Philanthropy is at its best when it is fostering bold solutions and outcomes. By working with standout partners on the front line, we're venturing to support breakthrough solutions with powerful outcomes for the communities affected.



Evidence-based outcomes

What's the evidence for success?

Risk should be evidence based, so we don't repeat potential mistakes (or miss new opportunities). At the end of the day, we want data about the impact on children's health, education and protection. Through robust impact evaluations and research – often in partnership with leading academic institutions – funding can get to where it needs to go for the best outcomes.



Investment-like approach

Is this solution a good social investment?

We want our giving to be powerful – with vast social returns. So we hold out for the 5% of programs that have the right business model, evidence, partnerships and leadership to be successful. Strategic philanthropy takes an investment-like approach, minimizing negative outcomes and maximizing impactful results.



Sustainable

Is there a sustainable plan for exit?

Philanthropic capital is a finite resource. We want lasting positive outcomes for children that solve large social problems. That's why solutions we support must help strengthen local entities and infrastructure, while making sustainable changes to policy and practice. In short, they need a clearly defined exit strategy.

Why partner with us?

It's what (and who) we know.

Philanthropists want their giving to be strategic – focused on outcomes. But why do they choose us? Being effective in philanthropy takes time and resources. Philanthropists who partner with us know that we have the right experience, knowledge and network to help them make the most impact in their giving.



We know philanthropy

Powerful giving demands expertise. UBS is unique in having set up a global network of foundations staffed with philanthropy experts. We have a track record of almost two decades that shows we're making impact in solving social issues by improving the lives of children.



We partner with UBS and other finance experts

Our ability to access the core finance competencies of UBS gives us an asset other foundations lack. By bringing together philanthropists with financial experts, we can achieve greater impact in solving the pressing social issues of our time.



We know our philanthropist partners

Breakthrough solutions require collaboration. We work side by side with philanthropists, providing them the network and access to experts they need to get the most from their giving.



We make philanthropist contributions go further

UBS covers all the costs for the Foundation so all philanthropic giving goes toward maximizing impact. And in some cases UBS co-funds alongside philanthropists.



We're driven by data

Trustworthy philanthropy demands evidence and transparency. We can tell you exactly where funding is going and the impact it's having, since we demand detailed reports and independent monitoring from our program partners.



We're active globally

We support programs worldwide. But we understand the local landscape of our programs and support partners who live in the communities they're helping.

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Working together

For impact on a large scale

We're harnessing the power of collaboration by partnering¹ with philanthropists, program partners, finance experts, academic institutions and governments to drive impactful philanthropy. Connecting like-minded individuals, we can unlock opportunities and overcome obstacles that are impossible for any one entity or individual to address alone.

Collaboration is central to everything we do, because it leads to better outcomes. Here are some of the ways we're driving greater impact through our relationships with others.



Raising expectations

We take the journey together with our philanthropist partners. Whether by creating a tailored portfolio or bringing philanthropists together through collective portfolios that holistically address social issues, we're helping philanthropists maximize their impact.



Trusting partners

We're creating equitable partnerships¹ and building capacity of programs that evidence powerful outcomes for children's health, education and protection. Our program partners are frontline NGOs and social entrepreneurs who understand and can build the power of communities affected.



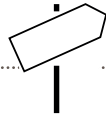
Building bridges

We bring on board private sector experts, academic partners and performance managers, building alliances between the public and private sectors. So our program partners have the diverse input they need to succeed.



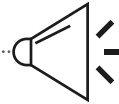
Transforming funding

We're collaborating with finance experts, other philanthropic organizations, governments and program partners to develop innovative social finance vehicles. Our goal is to secure more resources to scale successful programs for long-term impact and systemic change.



Aiding outcomes

Through regular dialogue and visits from our philanthropy experts, connections with performance managers and independent evaluators, we aim to help our program partners drive outcomes. And to change course when necessary.



Leading dialogue

We're conducting research and adding to thought leadership in the field. And we're supporting advocacy efforts of our program partners – all in service of creating lasting, sustainable solutions to social issues.

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A collective approach

Focused portfolios that bring efforts together

We believe in investing in the few viable, scalable solutions to specific problems the world is facing. Our collective portfolios benefitting children around the world are where we focus. With best-in-class grants delivering collective impact toward an issue through the support of standout programs, we have the potential to create large-scale systemic impact.



