Keeping Children Safe

Celebrating ten years of CRANE in Kampala

Contents

Executive Summary

Ten years after Children at Risk Action Network (CRANE) was founded in 2004, Viva and CRANE commissioned this evaluation to learn more about what factors have helped and hindered the network's development and to test the validity of the network model. The evaluation seeks to describe the impact that the network has had so far, especially in terms of change for children, and to assess whether the network model offers the potential for CRANE to deliver solutions to some of the most serious issues affecting children in the city in the future. The evaluation was structured around two key research questions: what made the network grow and develop, and what is the impact in terms of change for children?

In Autumn 2014 Viva undertook a field-based evaluation of the growth and impact of CRANE in Kampala. A desk review of existing evaluation reports, Network Health Check results and other data was combined with focus groups and semi-structured interviews engaging 54 adults and 48 children, including duty-bearers, community members, network members, secretariat staff, board members, and children and adults who have participated in network programmes, as well as donors who have partnered with CRANE. The research was externally verified during a week-long site visit in November 2014.

Key findings

CRANE developed through a combination of an existing small group of organisations working with children, who recognised the potential for achieving more through working together than by working in isolation. The partnership with Viva helped to harness this initial energy. The initiation of Viva's organisational capacity building programme Quality Improvement System (QIS), piloted by CRANE in 2006-2008, built the network in quality, size and reach, and launched CRANE into a new phase of network development by deepening the connectivity of the network and acting as a springboard to engagement in strategic collective action programmes for children. QIS remains of significant value to network members and continues to have a multiplied impact as training is shared by members beyond their organisations.

Especially since 2011, CRANE has engaged network members in collective action for children which has brought significant change on a number of levels. Where members have participated in the network over several years, there is evidence of widespread change for children across whole communities. Children, adults, service providers and duty-bearers are all influenced to improve children's safety and access to services through the combined impact of network programme activities and actions taken by members outside of programmes which are rooted in training and good practice learned through the network. Evidence of child-led change through equipping and supporting child ambassadors also represents a unique contribution of the network in Kampala. Programmes seeking to reintegrate children in families show that CRANE has been able to effect change simultaneously on multiple levels, transforming the lives of individual children but also equipping and changing the attitudes of social workers and children's homes, and participating in government level advocacy and decision-making to effect structural change.

The role of Viva as a partner has been significant to CRANE at all stages of network development. Viva's network consultant has provided ongoing mentoring and support of the secretariat and members, challenging and stretching the network to think strategically and collaboratively, and Viva has provided strategic planning and monitoring and evaluation tools which have helped the network to develop programmes directly addressing the most significant problems facing children.

One of Viva's most significant contributions has been in seeking out and brokering funding agreements with donors. CRANE has been able to develop positive relationships with small-scale or individual donors, as well as attracting and maintaining relationships with larger funders. CRANE and Viva's success in being accepted as a delivery partner for DFID's Girls Education Challenge programme at the end of 2013 indicated a high level of confidence in the potential of a network to effect change for children. This new partnership is significantly growing the capacity of the network, but at the same time its demanding requirements have challenged the secretariat's capacity to carry out network-strengthening activities such as member care and network-wide activities.

CRANE's current work shows evidence of working at a deeper phase of network development. CRANE has developed strategic partnerships with government and decision-makers and is using these to bring about change for children. CRANE has particularly developed strong relationships with individuals and working groups under the Ministry of Gender, Labour and Social Development, and with the Uganda Police Force's Child and Family Protection Unit, enabling the network to speak into these areas and be available as a resource to work alongside and on behalf of government in areas such as resettlement and child protection. On several occasions CRANE has united network members to speak with a strong combined voice to influence decision-makers. In 2010 a petition to parliament resulted in an increase in doctors who can file reports on cases of child sexual abuse, and child ambassadors presented issues affecting them to the Uganda Parliamentary Forum for Children in 2013. Media pieces sharing advocacy messages produced with children have also had a wide reach.

Conclusions

The story of CRANE's development and impact as a network evidences Viva's three-phase model of network development and shows that the model has the potential to effect city-wide change for children as networks move towards developing solutions to key problems facing children. Development of solutions is non-linear and requires the network to maintain flexibility and sensitivity to the changing membership structure, operating context and opportunities arising.

While the existing synergy between network members and the coordination of the secretariat has enabled significant collaborative action to take place so far, even more could be achieved by increasing member engagement. Some members are currently not engaged in programmes and the secretariat needs to ensure that the largely positive shift towards strategic collaborative programmes does not obscure the need for member care and network-wide activities such as capacity building training, caregivers retreats and Christmas parties which have been key in growing the network.

Viva's partnership at all stages of the network's development has contributed to enabling the network to deliver capacity building programmes which have increased the quality and reach of individual network members and, through identifying and helping CRANE to access funding opportunities, enabled these members to work together in strategic collaborations which are increasingly able to effect change on many levels. CRANE has demonstrated value for money through a consistent track record in effectiveness and impact and use of volunteers both in supporting the secretariat and as a consistent part of programme delivery through equipping volunteer community members and child ambassadors.

CRANE has built strategic partnerships with government ministries and duty-bearers such as police, probation officers and social workers which have allowed the combined voice of the network members to be heard and to positively influence the situation of children in the city, as well as amplifying the voice of children. CRANE is currently in position to deliver city-wide solutions in the areas of keeping children safe, children in families and children in education. CRANE's story so far indicates that the network model has the potential to multiply the impact of organisations working with children.

Recommendations

- CRANE should ensure that 'Phase 1' opportunities for low-level engagement in the network remain available for newer members at the same time as operating increasingly strategic and complex collaborative programmes. Viva should consider how far Phase 1 and 2 phases can operate continuously with Phase 3 to understand the optimum balance between capacity building and collective action.

- Member engagement should be increased by a higher level of member participation in network decision-making and ensuring that member care continues.

- The network should look to make more of its unique position representing a significant voice for organisations working with children in the city to tackle issues through further advocacy to government and decision-makers, and allocate resources to effectively support the network manager and member organisations to do this.

- CRANE should seek to further broaden its funding base to ensure future sustainability and reduce risk to priority services.

Ten Years: Ten Numbers to Celebrate

289 children back in their families resettled from orphanages with direct support from CRANE

25,834 children are cared for to high standards by organisations who have graduated from Viva's Quality Improvement System (QIS) programme

425 girls have re-entered school or appropriate vocational training after passing through a creative learning centre

844 children received birth certificates enabling them to access medical care and educational opportunities

1,304 families better able to support their children after receiving mentoring, capacity-building training or being supported to start small income generating projects

1,747 people living in slum communities are reached with positive health messages on maternal and child health by peer educators every month

At least **83 child protection committees** set up in communities through CRANE programmes and by members

More than **13,497 children reached** with messages on child rights and community advocacy by child ambassadors

5,000 children and adults signed CRANE's **petition to parliament** in 2010 which resulted in a change in the law making reporting cases of child sexual abuse easier

At least **495 decision-makers influenced in 2013** through training of police, probation officers and social workers and viewings of advocacy films created with children

Introduction

In 2001 a small group of organisations in Kampala came together to begin thinking about forming a network to work together for children at risk in the city. In 2004, Children at Risk Action Network (CRANE) was formed, in partnership with Viva. Since then, thousands of children's lives have been changed for the better: Organisations are better equipped to provide quality care for children, and collaborative activities and programmes have grown in both in scale and strategic focus to work increasingly towards bringing city-wide solutions to some of the many serious issues affecting Kampala's children.

Ten years on, CRANE wants to celebrate the significant achievements made by the network, seeking to understand the factors that have contributed to the network's growth and impact. At the same time, Viva wants to learn with CRANE from areas that could be improved in order put in place strategies to deliver even greater benefits for both children and network members into the next phase of CRANE's development and in other networks worldwide. The partner document, 'Big Picture thinking for the Silver Jubilee 2029' outlines in more detail CRANE's model and theory of change going forward.

The network model upon which CRANE has been built is based on the belief that much more can be achieved by working together than can ever be achieved by individual organisations working in isolation, but this claim is not always easy to evidence. By seeking to quantify the impact of collective action, this case study will also enable Viva to evaluate the network model and its usefulness by pinpointing the change for children that has been achieved specifically by working together. Viva's network model, described in detail in the document 'Together for Children', outlines a three phase model of network development.

Research Questions
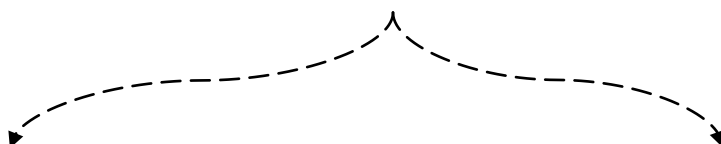
What made the network grow and develop?

- How did the network grow? What were the pivotal events?
- How have members engaged with the network?
- Have the goals and strategic focus of the network changed over time?
- What was the balance between member care and collective action for children?
- How have programmes developed?
- What strategic partnerships have been formed?
- Has the network become increasingly sustainable?
- How has the partnership with Viva influenced the development of the network?
- How can CRANE improve its practice to increase benefits for members?

What is the impact in terms of change for children?

- How have children and members benefited from the network (quantity and quality)?
- Are good practices replicated outside of programmes?
- What influence is the network achieving locally and across the city?
- Which programmes have had the greatest impact?
- What is the impact of collaboration?
- Is the combined voice of network members being used effectively as a stronger voice for children?
- Which issues facing children are the network addressing?
- Can the network model deliver solutions?
- Has there been long term impact in children's lives?
- How can CRANE improve its practice to increase benefits for children?

Methodology

Desk research, interviews and focus groups were carried out during August-November 2014. The research gathered feedback from representatives of 23 current and previous CRANE member organisations, 48 children, 9 community members, 9 duty-bearers (primarily policemen and probation officers), 6 donors or partners, and 5 current or previous CRANE secretariat staff and 2 Viva staff members.

Research with children, members and communities consisted of a combination of semi-structured interviews and participatory research methods such as encouraging children to draw stories of most significant change and creating timelines. CRANE's donors were invited to respond to an online survey to give feedback on their experience of partnering with CRANE.

Desk research included internal and external end of programme evaluation reports, CRANE annual reports, programme reports and proposals, and Viva's Annual Network Reports and Network Health Check reports produced annually with CRANE, as well as current situational analysis documents. External verification of findings took place during an on-site visit in November 2014.

Approach to Analysis

Data was analysed, and common themes emerging from qualitative sources such as interviews and focus groups were collated and verified against quantitative information such as programme results including Quality Improvement System (QIS) results, financial records, Network Health Check data and other information.

Stakeholders Consulted

Semi-Structured Interviews

Duty-bearers
- AIP Mfitundinda Gad, Child and Family Protection Officer—Headquarters
- 4 police officers, Kasawo Sub-county
- Caroline Bankusha, Alternative Care Consortium
- 3 Community Development Officers, Kasawo Sub-county

CRANE secretariat and members
- 12 current and 1 previous director or other representative of CRANE member organisations
- CRANE network manager and previous network coordinator, and 3 secretariat staff members

Viva
- Network consultant to CRANE
- Viva Africa Director

Community
- 1 Maternal and Child Health peer educator
- Child ambassador mentor, Kakiri
- Village health team worker, Kabimbiri
- 2 teachers and 1 deputy headteacher, Kabimbiri
- 1 community mentor
- 3 parents (savings group members)

Donors
- Titus Gerald, Eriks

Children
- 4 Creative Learning Centre graduates
- 3 child ambassadors

Focus Groups
- 30 child ambassadors (aged 9-13)
- 11 girls attending a Creative Learning Centre (aged 13-17)
- Directors or other representatives of 12 CRANE member organisations

Donor Survey (Respondents)
- DMCDD
- Karen Amery
- Wonersh Church
- Tanterton Christian Fellowship
- Community Health Global Network
- Separate feedback from m.a.d.