Health portfolios

Frontline health

Programs that are scaling innovative models for community-based healthcare and quality primary facility care.

Safe surgery

Programs that are increasing access to high-quality, safe surgery.

Pediatric cancer care

Programs that are creating models to increase pediatric cancer diagnosis and treatment, with the goal that support for such treatment will be adopted and replicated by governments.



Education portfolios

Education in displacement

Programs that are offering solutions to help children in displaced contexts, like war refugees, catch up and reintegrate into school systems.

Skills for social mobility

Programs that are increasing the social mobility of disadvantaged children by providing them the skills and exposure needed to transition to further education or fulfilling employment.

Scaling delivery innovation

Programs that are increasing the standard of learning in all schools by scaling up innovative models of education delivery.

Tailored portfolios

Are you passionate about a particular social problem? We can help you identify an impactful and sustainable solution to an issue you care about. Locally, nationally or globally.



Protection portfolios

Child trafficking and slavery prevention

Programs that are working to prevent children from being trafficked into commercial sexual exploitation or forced labor.

Families not orphans

Programs that are developing sustainable models of family-based care and thereby eliminating the use of orphanages.



Social finance

For portfolios funded by social finance – such as development impact bonds (DIBs) – working capital and any returns are recycled to support yet additional philanthropic programs.

All in for learning



When the Educate Girls DIB was launched in 2015, Educate Girls conducted a door-to-door survey to find all out-of-school girls in 140 villages of Bhilwara district of Rajasthan. On that list was eight-year old Gitika.

Gitika lives in a remote village. Her father is an agricultural laborer. Her mother, whose health has not been well for several years, does odd jobs for some much-needed extra income. Gitika had been enrolled in the government-run primary school in her village. But when her elder sister moved to her marital home, Gitika dropped out of school to manage domestic work.

Educate Girls' team of volunteers and staff visited Gitika's parents on several occasions to speak about her enrollment, but no amount of convincing seemed to work. Gitika's father argued, "If I let her go to school, my wife will have to stay home, which would mean less income." An entire academic year passed by with Gitika still out of school.

But the team didn't give up. Before the start of the next academic year, it reached out to the family again. This time it also sought help from the school teachers and village elders. Finally, it was able to convince Gitika's parents about the importance of educating her by highlighting the stark differences between the future of an educated girl compared to that of an uneducated one, using examples from in and around the village.

Gitika is extremely happy to be back at school. She beams, exclaiming, "I have many friends to study with again!"

The world's first development impact bond for education

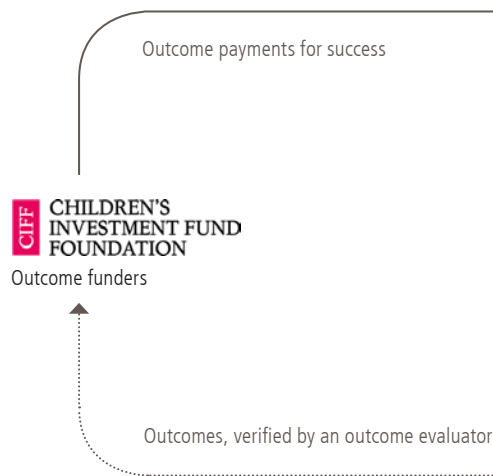
Development impact bonds (DIBs) are one way we're encouraging more private sector investment in development programs that are 100% focused on measurable impact. By tying outcome payments to performance, the implementing partner has increased motivation to deliver results. Our success with the Educate Girls DIB – concluded in June 2018 – shows we're on the right track.

In 2015, as social investor, we provided the up-front funding to Educate Girls so it could enroll out-of-school girls and improve education in Rajasthan, India, which has particularly poor school access for girls and high illiteracy. Educate Girls was successful in reaching over 7,000 children, covering 166 schools across 140 villages. Educate Girls exceeded its three-year targets for enrollment of girls (116% of the final target) and improved learning (160% of the final target).

We were able to achieve these life-changing results for children through collaboration with diverse partners:

- UBS Optimus Foundation provided up-front funding
- Local NGO Educate Girls implemented the work
- Performance manager Instiglio advised
- Independent outcome evaluator IDinsight assessed impact
- Children's Investment Fund Foundation (CIFF) provided an outcome payment based on performance

Because Educate Girls achieved (actually exceeded) their predetermined targets, CIFF provided us with an outcome payment of the original 265,000 Swiss franc investment, plus a 15% internal rate of return or 141,000 Swiss francs. Educate Girls received 32% of the return as a bonus payment. And all funds returned to UBS Optimus Foundation are being recycled into other philanthropic programs.





Safeena Husain
Founder and Executive Director of Educate Girls

Aligned together for results

We had a chance to sit down with Safeena Husain, Founder and Executive Director of Educate Girls, and get her reflections on the success of the world's first education DIB. She emphasized how that success was the result of working together with diverse partners who were all focused on the same powerful education outcomes for Indian children.

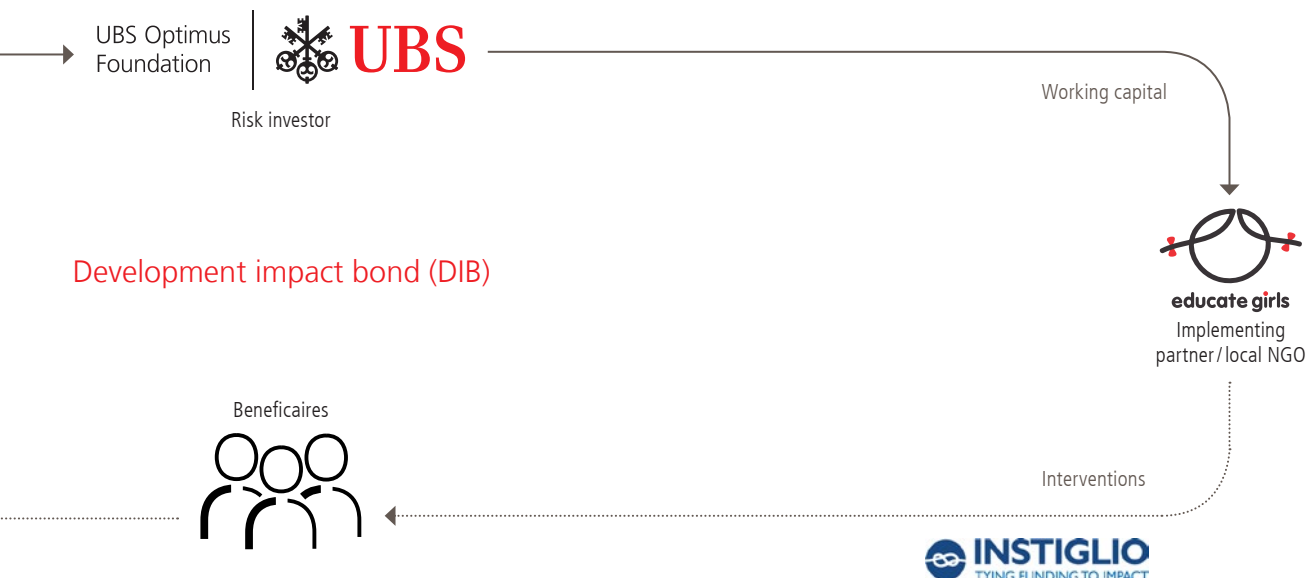
"Collaboration is really at the heart of the DIB. All of us were aligned around clearly articulated results: get the maximum number of girls in school, help them stay in school and improve learning for all children. We all had different roles to play to optimize these outcomes.

UBS Optimus Foundation was a great partner. It provided the capital but gave us a lot of flexibility. Both UBS Optimus Foundation and CIFF let the front line innovate. Their attitude was, 'You're closer to the ground, so you know best what needs to be done.' I really think this approach led to the high impact we achieved.

UBS Optimus Foundation also enabled Instiglio to build our performance management system, which has now been institutionalized across Educate Girls. Having Instiglio monitor the performance was invaluable. As an NGO, we don't have those skills in house. By helping us think about performance – the drivers, the obstacles, the key indicators – we were able to apply those insights and course-correct to get real impact.

Funding through a DIB enabled high impact for two reasons. First, it had a razor-sharp focus on the results with very clear targets. A lot of grants are focused on activities (i.e. actions to meet objectives) or inputs (e.g. money, technical expertise, relationships or personnel), but the DIB's focus on impact really propelled us to do our best. Second, having flexible, multi-year funding untied to any particular activities meant we could deploy the money in any way we saw fit in service of reaching the results.