A Story with Two Beginnings

In Kampala in 2001 there were already organisations and individuals working with children at risk who were interested in working together and developing ways of sharing information.

Personally the biggest drive for me was a personal drive – networking comes naturally to me – I was already convinced – I was already looking for ways to create and build networks.

Mitch Mukasa, CRANE chairman

My Story...

I was called to street children in 1996. I remember my first time on the streets and meeting the first child – I was so shocked that the child told me, "I have no home." I was brought into a world that was totally new to me, where children would talk to me about a world of not knowing a mum or a dad, not knowing when their birthday is, not knowing how old they are; I was shocked.

God gave me compassion but he didn't show me what I needed to do; I thought I was the only one there. I wanted to collect all the children and feed them and house them, but I started by making a difference in the lives of children, one child at a time. I found I had created my own work. I would go to the street and do whatever I needed to do to solve a problem.

Then I met an organisation which was working with street children, and learnt about a street children's network that they had started, and there I met people who were doing the same thing I wanted to do. During that time Viva also came with the idea of starting a network for Christian organisations working with children. I could see that while my contribution might be so small, by being connected to so many others out there, the impact in the whole network will be felt.

My organisation already had a department for advocacy and networking and a staff member in place for that there. We decided to offer CRANE this place and this staff member. I'm very proud that this was our part to play. I credit where my organisation is today to the principle of networking – realising I need to learn and understand what we can do best and leave the rest to the network.

Rita Nkemba, Director, Dwelling Places

Already partnering with networks in Latin America and Asia and with several links in Africa, Viva decided to explore creating momentum for a network in Uganda. Viva's founder, Patrick McDonald, and Viva Africa team member Isobel Booth-Clibborn already had connections in Uganda with whom they worked together with to begin exploring the possibility. Two Viva staff set up the regional centre in Kampala in May 2001.

Starting the network requires some individuals who are able to see the benefit of networking beyond what they can gain as individual organisations, with a longer term vision of what's possible and the idea of being able to do more together than alone.

Gathering around a focus issue

Initially street children and later children in residential care acted as a focus for the developing network, with most interested organisations having some interest in this issue and recognising a benefit in working together. At this time a street children's network already existed and CRANE built on this momentum but added a uniquely Christian dimension.
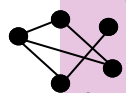
The concept of networking was not very clear. The most important thing by then was about accessing funding. For big organisations with enough funding, the question was, "What's the purpose for me?" Information sharing, or good practices, were not very important. And if they were struggling, "What access to resources will there be for me?" So it was hard to combine these two. It was a struggle to get past this and take off. Even today it's still the challenge... The focus in the early days was organisations working with street children – they wanted to share information and so they could see the benefits. They could see the benefit of information sharing and strategy, not money.

Sam Mayanja, Board Member
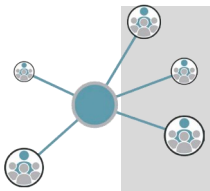
Viva's Network Development Model: Phase 1

Initially networks concentrate on identifying shared needs and opportunities and providing services to members that centre around information sharing, emotional support and promotion of best practice. People who can help each other are connected to each other.

The network begins with smaller, short term projects such as organising one-off training sessions, prayer events and staff retreats, which require low inputs but have clear outcomes, equipping, encouraging participants and generating momentum to further establish the network. These activities gives participants a flavour of what joint action can achieve.

The structure of the network can be minimal at this stage, with usually two or three individuals forming a coordination team as volunteers, later becoming permanent paid staff. The steering group guides and monitors the coordination team activities but also must have a clear vision for network growth into phases 2 and 3.

Finding out **who's doing what**

From 2001 exploration took place to start to find out who was doing what work with children at risk in Kampala; in July 2004 a mapping exercise was carried out, reaching 20 organisations, and an initial directory was produced by a volunteer.

Isobel was moving around children's homes talking about the idea of a network to address the issues of children in institutions so we can have a common goal and purpose.

John Kasule, Nafasi Welfare Home

In 2001, a handful of organisations agreed a desire to partner with Viva start a network. In 2004 CRANE was founded by 15 organisations with 10 committing as fee-paying members. There was a steering group of three, and a network focus on street children's issues.

▶ **A network is born**

One-off events and training bring people together

QIS pilot training events took place in 2004 and 2005 on planning and accountability and child protection; residential care training and training for Pavement Project (street children) took place in 2005.

Inaugural CRANE meeting May 2001

Coming together to pray for children

In June 2005, 7 network members and 400 children took part in Viva's annual **World Weekend of Prayer** which brings together children and adults across the world to pray for children at risk. Since then, the network has taken part in the event every year, mobilising children, churches and adults across the city to pray. Events like this also give network members a chance to meet together and share experiences, getting a sense of the possibilities that can come from working together.

Networker Training 2004

9

Taking Off

One of the most significant moments in CRANE's development as a network came in October 2006 when CRANE was able to move into a long-term formal partnership with Viva after securing a significant grant from Danish Mission Council Development Department (DMCDD) to implement QIS, Viva's capacity building tool for network members. This funding allowed the network coordinator to be paid on a full-time wage and introduced a mentor to help members implement improvements, and Viva were able to employ a QIS consultant for CRANE.

This period represented a shift in the network's focus, moving from one-off events with short-term goals into a more long-term commitment to working together and investment in building systems and supporting members to deliver quality services for children. QIS is a two year commitment and so represents significant investment by the secretariat and network members involved. The programme also required the network to develop systems to ensure higher levels of clarity, transparency and accountability.

> QIS was the eureka moment for the network. The value of the network increased, the enthusiasm of membership… we could see a tangible, measurable value for being members of the network.
>
> *Mitch Mukasa, CRANE Chairman*

> The thing that changed us so much was QIS. When QIS came it gave us dignity. QIS gave us the standards that we needed to measure up to. I was groping in the dark and doing the best I could, but when CRANE came with QIS it was fantastic. And then also meeting with other people in the network – being part of networks made me realise that I'm not alone.
>
> *Rita, Dwelling Places*

The first QIS cycle from 2006-2008 also helped the growth of the network, with organisations joining the network to become part of the programme. Between 2006 and 2008 network membership doubled from 30 to 60 organisations, and

Viva Equip Projects: QIS

CRANE was among the first partner networks worldwide to deliver Viva's **Quality Improvement System (QIS)** and the first to see organisations graduate from the programme. CRANE and the Viva team in Africa worked with Viva in the UK to contribute to the design of the QIS programme.

QIS aims to see well-resourced and equipped people and organisations serving children at risk, working to good practice guidelines and running sustainable and credible organisations. QIS enables organisations to build strong foundations and set clear goals for the future. It helps ensure that organisational structures and systems meet globally recognised standards, ensuring a high level of accountability and sustainability.

QIS aims that all member organisations meet at least the minimum government and international standards in child care in 6 topics: (1) child protection, (2) child wellbeing, (3) governance, (4) financial management, (5) project planning and design, (6) people care.
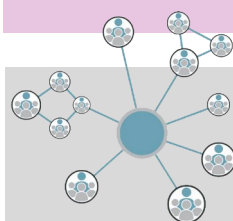
Network Development: Phase 2

In **Phase 2** there is a step change to move the network on to larger collaborative action, with capacity building programmes increasing and deepening the impact of the network.

The coordination team and steering group expand so that they can further develop network identity and attract new members, and network participants not only see individual benefits to their own organisations but begin to experience how effective partnering can achieve large-scale change for children at risk.

Continuous improvement becomes a key value and members are mentored in training in organisational development helping them see measurable changes and benefits in their organisations and their care for children; training run as a network reinforces information sharing and peer support. Towards the end of Phase 2, the network engages in two or three year externally funded collaborative programmes that address specific issues affecting children.

Partnerships are developed with key stakeholders in the community, especially churches, and then beyond the church for example by sharing network activities with relevant government departments, or advising the police how to best interact with a particular community.

by the end of the second cycle of QIS in 2011, membership had reached 110. QIS directly led to the growth of the network as participating organisations began telling others about the impact QIS was having. Referrals between member organisations began to happen more often. This growth led to increased reputation and influence for the network. QIS also deepened the network, as participating organisations were meeting every six weeks, and through regular meeting and peer learning these members developed lasting relationships which strengthened their ability to work together for children.

Short term programmes and one-off training sessions continued during this period, and the first **caregivers retreat** in 2007 gave an opportunity for often over-worked staff working with children to take some time out to rest and be refreshed, as well as providing another opportunity for networking. However, at this stage network reach was still limited and there was much more of a focus on capacity building and training. Although this was for the benefit of children, most members still saw the network as offering benefits for organisations rather than as a vehicle for wide-scale change for children.

The Impact of QIS

44 member organisations started the first cycle of QIS in 2007. Of these, 15 dropped out of the programme for a variety of reasons including: changes in leadership; lack of leadership buy-in; only one person in the organisation and the organisation closed.

29 organisations completed the programme by demonstrating improvements across the QIS modules.

After external verification of policies and their implementation, 21 organisations met the minimum legal standards, achieving an average improvement of 47% against their baseline, and of these 13 met the higher level of additional quality.

Average improvements in modules with recorded baseline data analysed in 2014:

- 52% improvement in people management
- 50% improvement in governance
- 49% improvement in child protection
- 36% improvement in project planning and design

QIS has remained a core network programme, and since 2007, 110 organisations have started QIS and 86 have so far attained improvement as a result of QIS. These organisations reach an estimated 25,834 children through 1,893 staff and volunteers.

16 organisation that participated in QIS have gone on to be delivery partners for the **Girls' Education Challenge** funded by DFID, 26 to deliver the **Keeping Children Safe** advocacy agenda, and 9 to deliver a **Reintegration** strategy for children.

QIS Graduation 2010

The best thing I've ever received in CRANE is QIS. It has mentored our project to become stronger in terms of administration and what we do. When I did self-assessment at the beginning of QIS I ticked no or very poor for every question, at the end of QIS I went through it again and ticked yes, yes, very good, very good.

Pascal, MYDEL

The impact of QIS improvement grants 2008

Before

Children happily seated on the desks they received

24 organisations completing the first QIS cycle received improvement grants from Tearfund UK in Summer 2008, enabling them to practically make their organisations better places for children. The improvement grants led to deepening relationships and developing credible organisations, many of which are still a strong part of CRANE.

Bringing Churches into the heart of the network

By 2008, churches represented 25% of the network membership with 15 churches participating. From 2008, CRANE started delivering events specifically targeting churches to make them safer places for children and equip pastors and children's workers in churches to deliver better quality care for children. The first 3-day pastors' conference in 2008 was attended by 174 pastors from 76 churches, and at the end of 2008 CRANE began a partnership with World Orphans to mobilise churches. In 2010 Tearfund funded CRANE's delivery of Viva's **Child Friendly Church** which was developed in partnership with the network as it piloted and developed the programme. This focus on drawing churches into the network with targeted capacity building programmes meant that by 2010 church participation had more than tripled with 48 churches were participating in the network that year.