The DIB really helped us to sharpen our results-based program. And it gave us confidence we can deliver quality and scale. Some of the lessons we learned from the DIB – about the culture of adaptability, problem solving, accountability to the last child – we'll now be scaling over the coming five years to reach 16 million children in rural, remote and tribal areas in India by 2024. And as with the DIB, we won't be doing it alone."



The world's largest development impact bond for education

The success of the Educate Girls Development Impact Bond (DIB) led to the Quality Education India DIB, which aims to change the lives of 300,000 primary school children in India. Partnering with an impressive coalition of public and private partners, as social investor we've provided 2.9 million Swiss francs in up-front working capital to three local NGOs for improving education quality.

The first phase of the program raised 11 million Swiss francs¹. The intention is to double the size of the DIB in the coming years. If learning targets are met, the outcome funders will make payment each year, with up to a 8% IRR.

Investment in social outcomes

As social investor, UBS Optimus Foundation is providing up-front working capital to frontline NGOs so they can get to work improving education.

"This landmark financial instrument applies an entrepreneurial approach to philanthropy and is likely to change the lives of over 300,000 children in India by driving up standards in literacy and numeracy. If the potential of this type of funding is unleashed, it could improve the lives of generations to come too."

**Shri Arun Jaitley,
Minister of Finance and
Corporate Affairs,
Government of India**

"We're delighted to be involved with this innovative project, applying our experience from the successful Educate Girls pilot DIB. The Quality Education India DIB will achieve greater scale and also provide scope for innovation by comparing different education programs."

**Phyllis Costanza, CEO,
UBS Optimus Foundation,
social investor**

CHF 11 million

over four years will provide quality interventions to improve literacy and numeracy for 300,000 children

< 50%

by the age of 10 (grade 5), fewer than 50% of Indian primary school pupils have reached the reading level of a 7-year-old (grade 2)

Implementation

The education NGOs aim to improve literacy and numeracy in children. The focus is on pre-defined and measurable learning outcomes, not on any set activities.

Outcome funding

The outcome funders repay the social investor – with a possible return – if learning outcomes are achieved. Repayment and returns fund further philanthropic programs.

“The DIB is providing a crucial resource to allow us to train principals and teachers in integrated schools and drive up the quality of education for children in Gujarat. By aligning investment in projects with outcomes achieved, this type of outcome-based funding ensures maximum impact for the money spent.”

Aditya Natraj,
Founder and CEO,
Kaivalya Education
Foundation,
implementation partner

“Outcome-based funding models – which incentivize a more targeted focus on improving outcomes – are ideally suited to driving quality in education. The DIB’s ambition is to drive meaningful improvement in learning outcomes at scale, while also leveraging our learnings to help government and other funders make informed policy and spending decisions.”

Geeta Goel,
Country Director,
India, Michael & Susan
Dell Foundation,
outcome funder

“By bringing together an impressive collection of public and private sector partners for the first time, this DIB has the potential to transform education outcomes in India. Our intention is to double the DIB’s size in the coming years.”

Manoj Badale,
Chairman, British Asian
Trust, outcome funder

11 million Swiss francs consists of over 9 million Swiss francs of outcome funding with underlying program costs of 8 million Swiss francs for the base case. The balance is reserved among others for verification of results, communications and legal expenses.

Teaming up to save lives



Meet nurse Pat from the Korle Bu Teaching Hospital in Accra – despite being technically retired, she goes above and beyond in her role every day to make the lives of five-year-old Tiwo and the many other children who suffer from pediatric cancer a little easier.

“Cancer is a heavy load for anyone, but even more so for families in Ghana. Here, families struggle to find the funds to pay for three meals a day, yet alone the cost of cancer. Because of this, it is important for us as nurses to go above our duty of care to not only support the child, but also the families, with the mental stresses of having a child with cancer,” says Pat.

An initiative to improve pediatric cancer care

Three-quarters of new pediatric cancer cases occur in low- and middle-income countries. And deaths from childhood cancer are growing rapidly. Most of these children could survive with access to timely diagnosis and treatment. Which is why we’re supporting a project to do just that in Ghana.

Our pediatric cancer care portfolio

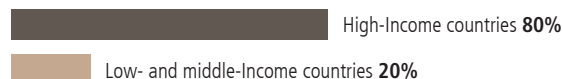
Contributing to the World Health Organization’s Global Initiative for Childhood Cancer target to achieve at least 60% survival for all children with cancer by 2030, the initiatives within our pediatric cancer care portfolio will lead to increased survival rates of children with cancer in sub-Saharan Africa. We’re supporting our partners in creating models for increasing pediatric cancer diagnosis and treatment – ultimately to be adopted, replicated and supported by governments.

Setting the stage in West Africa

One such initiative is in Ghana. Partnering with World Child Cancer, the goal over the next three years is to establish West Africa’s first center of excellence for pediatric oncology. This will provide a regional training hub for pediatric oncologists

Childhood cancer cure rates

Source: World Health Organization



across Sub-Saharan Africa and will act as a model – and generate evidence – to demonstrate how childhood cancer can be treated successfully and cost-effectively in other comparable settings.

Funding from a UBS impact investment

Funding for this project with World Child Cancer comes from philanthropists working with UBS Optimus Foundation, as well as the UBS Oncology Impact Fund. The UBS Oncology Impact Fund is an impact investment in oncology research that donates part of its performance fee and 1% of royalties to oncology research and cancer care access. For the latter, in 2018 UBS Optimus Foundation received almost 1.1 million Swiss francs.



Lorna Renner
Head of the Pediatric Oncology Unit,
Korle Bu Teaching Hospital

A center of excellence

We spoke with Lorna Renner, head of the Pediatric Oncology Unit at Korle Bu Teaching Hospital in Accra, Ghana. She shared with us how this three-year initiative will help build West Africa's first center of excellence for pediatric oncology in conjunction with a variety of partners. And how that, in turn, will have powerful outcomes in neighboring countries and beyond.

"Support from UBS Optimus Foundation with this three-year project is going to allow our team at Korle Bu Teaching Hospital to take treatment of child cancer in Ghana and the region to the next level.

We've been collaborating with World Child Cancer since 2010. With their support we've doubled the number of children with cancer in Ghana receiving treatment each year. But we're still only treating 25% of what we expect are 1,200 new cases annually of childhood cancer countrywide. With the support of UBS Optimus Foundation through this project, we expect we can double that in three years – to 600.

Overall, we need to build human capacity. Through this project we aim to increase the number of specialists trained in pediatric oncology in the broader region and increase awareness of childhood cancer symptoms in frontline healthcare workers, so that more children can access treatment. And we're working toward these goals through a broad range of partnerships.

The Ghana College of Physicians and Surgeons is offering a fellowship program in pediatric oncology, so that we can train young doctors from the region. And the Red Cross War Memorial Children's Hospital is providing an external facility to train pediatric oncology nurses to help support children in cancer treatment.

With World Child Cancer and the Ghana Health Service we've developed training on early warning signs of childhood cancer. Support through this project will allow us to disseminate the training for frontline healthcare workers, so they can refer cases of childhood cancer before it is too advanced.

Lifeline for Childhood Cancer Ghana is helping with the costs of treatment so we can reduce treatment abandonment rates. And PERCC (Policy and Economics Research in Childhood Cancer) in Toronto, Canada, will continue to support us with research, including issues of cost-effectiveness.

Our vision is to provide excellent care at Korle Bu Teaching Hospital with outcomes comparable to advanced countries. And become a model for other low-income countries in sub-Saharan Africa."

Partnering¹ with World Child Cancer

We're pleased to be supporting World Child Cancer in an initiative to develop West Africa's first center of excellence for pediatric oncology. In conjunction with early warning signs training, the initiative will increase one-year survival rates and improve treatment access for children with cancer. Plus, it will act as a model for the region and beyond.

It is estimated that 63,400 children under 14 years old develop cancer in sub-Saharan Africa each year. Due to a shortage of well-trained healthcare workers specializing in childhood cancer care and a lack of awareness around the symptoms, about 50,000 children with cancer will go without access to treatment or palliative care.

Over the past ten years, World Child Cancer has worked to improve diagnosis, treatment and support for over 20,000 children with cancer. In Ghana, after five years of partnership with the Korle Bu Teaching Hospital in Accra, survival rates rose from 20% to 62% for certain cancers and national diagnosis more than tripled from 103 to 310 cases a year. But there is still much progress to be made.