Pastors Conference 2008

Responding to the Situation of Children in Kampala

55% of Uganda's population are children

94% of Ugandan children are vulnerable

99% of primary school children reported emotional, physical or sexual abuse

More than 80% of children in orphanages have family

49% of girls are married by the age of 18*

Network Reach

21 of 158 churches in the city participate in the network

Network members are reaching 30,000 of 855,320 children in the network's area

81 of 220 Christian Organisations in the city participate in the network
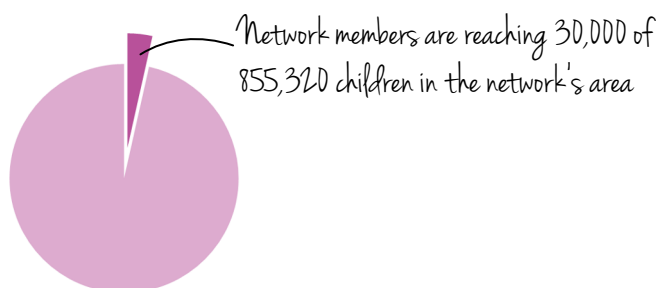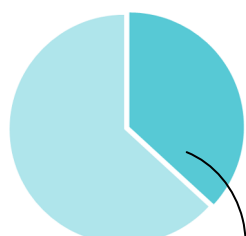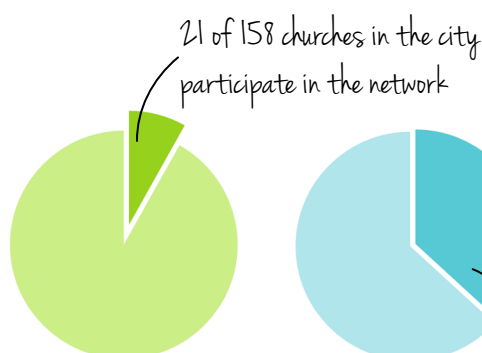
Participation in the network as reported in the 2013 Network Health Check

Discovering the situation of children in the City

CRANE has used **Viva Locate** tools to map out who is working with children at risk across the network area. In 2007 a large situational mapping research project took place across Kampala and this was fundamental in delivering a foundation for a more efficient, focused strategy to be sought and achieved by CRANE to face the challenges of children at risk. Over time CRANE has carried out more detailed situational mapping in line with new programmes, helping to highlight problem areas and unaddressed needs. Through **Viva Connect** CRANE has produces a directory of organisations and churches working with children at risk in the city which helps link organisations together to meet the needs of children.

Operating Context

Although other networks of secular and faith-based organisations exist, CRANE is unique in bringing together Christian organisations and churches of all denominations for children's issues with a city-wide focus.

One network member stated, 'In my new organisation I have joined CRANE rather than other national networks as I know the value of networking and I have confidence in CRANE.'

*Unicef, 2014; MoGLSD, 2010; Unicef, 2012; Alternative Care Framework, 2011; ANPCANN, 2010

Keeping Children Safe: How do programmes develop in line with the identified needs of children?

Following the end of the first cycle of **QIS** at the end of 2008, the donor DMCDD encouraged CRANE to look more widely at expanding the programme to include an advocacy element alongside organisational capacity building. This fitted well with the experience of the existing members who had participated in the initial QIS cycle. Following the QIS module on child protection, members became increasingly aware of both the high incidence of child abuse cases and the limited capacity of duty-bearers and local leaders to do their job effecti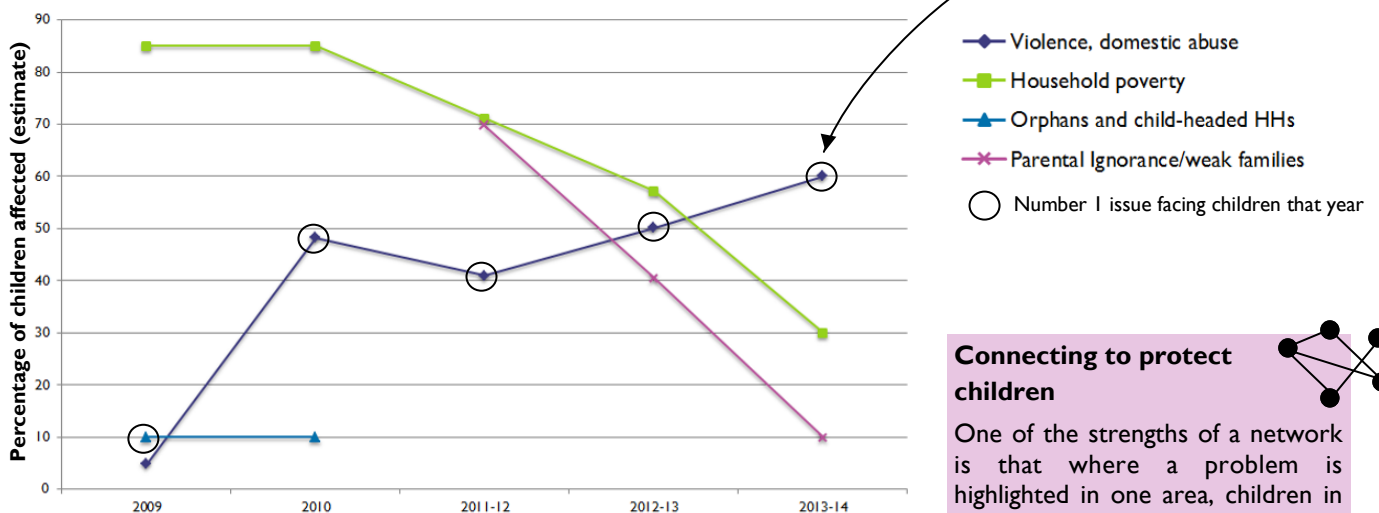vely for children. Situational mapping by the network also increasingly revealed the need to focus on the issue of violence and abuse against children, and so the second cycle of QIS in 2008-2010 was accompanied by **Advocacy**, facilitating the network beginning to hold duty-bearers to account. This developed further into CRANE's **Keeping Children Safe** programme in 2011- 2013, which further strengthened the individual and combined advocacy efforts of network members and saw positive change for the safety of children in communities across Kampala. Policemen, local leaders and probation officers were sensitised through training and community advocacy events; child ambassadors and community mentors were equipped and supported to take action to keep children safe, learning how to protect children and respond to cases of abuse. Alongside this, media messages developed by children to educate adults on child protection were widely viewed.

Since 2010 CRANE has identified violence against children as the most important issue they face

Change in top 3 issues identified as priorities by CRANE

Children at Risk

Child abuse is common in Uganda and cases of sexual abuse in particular often go unreported or are not fully followed up to ensure convictions. Child sacrifice is a disturbing form of abuse that remains present. In many families and communities, girls are still less valued than boys and therefore fail to access the same education opportunities. Generally children are perceived as having low value except for what they can contribute economically. This also affects children with disabilities.

The vulnerability of children in Uganda is compounded by the low protective capacity and understanding of families, communities and official government departments responsible for child protection. Police, probation and social welfare officers are sometimes unable to deal with cases as effectively as they would like to as they are restricted by limited budgets and resources.

The conditions in some institutions and the structures that are supposed to protect children from abuse are very poor. This is evidenced by a lack of implementation of government and international standards in child care. According to the Ministry of Gender, Labour and Social Development (MoGLSD), one third of all children's institutions should be closed down due to poor quality services given to children.

Connecting to protect children

One of the strengths of a network is that where a problem is highlighted in one area, children in need can be connected to those who are best able to meet their particular needs.

As peer educators in CRANE's **Maternal and Child Health** programme travelled around Namuwongo slum area, they were profoundly concerned to find children as young as five years old being used for sex for small amounts of money in order for the child to get some money to buy food.

Network members in that area came together with the CRANE Secretariat to put on a **Viva Christmas Party**. They then gathered these children together for a day where these children could come, be fed, have some fun, and be linked up to the local churches so that they could be helped out of their desperate situations.

The growth of a network

2001-2003	2004	2005	2006	2007	2008

Independent working group on adoption becomes Families for Children working group

QIS and Mapping

First large-scale funded
collaborative programme

CRANE founded

First AGM

Sports Working Group

60

28

30

10

World Weekend of Prayer

Christmas Parties

Caregivers' Retreats

30

28   Number of network
member organisations
and churches

14

At the 2012 AGM CRANE reorganised the network activities into seven Working Groups

| 2009 | 2010 | 2011 | 2012 | 2013 | 2014 |

Street children working group

Families for children: Supporting children placed in foster families

145

Reintegration: **135** helping children in babies and children's homes to return to families **136**

Petition to parliament

114

Girls Education Challenge

Education working group

110

CRANE wins Tumaini Award

First government funding

QIS and Advocacy

Keeping Children Safe (QIS, advocacy, child ambassadors)

Child, family and community support

Music and Media

Family Empowerment 1 (and child ambassadors)

Family Empowerment 2

Film Festival

Church Mobilisation

Child Friendly Church

Maternal & Child Health

Maternal and Child Health (Peer Educators in slum communities)

Sports Working Group

Disability Working Group

Reintegration

Education

Empowerment

Church

Maternal & Child Health

Sports

Disability

☐ One-off training, pilot, or event

▭ Working group

▢ Funded programme

15

Making Connections

Why do members join the network?

- I thought a team would help vulnerable children in this country
- We were invited to join CRANE by another member
- I was thinking, "What am I doing?" So we joined QIS.
- I couldn't believe this resource was available. I just felt, this is where we need to be.
- We needed a child protection policy so we joined the network
- I was given a good account – I learnt what CRANE was all about – and I joined
- I had knowledge and skills I could use to help others
- We ended up attending training, and it fitted in with what we were doing
- We were new and we were looking for funders

Equipped for collective action?

To enable the network to achieve transformational change in the situation of children in the city, it is important for the network to inspire members with this vision and engage them in collaborative action together towards this goal. However, historically, in reality many members have not initially engaged in the network because of this vision, although some do. As the reasons given above by members involved in interviews and focus groups demonstrate, for many organisations, the initial pull towards becoming involved in the network involves a perceived benefit for organisational capacity, rather than a greater vision for change through collective action.

In the past, QIS and other capacity building trainings were the entry point for many members, who have then gained the vision for more outward-looking collective action. When asked to highlight three key events in CRANE's development, the answers given by a focus group of 12 members indicate that in the early period of the network, members valued training and capacity development, but over time come to recognise the value of collaborative action for children.