In many cases, childhood cancers do not require highly technical and expensive treatments. Improved basic care and early diagnosis will significantly impact mortality outcomes. As such, a second focus of this project is to increase timely diagnosis, particularly in rural communities, by training frontline healthcare professionals to recognize the warning signs.

Evidence collected – through improved data collection systems and research capacity supported by this program – will establish solutions for improving childhood cancer diagnosis, treatment and outcomes. This, in turn, will motivate replication in other countries, having far-reaching and long-lasting outcomes with this initial investment.

Project goal 1

Increase
one-year survival rates to 70%

Project goal 2

For 2,283
children

to access improved pediatric oncology services in Ghana.

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Together. As a family.



Baby Flora was abandoned at birth in Uganda. Several years ago, in all likelihood she would have ended up in an orphanage. But thanks to our partner Child's i, she never had to live in an institution. After a brief stay with her loving foster carer, three-month-old Flora found a forever home with mom Astrid.

Flora is thriving. She is safe and loved in her new home. When asked about how her life has changed after adopting Flora, Astrid took a minute. She responded, "I cannot remember life before my daughter. My life has never been this full."

An alternative for children in institutions

The evidence is clear. The best place for children to grow up is in a family. Along with our inspiring partners, we're pursuing alternatives to orphanages. Rather than maintaining a broken system, philanthropy can act as a catalyst for positive long-term change. Change that keeps and brings children home.

The precise number of children in institutions is unknown – the sad fact is that no one counts them. Official statistics from 2017 record 2.7 million children living in institutions, but this is likely a "small fraction" according to UNICEF. A 2006 widely cited UNICEF estimate put the number at 8 million.

What is known at this point is that institutions are harmful to children, especially children under the age of five and children with disabilities. Studies over the last 80 years consistently show poor cognitive and emotional outcomes for institutionalized children. Also, children in institutions are at greater risk of being victimized sexually and physically.

High-income countries have already been moving away from institutions, but in low-income countries such institutions are perpetuated by charitable giving, causing their numbers to grow in recent decades. Many institutions use children to raise funds through orphanage "voluntourism." And in the worst-case scenario, orphanages are a source of child trafficking.

So what can we do?

– Redirect existing funding and end "voluntourism"

Redirecting philanthropic funds from orphanages to family services not only benefits children's development, it allows more children to be supported. Studies consistently demonstrate that good-quality family support services or foster care cost significantly less per child than institutional care.

– Keep children home

Institutionalization can be prevented through interventions that support families at risk of separation. The children who end up at orphanages are usually there as a result of poverty or a desire for education, not as a result of being orphaned. A child should not have to be permanently separated from their whole family in order to go to school – it's far better and cheaper to provide schooling for the whole community. Emergency fostering can avoid immediate placement in an institution for a child in crisis.

– Return children home

Evidence shows most children in institutions – almost 80% of them – have at least one living parent. With the right support, children can often be returned to their birth family. Other children may go to wider kinship families, like aunts, uncles or grandparents. Family-based alternatives such as adoptive or foster families are the next best choice.



Lucy Buck
Founder and CEO of Child's i Foundation

Sharing solutions across Africa

We recently got to catch up with Lucy Buck, founder and CEO of Child's i Foundation. She talked to us about how the organization she set up a decade ago has evolved. And how their current initiative is demonstrating effectual alternative care strategies, moving Uganda away from a cycle of orphanage reliance.

"About a decade ago, I quit my job working as a television producer to build an orphanage in Uganda. My decision was the outgrowth of volunteering in baby orphanages there, seeing children who were not surviving. At the time, I thought the best thing to do was build a better orphanage.

A year into planning, I met an expert in child protection and development who talked to me about the research showing that orphanages were not a good option for children and that family-based care was best. But in Uganda at the time, there were very limited options for family-based care – the default was placing children in orphanages. So, we shifted gears to set up a transition orphanage for babies, which we opened in 2010. We invested in training Ugandan social workers to get children back into extended families. And we set up the Ugandans Adopt campaign on behalf of the government, for children who we couldn't place back into families.