Most significant events in CRANE's history: member perspectives
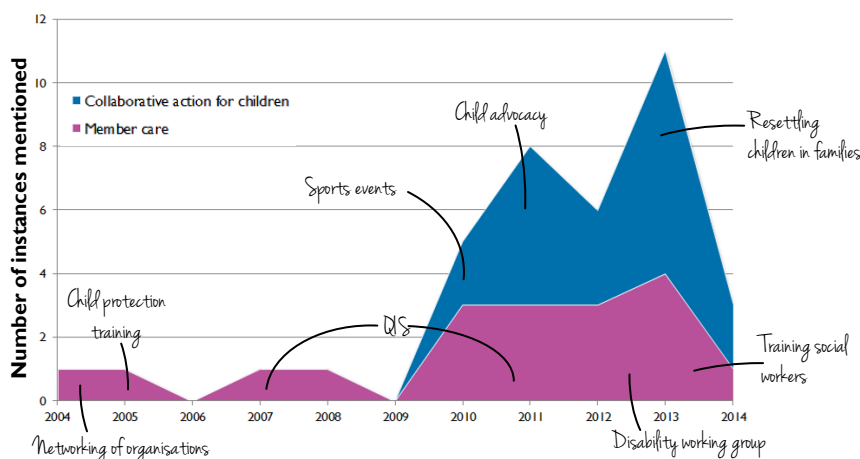
This suggests that these early member care focused initiatives, such as QIS and one-off training events, play an important role in drawing organisations together into the network, and set the stage for a later focus on collaborative action together for children.

Successful completion of QIS enables members to become part of more complex collaborative programmes; this is evidenced by the fact that all 20 of the delivery partners for the DFID-funded **Girls Education Challenge** programme have either previously completed or are currently participating in QIS. However, members joining since 2010 are not always equipped for more complex programmes or able to easily grasp the bigger network vision. While the strategic development of the network clearly requires resources to be increasingly directed to encouraging collective action for children, this has reduced access to capacity building programmes for newer or less developed members. Since its third cycle, QIS has been tied into larger collaborative programmes, meaning that other members have to pay a fee to access it, and there are fewer one-off training events than during Phase 1 or 2 of network development. CRANE's work with children's homes in **reintegration** has been more successful in continuing to add more new network members to the programme, perhaps because of the strong capacity building and individual mentoring elements of the programme.

Phasing out phase 1?

During phase 1 of the network's development before funded programmes began, network-wide events enabled significant linkages to be developed between members which allowed them to begin to see a bigger picture of the network. While the events which were the main activities of phase 1 such as Christmas parties, caregivers retreats and sports events have continued throughout the network's development, some of these events have become tied into the larger funded programmes or are happening less frequently, or are less able to include every member organisation because of the increased size of the network.

Many organisations report that it was by attending the larger network-wide events that they were able to initially meet other members and then in the future make referrals and network further. While pure networking events are rightly no longer the main focus of the network, CRANE may need to think about ways of continuing to facilitate such events for members who are new or not yet part of programmes.

Christmas Party 2008

Sports Days 2009

Getting the balance right?

When there were fewer organisations you knew people – we'd identify problems together at meetings and agree to work on them. The biggest problem was that we didn't have money to meet or have staff members, but this meant that people in the network would volunteer their time to do things.

Florence, Special Children's Trust

Interviews with long-term members and focus group discussions with 12 members of various lengths of membership and engagement with the network showed that several long-term members look back to the early days of CRANE as having a stronger sense of connectivity, with fewer members and more organic opportunities to meet and work together. Member-led network functions such as sharing knowledge and referring children to other members are considered to have happened more often and more easily. At the same time, members have to a large extent valued being able to participate in collaborative programmes and recognise that it has enabled them to have more impact on children's lives than would have been possible alone. One member stated that being part of a programme is 'like gold.'

In a recent focus group with 12 network members, of those who joined the network before 2010 the majority pinpointed 2011-12, when the network had 135 members, as the time when they perceive the network to have been at its strongest. Members highlighted that this was a time where there were opportunities to participate in effective collaborative action for children through funded programmes such as **Keeping Children Safe**, **Child, Family and Community Support** and **Reintegration** and that these were balanced with a feeling that they were also able to access support and capacity building. The start of the **Girls Education Challenge** programme in 2013 has built member capacity by requiring increasingly robust accountability and monitoring systems; however, the secretariat is absorbing a large proportion of the demanding monitoring, evaluation, and reporting requirements which has challenged the secretariat's capacity for network-wide activities and functions. Rather than wishing to return purely to capacity building, members engaging in the focus group and interviews expressed a desire to see a return to a better balance between collaborative action and member care.

There is something new all the time… new programmes that benefit us. When you bring a new programme, at first they give you headaches. Like QIS, but we got used to how to write policies – now everyone admires us. With new programmes you can be almost quitting but then you enjoy them. Now I'm also enjoying the reintegration programme, but at the start it was very hard. What's currently happening – it gives us options – now there are options and you find where you belong. I appreciate that.

Julius, Mercy Child Care

The network has a challenge to remain relevant. After completing QIS one organisation said, "We've got what we needed, now we can leave." We may end up nurturing member organisations but they don't stay after. There are two challenges for the board: to think strategically about where members are going, and attracting and retaining members. The key for the growth of the network has been over the last two years, with programmes. Retaining members is based on their level of involvement in designing programmes, and we need to keep both big and small organisations.

Sam Mayanja, CRANE board member

Engagement and decision making

In 2012, one member decided not to renew their membership stating that the focus on programme delivery and lack of relevant activities meant the network was no longer meeting their needs. While the secretariat has a responsibility to listen to the views of members, members also need to actively take ownership of the network and influence direction through active engagement, rather than allowing decision-making to be left to the secretariat. Working groups active in each of the 7 focus areas provide a forum for member engagement and each member is encouraged to participate in at least one.

289

Children in orphanages reintegrated into their families since 2011 with direct support from **CRANE**

The Story in Numbers

At least **83**

Child protection committees formed in local communities

Children in organisations which have graduated from QIS training to enable them to care for children effectively **25,834**

1000 children
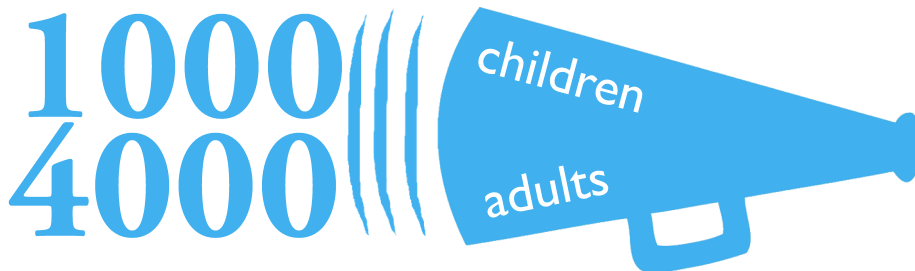**4000** adults

Signed **CRANE's** petition to parliament in 2010

Children helped to receive birth certificates **844**

1,805

Children who have attended a Christmas Party

Children who have taken part in sports events

9,045

Families empowered to provide for their children **1,304**

20

Children supported to live in foster families

85,000,000

Times CRANE's TV adverts on making time for children and child participation were viewed

425

Girls who have re-entered formal education or vocational training after passing through a Creative Learning Centre

1,747

People reached every month by peer educators on maternal and child health in two slum areas of Kampala

More than **13,497**

children reached through child ambassadors and empowered to know and advocate for their rights

2,747 Children in churches which have become child friendly

Community-wide Impact

A significant strength of networks is being able to work across a whole community. The CRANE member builds on their long term understanding of and investment in the community through participation in different CRANE initiatives so that what's learnt at the network level is spread across whole communities.

This community-wide case study of CRANE member Evacap's work in Kasawo sub-county shows how impact is multiplied through working on many levels across a community over several years.

Click on any photo on this page to watch a story*

Teachers recognise the impact of this training in helping them deal with children more positively and schools are also being sensitised on the need to help vulnerable girls get back into school.

Training teachers in children's rights and child protection

SCHOOLS

Training community mentors

Mentors have been trained to work with whole families to help them enable girls to return to school.

Helping vulnerable children go back to school

COMMUNITY MEMBERS

CHILDREN

Creating child protection committees

Parents and local leaders have come together to form child protection committees in their areas and they have been trained through CRANE to understand children's rights and child protection and how to deal with cases of child abuse.

Empowering families to care for their children

Through CRANE's **Girls Education Challenge** programme, girls who have been working or dropped out of school because of pregnancy are attending a creative learning centre and have the chance to go back to school.

Training Child Ambassadors to keep children safe

Savings groups have been established to help parents to save and take loans enabling them to start income-generating activities.

Children identify and get help for children in need of support. Recently children have advocated for birth registration.

Equipping child advocates

Child advocates support children to keep children safe in the community.

'The community is a safer place because of our work with CRANE.' Child Advocate, Kabimbiri

*pdf version of this report with video links can be downloaded at www.cranenetwork.org

Following training on child protection from CRANE, the CRANE member organisation continued to mobilise local police officers, building strong relationships and links between the police and the community.

The police look to the CRANE member for support in cases involving children.

POLICE

'In the past children were afraid, but now they are coming to us; they report freely.'
CDI, Kasawo

Police officers express a changed attitude towards children and a willingness to listen and take action to keep children safe.

Training duty bearers

CRANE MEMBER ORGANISATION

My Story... The CRANE training I attended gave me passion for doing more than I was doing before; I gained skills in child protection, advocacy for children and children's rights.

I first sensitised the church with what I had learned from CRANE's programmes including **QIS**, **child friendly church** and **Keeping Children Safe**. I trained the church leadership and decided to use these people to reach their communities. CRANE trained us on how to create a child protection committee. I starting liaising with police, local leaders, schools, and medical officers. Initially it wasn't easy to build these relationships, but later they decided to partner with us.

Kasawo sub-county has 47 villages and each one now has a child protection committee, and we also have child protection committees in local schools. It's good when the volunteers come to CRANE for training – they see others doing the same work and are encouraged to go on. Our communities are now doing well. **Some children we worked with there are now adults and they are doing something great in their communities and advocating for other children.**

Pastor George Kanyiike, Evacap, Mukono District

Pastor George has been asked by network members in different locations to give training on community child protection, meaning that his experience is replicated across the city.

LOCAL GOVERNMENT

Community development officers value partnering with CRANE and Evacap to carry out child protection work, and referring out of school girls to Evacap so that they and their families can be supported to help the girl return to school.

'I want CRANE to come and help my sub-county because I've really realised that since you came in Kasawo and Nabaale there is great change.'
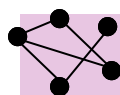*Community Development Officer*

'It's good that when we link together we can't do multiplication of work… that's the benefit of working together.'

Community Development Officer

Going Further

While many communities where CRANE member organisations are working are seeing signs of transformation, not all areas have seen such great impact. Some of the barriers faced are the willingness of leaders to work together with CRANE members and the costs involved in carrying forward cases of child abuse. CRANE's **Family, Child and Community Support** programme is currently working with **40 members** across Kampala to continue developing child protection committees, equipping child ambassadors and child mentors.

Child-led Change

used to be shy but because of the safeclub I feel confident while talking to different people.

We used to drink Unboiled water but now I drink boiled water.because Of safe club.

Dirty water

boiled water.

Change in myself

I used to talk to people in public in fear but now I have the strength and courage to talk to people in public and I am comfortable now because I am a child ambassador now.

MY STORY
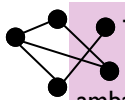
When I join the safe club I changed my mind.

I can talk about child abuse.

Change in my organisation

We got drinking water for each class. At first children took unboiled water and suffered from typhoid and other diseases. As a safe club we discussed it and thought of this plan to bring safe water. We boil it from the kitchen.
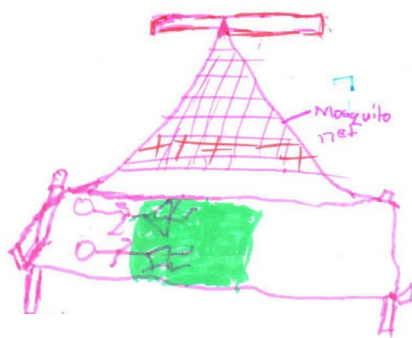
Child Ambassador, Child Care Kakiri

My Story…

The plan of safe water was theirs entirely. The children come early to boil and bring the water to each class. This was totally their initiative…

Recently three children helped to rebuild the house of a single mother whose husband had just passed away. The children living there were children from the community, not members of the safe club, but our children came to me with this problem and we talked about what to do, and decided to send representatives to help.

We started savings and loans associations and children visit the groups and talk to them about children's rights… Now in the community children are given a chance to be heard. Parents are paying attention… It's because these children are talking about real things in life – like the idea of energy saving stoves – it's real and so it works and they listen. And the vegetable gardens mean that families are decreasing their expenditure, so it's real. They started trusting us and listening to other issues…

We do advocacy for education – we go home to home. We are convincing parents to send their children to school again. The children are the ones speaking. We do home visits promoting children's rights in the community… We are hoping to start safe clubs in other schools so we can have a bigger impact.

Child Ambassador Mentor, Child Care Kakiri

Child Ambassadors

Between 2011-2013 26 member churches and organisations took part in CRANE's **Keeping Children Safe** programme which involved organisational capacity building through **QIS**, **advocacy** and **child ambassadors**. The targeted 250 'child ambassadors', elected by their peers from these organisations, were trained through regular seminars and camps to know and understand their rights, and to work to improve the situation for children in their own communities.

Through them, more than 100,000 children were impacted with knowledge around their rights and responsibilities and in turn empowered to reach out to their peers. Mentors were trained in each location to support child ambassadors to take action in their communities, and children were supported to establish 'Safe Clubs', inviting other children to meet regularly to learn and to focus on improving the situation of children in their community.

Child ambassadors have taken their friends to report cases of abusive parents and out of school children to the police and their cases have been taken seriously.

The joint events are really important. When our child ambassadors came together with child ambassadors from other organisations, they were empowered – they felt that they were not alone in working in their communities.

Joy, House of Joy, Mukono District

I told my parents the importance of spleeping in a mosquito net like It prevents maralia and other diseases.

I am planting tees at home.

NABGINDA MERCY

Here I was telling the parent of my friend, to stop over beating

Change in my community

why are you crying

I am very sick

Iam Slashing tall year grass near homes in the environment

I am now a good helper From the day I joined safe club

Children from Child Safe Kakiri drew pictures (above) describing the greatest change they have seen since they have been child ambassadors. For their health and environment project, the children sensitised 150 parents and 1,200 children from their sub-county about environmental conservation through horticulture, planting trees, and energy-saving stoves. They have set up ten kitchen gardens growing vegetables to improve children's nutrition and distributed energy-saving stoves to the families of all child ambassadors.

Since 2013, 40 organisations are part of CRANE's **Child, Family and Community Support** programme, increasing the number of child ambassadors across the city to 400. 41 safe clubs have been created, and the children have so far received training focusing on identity rights, education and health and environment rights. Learning has been linked with direct action in children's organisations and communities, with child ambassadors equipped to advocate for birth registration for children without birth certificates, and carrying out community sensitisation to increase the health of the environment they live in. In some locations child ambassadors have worked with the local council leaders in raising awareness about identity rights for every child. This has also led to a change in behaviour among children who have participated in Safe Clubs. Giving children leadership roles has empowered them and influenced their behaviour at school and at home. The programme aims that by 2015, 4,000 children will have been reached and have a good understanding of their rights.

My Story...

Shirah giving Speech in Public

I've been a child ambassador for three years. I taught my fellow children how to keep themselves safe and empowered them to advocate for their rights.

In my community the problems children are facing are education and finding something to eat. We advise parents about keeping the family safe from dangerous diseases, like malaria, cholera and dysentery – we learnt about this from the camps and the seminars.

We organised safe clubs. There are 20 of us; we like to help children with getting school uniform. We have brought so many children to the organisation… because we started making friends and teaching them. This was a very big change.

Being a child ambassador changed my life in being confident, being friendly, and being faithful with others. In the future I want to be a lawyer or a doctor.

Shirah, 15, Child Ambassador, Nakulabye

Breadth and Depth

One of the key benefits of working as a network is the ability to simultaneously effect deep and lasting change in the lives of individual children and create a wider impact as learning and models of good practice are widely shared and replicated through the network. Participating members benefit from shared experience and learning with other members, and together the network members are able to speak out with a louder voice to effect the same kind of change on higher levels. Working for better quality care for children who are living in residential care has been a key focus of CRANE since its initiation, and the programme has had a lasting impact in the lives of hundreds of individual children, as well as showing transformed attitudes in children's homes across the city, as network members have come to accept the message that children belong in families, not institutions. This message has not been easy to accept when many children's homes previously believed that success was measured by having as many children as possible. Through training social workers and mentoring these organisations, a transformation of practice is evident and is being replicated by the organisations beyond CRANE programmes. CRANE's current **Children Belong in Families** programme is aiming to place at least 400 children from 20 CRANE member children's homes back into permanent, stable families by March 2016. Social workers are trained and supported to trace children's families and prepare for resettlement including counselling and follow-up, and families are supported to be able to care for their children through income generation and provision of start-up packs.

Families for Children aims to see children who have been abandoned cared for by Ugandan foster parents so that they can thrive in a safe, secure and caring environment. 20 children from 5 children's homes are currently supported to live with foster families. CRANE also provides training and forums to support prospective adoptive parents.

Abandoned by her teenage mother who was unable to care for her, Annette was taken to a babies home. Partnering with CRANE, the babies home began to look for a new family for the baby. A foster mother for Annette was soon found. Now Annette is no longer a baby and is attending school. She is in Primary 1 and is enjoying learning and making new friends at school and at home.

Spreading the message that children belong in families more widely, CRANE has organised capacity building training for police and probation officers to lead to better care for abandoned children and good practice in working with children's homes, hosted Alternative Care panel meetings with other childcare organisations and government stakeholders, and participating in government consultations on Alternative Care.

My Story…

Before the training with CRANE we thought really the children's home is the best hope for these children – it was a struggle to convince us that children belong at home. But we have seen it working.

The first case I resettled with CRANE was a girl called Mercy. She was mistreated by her stepmother, the police got involved and the child came to us. It was a struggle to convince the girl to go back home… She was now 12. We started connecting with the father – it took a long time for the child to accept also that the father could have made a mistake in the past. We were talking a lot about forgiveness. It wasn't easy, but finally she wanted to visit with me. We went there first and sat with clan members. It was difficult because the language was strange, the people were strange.

The week we resettled Mercy, I came back to Kampala and she called me on a daily basis. She would tell me, "I'm not going to speak their language," or, "I'm not going to eat their food." Then she would call after two or three days, and then more than a week. And now this year in April she visited me and told me, "You know what, I like their songs so much more than the Luganda ones." Everyone who saw her was surprised, saying, "She really speaks like a Langi!" They said they couldn't recognise her. She's happy, she's doing well. The girl confesses, "Really my father loves me and I love him too."

Social Worker, Child Safe Uganda
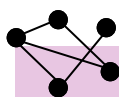
If CRANE disappeared, resettlement would continue. We have the knowledge, the technical knowhow—we can still do it—it's sustainable… But we still need the network. If the network is not there, we would only be individuals. Day to day you find new issues coming in. From nowhere we suddenly found ourselves dealing with street children. So you need a network – you can find people who are dealing with street children, so they can help you know how to deal with them.

Administrator, Child Safe Uganda

Lasting change in children's lives

57% of CRANE's programmes are designed to have long-term (more than 2 years) impact in the lives of children.

Tracking Results

As CRANE has taken on more complex funded partnerships for collaborative programmes, so the network has developed more accurate and detailed ways of measuring the impact of the work of the network. All significant funded programmes have required a baseline study, which has helped CRANE to better understand the situation of children in the areas covered by the programmes.
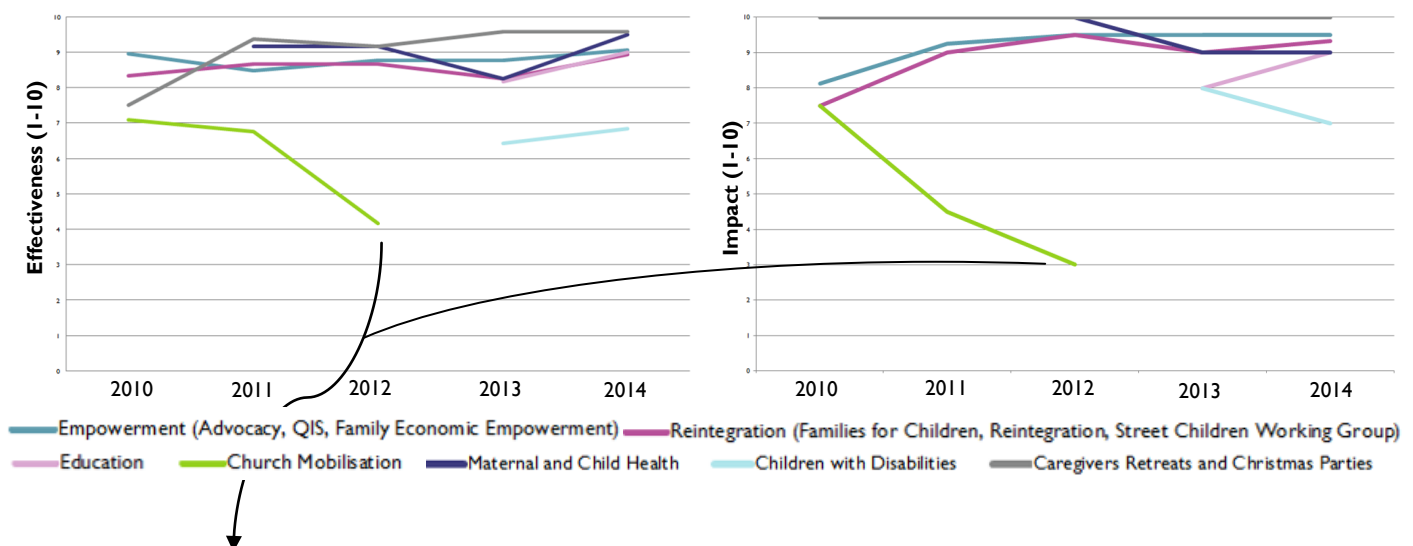
Since 2010 impact and effectiveness of programmes have been measured numerically, taking account of how far programmes have been effective in terms of use of financial resources, scale and performing to the agreed schedule. The graphs below showing data as monitored by the Network Health Check indicate that CRANE has to a large extent carried out key programmes effectively and with a significant impact, with most consistently achieving a rating of 8 out of 10 or more over the last four years. However, CRANE's measurement of impact is currently largely defined by the demands of programmes and so wider impact or change is not explicitly measured; and although the Network Health Check includes measures of the strength of the network, there is a gap in information that could be gathered from member feedback, for example in terms of the level of network interaction taking place outside of programmes.

Each year, Viva's monitoring and self-assessment tool, the **Network Health Check** helps CRANE to assess its progress in eight areas (identity, situation, programme, leadership, systems, sustainability, relationships and results) and identify priorities for growth and improvement.