In 2015, I was invited to a regional workshop organized by Hope and Homes for Children (HHC). At the workshop I had a lightbulb moment: We were helping to place babies back in families. But it was a revolving door where we were helping children but not addressing the root cause of family separation. That was when we became partners with HHC, who is sharing their model of deinstitutionalization generated from over two decades of experience across more than 30 countries.

UBS Optimus Foundation is supporting us with our current initiative. We've realized through our work that you can't just close an orphanage. You've got to build resilience of the family. You also have to build the child protection system. So what we're doing now is working with two district authorities to showcase a model of family-based care and advocate for this model across Uganda.

We're training social workers and volunteers to be the first line of defense in their communities, identifying vulnerable families and providing support so they don't need to place their children in institutions. And for children who cannot safely live in extended families, we're training foster families to provide family-based care. The orphanages? We're repurposing them to provide community support services for children and families.

Collaboration is absolutely key to what we're doing. No one can do this alone. It's such a difficult field. You're making life and death decisions about children's lives every day. UBS Optimus Foundation has nurtured our collaboration with HHC and other aligned organizations. UBS Optimus Foundation funded the Transform Alliance Africa regional workshop, helping to bring organizations across nine African countries together last November to call for an end to orphanages.

The biggest problem is that people think it isn't possible to have a system without orphanages. Our role is very much as a catalyst to show it is possible."

Collectively. For the long term.

It's crucial to seek expert support from partners with experience in child protection who understand the local context. Together with frontline partners, advocacy organizations and knowledge networks, we're creating sustainable and innovative evidence-based models of family-based care.

Here are some of the partners we're supporting within our families not orphans portfolio.

Advocacy

Lumos helps international philanthropists, governments and communities redirect funds from orphanages to services that allow children to be raised in loving families. We're supporting their efforts to understand the sources of funding to orphanages and develop evidence-based strategies to redirect it.

Evidence

Better Care Network is an international network of organizations committed to supporting children without adequate family care. The Network fosters collaboration, research and information sharing. We're supporting them in developing a toolkit to help the travel industry move away from orphanage "voluntourism."

Implementation

Our partners are working all over the world to create alternatives to institutional care and reform government policies so that families can stay together. Two of our partners are working toward this end in Africa:

- Child's i Foundation is working to transform Ugandan orphanages into family support centers, reintegrating children into loving homes. We're supporting Child's i's work in two districts in Uganda to demonstrate that there is a viable alternative to orphanages.
- Hope and Homes for Children works alongside governments and civil society organizations in over 30 countries to dismantle orphanage-based care systems. We've supported their direct work in South Africa and technical assistance to country governments across the world. It is bolstering Child's i Foundation's work in Uganda, based on its Active Family Support model implemented in several other countries, including Sudan and Rwanda.

Partnering for good

A selection of our program partners around the world

Americas



KIPP¹, United States (Education)

KIPP trains and develops outstanding educators, promotes education innovation, and facilitates the exchange of insights and ideas across KIPP and other public schools and organizations. With our support, KIPP is developing and testing new approaches to teaching children from some of the poorest communities in the United States.



San Diego Trafficking Prevention Collective, United States (Protection)

The San Diego Trafficking Prevention Collective works to educate and empower children in San Diego County – one of the most trafficking vulnerable counties in the USA – public schools to protect them from human trafficking. We're supporting a three-year program to bring together three unique education programs to reach approximately 340,000 students and 10,000 teachers.

Europe and Middle East



Luminos Refugee Education, Lebanon (Education)

Luminos Refugee Education helps children denied an education because of poverty, conflict or discrimination get back to school. We're supporting their work in Lebanon to enable Syrian refugee children get up to speed and continue their studies in local schools.



Place2Be², UK (Health)

Place2Be provides emotional and therapeutic services in UK primary and secondary schools, building children's resilience through talking, creative work and play.

Africa



GiveDirectly, Uganda (Health)
GiveDirectly has a proven track record in delivering unconditional cash transfers to the extremely poor in Africa. We're providing support for their program in the Kiryandongo settlement in Uganda to provide cash transfers to long-term refugee and host national families, thereby improving their livelihoods and well-being.



Injini, South Africa (Education)
Injini is Africa's first ed-tech incubator. We're supporting this for-profit social enterprise so it can invest in a cohort of start-ups across Africa every six months and provide them with the support it needs to deliver impact and scale up across the continent.