Viva's Network Consultant helps CRANE to identify priorities for improvement and work on strengthening targeted areas throughout the year.

Effectiveness of programmes 2010-2014

Impact of programmes 2010-2014

- Empowerment (Advocacy, QIS, Family Economic Empowerment)
- Reintegration (Families for Children, Reintegration, Street Children Working Group)
- Education
- Church Mobilisation
- Maternal and Child Health
- Children with Disabilities
- Caregivers Retreats and Christmas Parties

Churches in the Network

Church mobilisation programmes were important in engaging churches in the network from 2009, but when funding was suddenly cut in 2010 the programme began to lose impact and effectiveness and effectively ceased functioning by 2012. The participation of churches in the network followed a similar trajectory; while 48 churches participated in the network in 2010, and 46 in 2011, by 2012 this had reduced to 25, and to only 21 by 2013. Since this decline occurred at the same time as network growth, it has meant that the proportion of churches participating in the network has reduced, from a peak of making up one third of network participants in 2010 to making up only one sixth of network participants in 2012, making the membership structure more organisation-based. Several churches remaining in the network have completed QIS and become delivery partners in core network programmes rather than directly church-focused programmes.

We need to re-sensitise the pastors and they will welcome the network again. I believe it will work but we need a more pastoral approach – we should go down there to their fraternities and we should strengthen relationships.

Pastor George Kanyiike, Evacap

The sudden loss of funding for church-based capacity building also came at a time where CRANE's focus was moving towards collective action for children and the momentum was lost. In 2014 CRANE is trying to re-establish the church mobilisation working group to re-engage churches in the network. While the wide influence of churches into community and family life means that they can be significant in sharing key messages on positive childcare and child protection, if churches are engaged elsewhere and are not currently motivated to engage with CRANE then an organisation-based focus may be more likely to have a more significant impact, with already-engaged churches able to continue to participate in other broader network programmes.

Relationships and Resources

CRANE's expenditure

4% administration

96% programme delivery
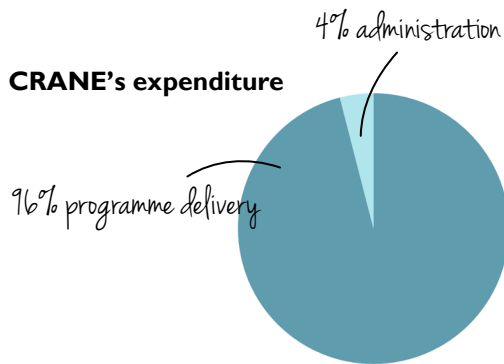
Over time CRANE has developed a number of significant partnerships with churches, organisations and donors who have decided to partner with CRANE in facilitating collaborative action for children in the city.

One of the key ways CRANE has done this is through developing personal and lasting relationships with individuals and churches who believe in CRANE's vision and make a long-term commitment to partnership. **Families for Children**, one of CRANE's longest-running programmes, has been supported by Karen Amery and a group of individuals in the UK who are passionate about seeing children in families rather than institutions. A relationship with making a difference (m.a.d.) in the UK has also grown since its beginning in 2008, enabling CRANE to hold network-wide events outside of tied programme funding. Recently m.a.d. has sent teachers to facilitate training in the **Girls Education Challenge (GEC)**. Becoming a Viva Church Partner is also giving churches a chance to partner with CRANE in a meaningful way. CRANE has also attracted larger donors, building on partnerships and in several cases renewing them for further cycles. In CRANE's new funding partnership with DFID, CRANE was the first project worldwide to be given approval to proceed to the implementation stage. CRANE's strong track record in child protection was also recognised as CRANE was asked to share its child protection self-audit materials with other Girls Education Challenge partners worldwide. CRANE has developed a strong base of consistent funding partners but further expansion into new partnerships would ensure increased sustainability.

People

Since 2006 CRANE's average annual staff turnover has been 6%, with higher figures in the last 2 years (9% and 14%), reflecting some of the challenges of starting the GEC programme.

The secretariat brings coordination, they bring expertise and they help the network to follow through—we need this.

Mitch Mukasa, CRANE Chairman

CRANE has a strong track record in encouraging local and international volunteering. 16 international volunteers have contributed a total of more than 10 years' work to CRANE. 14 local Ugandan volunteers and interns undertook placements with CRANE, 10 of whom were known to go on to get paid work.

CRANE amplifies the voices of children. CRANE has passionate, skilled staff who go the extra mile.

Titus Gerald, Eriks

I have seen first hand the impact on children's lives, how much better they are off placed in families. It is great to see the change in local children's homes.

Karen Amery

We were able to visit CRANE and get to know the staff and projects which made the connection much more alive.

Viva Church Partner, Wonersh, UK

Organisational Donors

Community Albums
Community Health Global Network (CHGN)
DFID
ERIKS—Swedish Mission Council (SMC)
First Fruit
Karen Amery et. al
making a difference
Rivendell
Samaritans Purse UK
Servants Heart
Tearfund
Viva Denmark (DMCDD and PATC/CISU)
World Orphans

Africa Networker Training 2012

In Partnership with Viva

CRANE's longest standing partnership is with Viva, working together to develop the network since 2001. Viva's network consultants have consistently worked together with CRANE, working alongside the network to come up with new ideas, providing strategic planning tools, and supporting with the theory of how to develop as a network rather than an organisation.

A key role of the Viva consultant has been in searching for and brokering funding agreements for collaborative programmes in the network, with all major funding partnerships being developed in partnership with Viva. The Viva consultant has also given support through mentoring and capacity building of the coordination team, steering group and network members. The partnership with Viva also links CRANE with Viva's family of networks worldwide; for CRANE this has been evident in networker training events bringing Africa networks together, and where CRANE has benefited from shared learning from other networks, such as 'super camps' developed in South Africa, and learning from the child ambassadors programmes also developed in Latin American networks. During the development of QIS CRANE also participated in international skype calls with other networks. It would be beneficial to facilitate a greater level of cross-network learning.
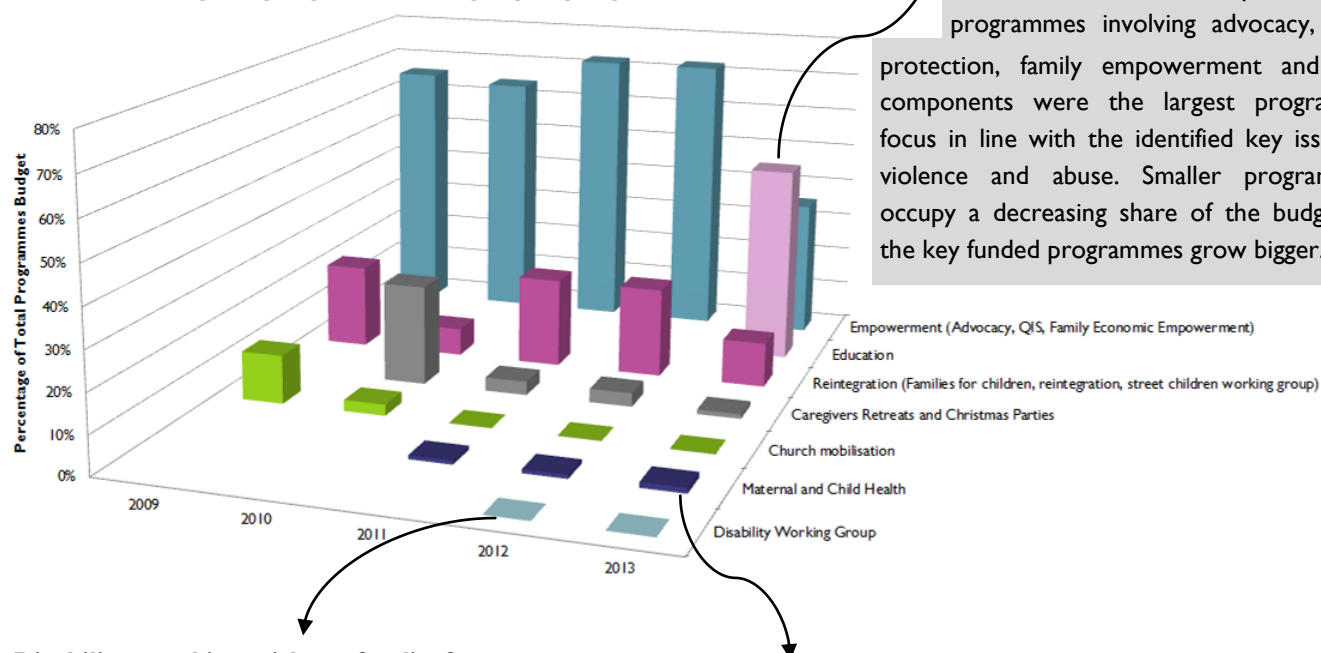
Girls Education Challenge: A new opportunity

Being accepted as part of DFID's **Girls Education Challenge** (GEC) programme in November 2013 was a big step for CRANE and Viva, representing the first government funding grant received by Viva and CRANE. The programme aims to benefit 9,715 marginalised girls aged 10-18 by running 20 Creative Learning Centres (CLCs) in 20 communities. 1,990 girls will graduate from the CLCs after one or two terms and return to appropriate education. 4,306 other marginalised girls will also be impacted by this project through teacher training, family mentoring, a competitive league involving community schools and a mobile library that involves children from within the community.

The scale of the GEC programme meant that education, which had not previously been a funded network programme, suddenly represented almost half of the total programmes budget and required a large increase in the secretariat staff to oversee the programme. The rigorous demands of operating a programme at this level have been challenging but is building the capacity of the network and beginning to show significant impact.

Percentage of programme budget per programme 2009-2013

From 2009-2012, empowerment programmes involving advocacy, child protection, family empowerment and QIS components were the largest programme focus in line with the identified key issue of violence and abuse. Smaller programmes occupy a decreasing share of the budget as the key funded programmes grow bigger.

Disability: working without funding?

In an area of work which can feel isolating due to pervasive negative attitudes towards disability, despite a lack of a funded programme, members have felt the benefits of learning and sharing together and joint events for children.

My Story . . . Since we joined there was a joint Christmas party and our children enjoyed this so much, being together with other children. The Sports Gala organised by another member of the working group has impacted everyone at the centre. Some of our parents think their children can't do anything, but when they see children taking part in sports, they think differently.

Joyce, ACHERU

While there was initially a sense of momentum around the disability working group, its impact has declined in the last year and there is a need for a programme or activities to provide a focus for collaborative action in this critical area.

Maternal and Child Health: Limited resources, big impact

While **Maternal and Child Health** represents just 1% of the programmes budget, the programme is having a significant impact across two slum communities. A baseline survey in Bwaise and Namuwongo in 2011 showed that among other gaps, 42% of children did not sleep under an insecticide-treated bed net and less than 50% of pregnant women completed the recommended four antenatal visits.

30 peer educators receive monthly training on maternal and child health issues, and have more than 5,000 outreach conversations each quarter. The programme's external midterm evaluation found evidence of knowledge and behaviour change around pregnancy, hygiene, nutrition, HIV prevention, sexual health, malaria prevention and care of children. Peer educators demonstrate their commitment by often spending the small monthly allowance they receive on purchasing medication or other items to help the community members they are working with.

CRANE has been able to contact key member organisations working in Namuwongo to make them aware of maternal and child health issues and discuss how to address them together.