Asia

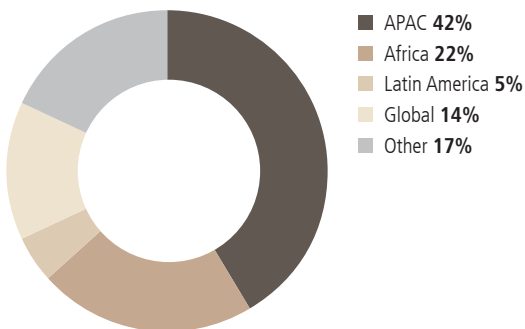


REAP, China (Health)
REAP stands for Rural Education Action Program and uses randomized control trial approaches to bring the most effective solutions to China's rural interior. One of several of programs we support is developing a replicable training and digital application to help rural doctors improve diagnosis and treatment of children.

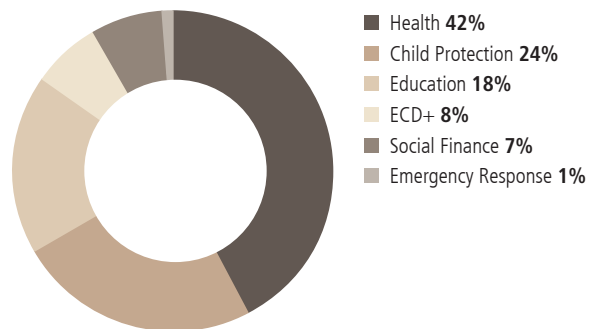


Nomi Network, India (Protection)
Nomi Network provides work-force training programs and economic opportunities to girls and women in Bihar and Odisha states who are at risk of human trafficking. We're helping Nomi Network digitize and scale delivery of its training curriculum so that more vulnerable girls and women can gain fundamental employment skills.

Distribution of grants 2018 per region



Distribution of grants 2018 per program area



¹ KIPP is a program funded through the donation platform in the US.

² Place2Be is a program funded through the UBS Optimus Foundation UK.

Governance

Taking advantage of our unique network

The UBS Optimus Foundation Network consists of the UBS Optimus Foundation in Switzerland, its branch in Hong Kong and the representative office in China, its sister organizations UBS Optimus Foundation Deutschland and UBS Optimus Foundation UK, as well as a donation platform in the United States. We receive funds from UBS, UBS clients and UBS employees. We give grants to program partners that are helping underprivileged or vulnerable children around the world in the areas of health, education and child protection, as well as funds for emergency response.

Our Network is governed through individual Boards in Switzerland, the UK and Germany. The Boards are made up of UBS employees and independent external members (except for the German Board, which comprises only UBS employees). Annually, a strategic meeting of representatives from each of these Boards is held in Zurich, Switzerland.

To make sure we have the highest standards of transparency in terms of decision making, and in line with good governance practices, the Network has established a Network Management Committee.

About us

Foundation Board Switzerland¹

Sergio P. Ermotti, Chair, UBS
Ulrich Körner, UBS
Amy Lo, UBS
Beatriz Martin Jimenez, UBS
Robert J. McCann, UBS
Andrea Orcel, UBS
Christian Wiesendanger, UBS
Christopher Holder, external expert
Theo Sowa, external expert
Sonal Shah, external expert
Marcel Tanner, external expert
Fay Twersky, external expert
Jeffrey R. Williams, external expert

Foundation Board United Kingdom

Annie Coleman, UBS
Phyllis Kurlander Costanza, UBS
Eva Lindholm, UBS
Siobhan McDonagh, UBS
Nick Perryman, UBS
Edoardo Rulli, UBS
Jo Ensor, external expert

Foundation Board Germany

Barbara Rupf Bee, Chair, UBS
Dr. Mara Harvey, UBS
Dr. Lars Kloster, UBS
Cherstin Seybold, UBS

Network Management Committee

Phyllis Kurlander Costanza, CEO
Nina Hoppe, COO
Sally Faiz, Head Philanthropic Programs
Tom Hall, Head UBS Philanthropy Services
Wei Wei, Head UBS Optimus Foundation Hong Kong
Maya Ziswiler, Head Social Finance

¹Andrea Orcel was part of the Board in 2018, but left in November and was subsequently replaced by Beatriz Martin Jimenez.





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