Influencing a City

Strategic relationships developed

Ministry of Gender, Labour and Social Development:

- *National Council for Children Forum*
- *National Child Protection Working Group*
- *Child Protection capacity building committee*
- *Uganda Parliamentary Forum for Children*
- *Alternative Care Panel*

Uganda Police Force

- *Child and Family Protection Unit*

NGO forums and partnerships

- *ANPPCAN Uganda (African Network for the Prevention and Protection against Child Abuse and Neglect)*
- *FIDA (The Uganda Association of Women Lawyers)*
- *FENU (Forum for Education NGOs in Uganda)*
- *UCRNN (Uganda Child Rights NGO Network)*

My Story...

Kampala City Council Authority **i**nvited about 40 NGOs to talk about forming a group to work on children's issues in the city. Out of the 40 invited organisations, When they tried to create a network, the other people there said, 'We already have CRANE, why are we trying to create another network?' CRANE was nominated to be the chair of this group.

Humphrey, CRANE Secretariat

Governance: A way to influence?

In this stage of development, the network's steering group may seek to expand to include key Christian leaders or business people, so that the network has access to a wider range of influential people in the city who might be engaged in supporting and advocating for the goals of the network. This has not yet happened with CRANE, but it may also be significant that CRANE continues to have a steering group composed of network members, ensuring that the direction of the network is member-led.

Network Development Phase 3

By **Phase 3**, a network is increasing the scale and scope of partnerships to bring about large-scale impact and city-wide transformation for children. There are greater and more strategic connections with other civil society players who have a similar goal, and the network has a visible influence on government policy and strategy with regard to responsibilities for children. The network demonstrates increasing visibility, credibility and appreciation in local communities. The spectrum of civil society involvement in the network expands to include business leaders, non faith-based NGOs, government institutions, and international agencies. Government funding access leads to network sustainability.

CRANE's influence in Kampala has gradually grown, especially in the last five years. Advocacy has become a core part of all programmes and the network has demonstrated a focus on working for wide-scale change for children's wellbeing across the city, under the theme of 'keeping children safe'.

CRANE has held network events targeting the Ministry of Gender, Labour and Social Development (MoGLSD), the Uganda Police Force, and the government through the Uganda Parliamentary Forum for Children. CRANE has met with MoGLSD together with its departments like National Council for Children and the Uganda Parliamentary Forum for Children and discussed gaps that CRANE could partner with them to work on. The CRANE Network Manager was able to present the advocacy programme of CRANE to parliamentarians when they were electing their new representatives. CRANE has made efforts to gain a visible presence within relevant government departments and working groups with a focus on children. In these meetings CRANE is able to bring the views and experiences of the network members to the attention of government as they report on the
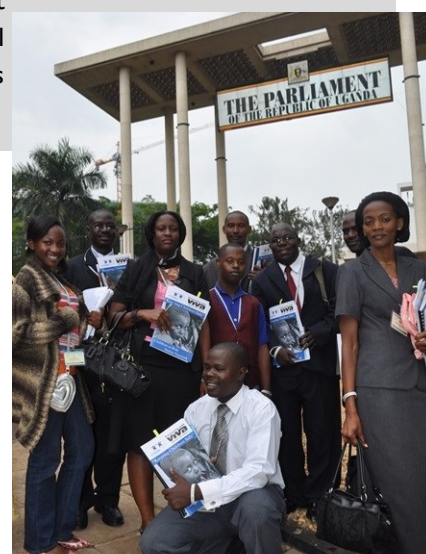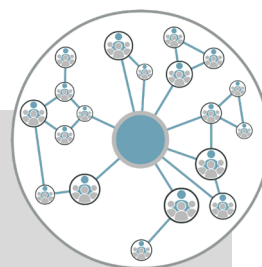
Petition to Parliament 2010

current situation and contribute to amendments. CRANE also participated in the national follow up committee on the Children's Act Amendment Bill in 2012. CRANE has a strong working relationship with the Uganda Police force, especially the Child and Family Protection Unit.

CRANE has tried to engage stakeholders who approve or make resource allocations to child protection services, advocating for increased resourcing of police, probation and social welfare provision for children. Advocating for this level of change is an ongoing process. CRANE's current education programme also seeks to effect change on a policy level and has begun to make links with District Education Officers, KCCA and local leaders.

Listening to children through music and media

Through CRANE's partnership with Community Albums and as part of the Keeping Children Safe programme in 2011-13, more than 100 children from 10 member organisations were trained to produce audio and video pieces with advocacy messages. The children identified key issues affecting children in their communities and produced messages targeting adults to tackle these issues.

A television advert was created and broadcast on national TV in 2011, encouraging parents that 'children are worth our time', and in 2014 another advert challenging adults to be good role models for children was produced and aired. Six episodes of a radio drama encouraging parents to value and interact with their children were also created and broadcast. These media pieces aim to positively influence the attitudes of adults in Uganda towards children.

60 children participated in a Film Festival in August 2012 to showcase some of the media pieces they had created. Overall, 6 members of the Uganda Parliamentary Forum for Children as well as 3 other members of parliament, 2 senior police officers and at least 56 local councillors watched the videos and listened to the songs produced.

The Impact of Influence

As CRANE's work on child protection and responding to child abuse grew, it became apparent that one of the biggest barriers to successfully carrying forward cases of child abuse was the fact that only two doctors in the whole of Uganda were allowed to assess victims of child sexual abuse and provide reports.
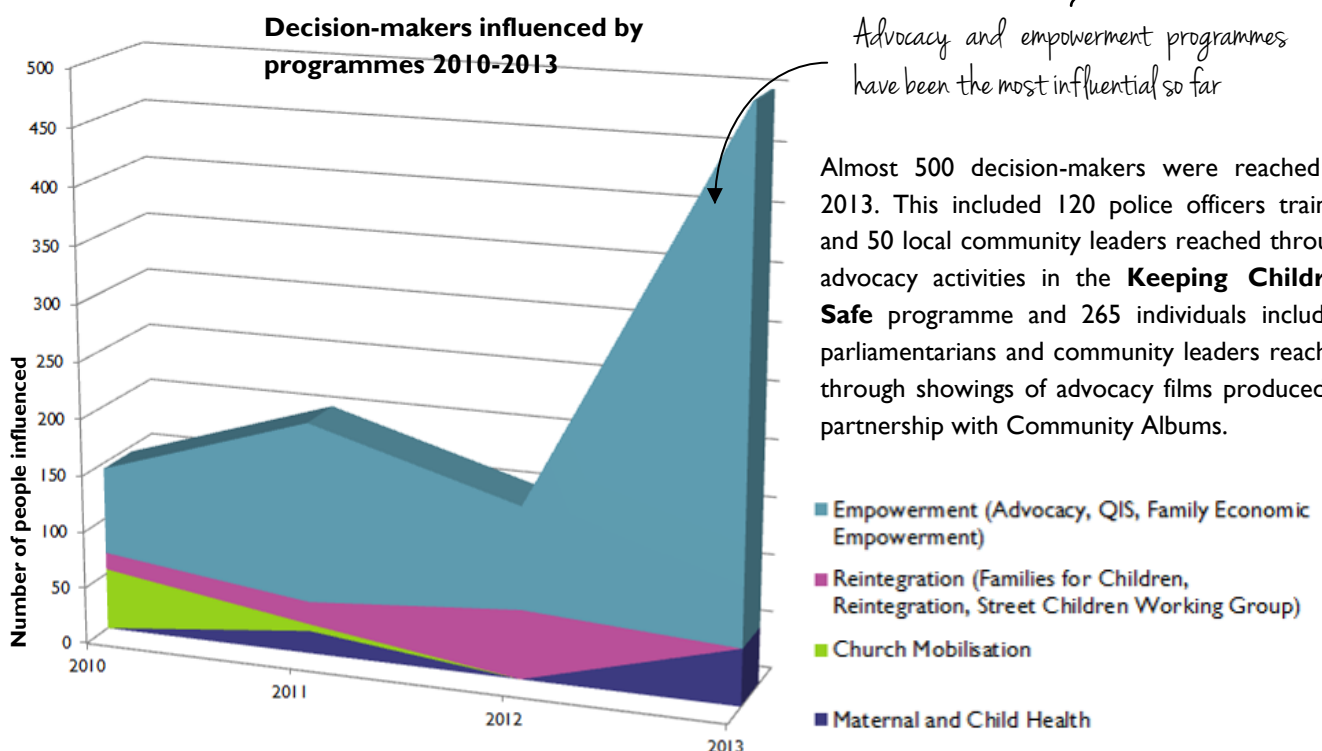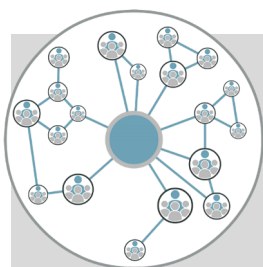

Child Ambassador at Parliament

CRANE's network members mobilised and presented a petition with 5,000 signatures to the Speaker of Parliament to see this changed.

Following the petition, the Ugandan parliament passed a resolution that any qualified doctor can give a report on a case of child sexual abuse.

In 2013, child ambassadors had the opportunity to talk with over 40 members of parliament of the Uganda Parliamentary Forum for Children, where they discussed education issues, road safety and general child abuse issues.

Police to recruit doctors

Advocacy and empowerment programmes have been the most influential so far

Almost 500 decision-makers were reached in 2013. This included 120 police officers trained and 50 local community leaders reached through advocacy activities in the **Keeping Children Safe** programme and 265 individuals including parliamentarians and community leaders reached through showings of advocacy films produced in partnership with Community Albums.

Decision-makers influenced by programmes 2010-2013

Number of people influenced

- ■ Empowerment (Advocacy, QIS, Family Economic Empowerment)
- ■ Reintegration (Families for Children, Reintegration, Street Children Working Group)
- ■ Church Mobilisation
- ■ Maternal and Child Health

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Delivering Solutions?

Viva suggests that a **Phase 3** network will now have identified a main thematic focus for the network, shown as a clear strategy to address a focus issue facing children in the city. A 'solution' is the transformation of a large and complex issue, involving small, progressive, carefully planned steps to change actions and underlying attitudes about children in the city. The network will have to develop stronger ways of measuring and demonstrating success to prove that the programme is addressing this need, and the solution may take many years.

Looking at the varied pattern of programme growth and development taking place throughout CRANE's history demonstrates that the network has been able to develop solutions programmes capable, over time, of bringing about city-wide transformation. CRANE's collaborative programmes have so far developed in three key areas which have already demonstrated signs of transformation and show potential for city-wide change for children.

Every child in a family

Providing the best care for children living in residential homes or on the streets is the longest running programme focus of CRANE based on the initial focus of network members at the founding of the network and has been supported to expand by the growth of the government's Alternative Care Framework which is giving the same message to care-providers that children belong in families rather than institutions.

Because of this shared focus and momentum, **Reintegration** programmes which have grown especially since 2011 have arguably seen the greatest change so far in terms of behaviour and attitude change across the city and even at national level, as CRANE's work in local communities with children's homes and simultaneous work as a voice to government are combining to create a real solution. There has been a clear impact on children's lives with **289 children resettled in families**. Network members are practically equipped and supported to resettle children and understand why they are doing this, and are replicating the model even outside of the CRANE-funded programme.

CRANE has faced some challenges in coordinating effectively with government actors and still has low visibility for this work which could be recognised as a significant contribution to a government strategy. This is an area CRANE should continue to work on to maximise the effectiveness of their part in this important solution.

Every child in school

The ambitious design of CRANE's **Girls Education Challenge** programme seeks to effect influence on multiple levels, from girls, families, communities and schools, to the Ministry of Education and influencing education practice in Uganda as a whole.

This is possible through a network model because network members who are deeply rooted in their local communities are able to work with local leaders, families and schools to identify vulnerable girls and link them to services they are trained and equipped to provide through the programme. The strength of CRANE as a combination of many organisations gives the network a platform from which to advocate for better quality education and acceptance of girls into school on a broader scale. The educational working group is working towards building relationships between educational stakeholders in order to see long-term sustainable change in Uganda's education system. Education had not previously been a key network focus but when CRANE took this previously unplanned for opportunity when it appeared, the network opened up the possibility for a new, albeit challenging, network solution programme.

Measuring Influence?

The in-depth level of the GEC programme required a baseline survey giving much greater detail on the situation and impact of the issue and programme than CRANE had ever known before, focused on issues surrounding the reasons why girls are out of school and the situation of their families.

The network requires increased monitoring and evaluation capacity to be able to measure a similar level of detail on the issues it would like to measure in terms of attitudes and behaviour in the city now that CRANE is seeking to have a wider influence beyond only measuring programme outputs and outcomes.

Every child safe from harm

Since the development of the second QIS programme which also involved advocacy, 'keeping children safe' and child protection has been the strongest network focus, developing as a strategic focus based on a growing awareness of the needs of children and increasing member interest in this area. It is in this area where CRANE's most significant influencing work has so far taken place.

The network's sensitisation of duty-bearers has borne fruit in changed attitudes, especially among police who now use CRANE as a referral point to ensure that they are meeting children's needs in the best way they can, and the CRANE network manager is able to get support and advice from the police when needed. A Child and Family Protection Officer describes CRANE as an important source of information for referrals and advice on difficult cases. The national child protection helpline is generating 258 police referrals every month and CRANE is one of the partners helping to increase police capacity to deal with these.

Links with parliament, child ambassadors, community advocacy and media work have combined to send a strong message that children should be kept safe from abuse and other kinds of harm. While progress on national level budget or legal change is slow, CRANE can build on this strong foundation on many levels to continue working towards solving this issue.

In 2012 CRANE won the Tumaini Award for Child Protection

There are other organisations but CRANE is the only network that has full time programmes running that can be seen in the community. CRANE members are more trained and more compassionate than other organisations. They have a heart—they don't treat it as a business but as a passion.

CRANE can have a voice to government to call government to account, ensure the legal framework is used and issues fully investigated.

AIP Mfitundinda Gad, Child and Family Protection Officer

Birth Registration: Part of the solution

Without a birth certificate, a child can miss out on educational opportunities or getting a job in the future, and it is difficult to follow up cases of child abuse, child labour or trafficking without a child having a legal identity.

CRANE's **Child, Family and Community Support** programme recently focused on children's right to an identity and equipped children and community members to understand the importance of birth registration, and has so far facilitated **844 children** getting birth certificates.

A government probation officer invited by CRANE to sensitise one community on birth registration stated, 'these sensitisations were very timely; a real strength of CRANE is that they bring the government into the community.' The combination of sensitising and equipping children themselves as well as child advocates and community members at the same time as a wider advocacy focus reaching decision makers will be key in creating genuine solutions.

The unique potential of solutions delivered by city-wide networks

A linear model of network development suggests that a network will gradually narrow its focus onto one key issue identified as the most strategic in terms of children's needs and the strengths and interest and members. In this model, CRANE would have singled out 'keeping children safe' which is the programme focus most clearly fitting this criteria.

The development of this programme has fit this model, but has not been the only focus. The continuing development of reintegration programmes and the potential impact of the unexpected recent focus on education demonstrate that solutions can develop in a variety of ways and that while it is important for the network to take time to define

forward-looking strategy, this needs to be balanced with the flexibility to move into other areas with the development of opportunities and changes in the operating context and membership.

Similarly, while an increasing focus on high-level work with government actors and decision-makers should be a key function of the network at this level, this should not come at the expense of recognising the potential impact of the combined effectiveness of the network at grassroots level, which is equally a key strength of networks in the struggle to deliver genuine solutions to issues facing children. Another way that solutions will happen is through the collected impact of a group of local organisations

increasingly reaching further across the city and increasingly equipped to meet the needs of children through the highest quality responses.

This 'from below' impact also has the potential to influence decision-makers as network members can influence local leaders and duty-bearers which, if multiplied across all areas where CRANE is working, would also represent significant change for children as police officers, probation officers, social workers and local leaders are increasingly equipped and willing to prioritise children's needs and work alongside network members to change their communities.

Conclusions

CRANE emerged from existing pro-active actions by organisations who, back in 2001, recognised the potential benefits and value of networking for their organisations and for children in Kampala. At the same time, Viva was also looking to initiate a network in the region. In 2004 'Phase 1' of the Viva network model, mapping and understanding of the environment and beginning to work together, took place as the network was started with these initial members in partnership with Viva.

From that base, funding for QIS was secured within the Viva-identified timeline of two years to move the network into 'Phase 2'. The delivery of QIS has been a key factor in the network's success and growth, growing the network in terms of size and quality, with new members attracted to the network because of QIS or the reputation of QIS. This research also found sufficient evidence to conclude that the reach of QIS to be greater than the organisations known to have participated given that many of the members or ex-members interviewed said that they had been asked by other organisations to share information and resources with them and or gone onto use learning gained in QIS in their subsequent places of work.

However, with no dedicated funding to support QIS graduates it is only those members that have gone on to deliver programme activities with CRANE that have gained from additional capacity building activities. Equally due to funding restraints, new members are currently unable to access QIS unless they are able to self-fund their participation. This limits network growth and the ability to engage both stronger and less robust members, old and new, which would facilitate networking for the greatest impact.

The assurance of quality that QIS provides to members enabled funding to be secured for externally funded collaborative programmes addressing specific issues affecting children identified in situational analysis. Since 2011 CRANE has moved into 'Phase 3' of Viva's network development model; collective action programmes on a larger scale have been delivered by 62 network members in three key areas which could create solutions to significant issues facing children. Reintegration programmes have so far helped 289 children return to their families, while Keeping Children Safe impacted more than 10,000 children between 2011-2013. The current DFID funded Girls Education Challenge programme involving 20 members is directly supporting 1,990 marginalised girls to engage or re-engage with education, and further impacting another 4,306 marginalised girls and a total of 9,715 children. In each case programme focus and design has been needs-led with the network identifying and responding to issues being faced on the ground. CRANE has developed innovative solutions that increasingly seek to challenge symptoms and root causes, as illustrated by the early network years prioritising working with street children and latterly whole family interventions.

However, there was evidence of some delivery members being more focused on benefits to their own organisations rather than the greater impacts that could potentially be achieved if there were greater levels of connectivity and synergy between these organisations. This is compounded by passive decision making by some members who do not actively engage in decision-making processes when offered but allow others, usually the secretariat, to make them on their behalf, but do not then support that decision.

The network's reputation for quality and reach has provided a platform from which strategic partnerships have been built in a variety of arenas enabling members and the secretariat to influence others by speaking into government debate directly to Ministries, through working groups and panels, engaging with Police, probation officers and social workers and uniquely enabling children to do the same through child ambassadors to ensure marginalised voices are heard.

Additional value has been otherwise realised in programme delivery through initiatives such as the child ambassadors' peer to peer advocacy, mentoring, local and international volunteers and low secretariat staff turnover ensuring maximum impact for funders. CRANE's financial position has changed with significant income growth especially through partnerships with donors in funded programmes, particularly since 2011 and again in 2013, although increased funding which is not tied to programme delivery would improve sustainability and give the network greater capacity for network-wide collaborative action and advocacy.

Whilst effectiveness and impact have not been fully explored during this project the numbers reported have been independently verified and indicate that tens of thousands of children are been impacted by the network and its members every year. The recent invitation by DFID to extend the Girls Education Challenge into a fourth year is recognition that the approach is effective. However when these number still only represent approximately 3.5% of all children in the network's area, it is clear that there is still a lot more to be done.

The CRANE network journey and outcomes thus far indicate that the Viva network development model can result in strategic and effective collective action. The network has created a multi-faceted approach to addressing issues; capacity building, symptom and cause solutions and strategic voice. It is therefore well placed to multiply the impact of organisations working with children to eventually deliver city-wide solutions to some of the most challenging issues facing Kampala's children.

Recommendations

In the majority of areas CRANE is performing well. Within some of these areas, including percentage of resources allocated to programme, delivering to changing needs, and representing the voice of children there are some areas for change which would be useful for CRANE and Viva to consider as below:

The CRANE story so far shows that network development is in some ways non-linear, as networks develop strategically but also flexibly in relation to the changing network membership, operating context and situation of children in the city. It is important to ensure that 'phase 1' opportunities for low-level engagement in the network as well as capacity building remain available for newer members at the same time as operating increasingly strategic and complex collaborative programmes. Viva could carry out a strategic assessment as to the extent to which Phase 1 and Phase 2 activities could run in parallel with Phase 3, and this would help to clarify the optimum allocation of resources by CRANE in balancing capacity-building activities and collective action.

To ensure a network that can fully meet a range of needs, more member organisations than at present will need to actively engage with the network, proactively seeking out opportunities to build upon the platform that CRANE secretariat provides and actively participating in decision making. CRANE could also seek creative ways to increase member engagement, such as by facilitating experienced members to mentor newer members.

Given that CRANE represents a large constituency of organisations, has a breadth of experience and has become increasingly influential amongst decision makers in the city, the network should look to make more of its unique position by tackling issues in this arena and allocating resources to effectively support the network manager and member organisations to do this.

Ideally CRANE should further build on its current funding base to ensure future sustainability and reduce risk to priority services. Equally, given low turnover, sustainability should be sought for key positions within the secretariat and board to ensure ongoing dynamism and effective succession.

More value could be gained from CRANE's position as a member of the worldwide Viva family and opportunities could be provided for interaction between CRANE and other partner networks to share learnings and experiences in similar programme areas.

There are a number of areas that it was not possible within resources to cover in this project such as; full member survey, full environmental scan, value for money, effectiveness, governance and CRANE should consider carrying these out to ensure a more robust evaluation.

Acknowledgements

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The vision that inspires us:

Children are **safe**, **well** and fulfilling their God-given **potential**.

The mission that drives us:

Lasting change for children is realised through networking for **collaborative action** amongst Christians and other stakeholders driven by the values of the Christian faith.

The model that guides us:

To help create a **shared vision** amongst individual members that signposts **common priorities** so that together we provide **quality care** for children and **creative solutions** to persistent problems so that together we see **transformational change for children**. This model will promote the **role of children** in finding solutions and advocating for child rights and child protection.

Viva is all about life!

We are inspiring lasting change in children's lives through the power of collective action because we have a vision to see children safe, well and fulfilling their God-given potential.

Through 34 community networks in 22 countries, Viva is increasing the unity, quality and impact of work for vulnerable children, bringing more than 2,000 churches and over 1,000 organisations together in collective action, building the capacity of 20,800 staff and caring for over 918,000 children around the world.