



Retrak

inspiring street children



**RETRAK
PROFILE**

2013

OUR VISION

A world where no child is forced to live on the street.

OUR MISSION

Retrak works to transform highly vulnerable children's lives; preserve families; empower communities and give each of them a voice.

We put children at the very heart of everything we do and will be fearless and tenacious in defending and promoting their rights.

OUR VALUES

Retrak's values of boldness, excellence, innovation and respect are underpinned by our Christian faith through which we embrace all people, valuing their diversity and difference so that none are excluded, forgotten or ignored.

WHERE WE WORK

Retrak has programmes where there are thousands of street children with nowhere to turn for help. We work in the countries shown here:



**"I AM NOW SURE OF RETURNING HOME,
BECAUSE I KNOW RETRAK WILL HELP
ME GO BACK."**

Godfrey, 14 years old who was in Retrak's programme

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LIST OF ABBREVIATIONS

AU – African Union
BCN – Better Care Network
CBO – Community Based Organisation
CPWG – Child Protection Working Group
CRK – Child Rescue Kenya
CRO – Child Restoration Outreach
CSC – Consortium for Street Children
CSI – Child Status Index
DIC – Drop-in Centre
DP – Dwelling Places
HIV/AIDS – Human Immunodeficiency Virus Infection/Acquired Immunodeficiency Syndrome

IGA – Income Generating Activities
INGO – International Non-Governmental Organisation
M&E – Monitoring and Evaluation
MDG's – Millennium Development Goals
MGLSD – Ministry of Gender, Labour and Social Development
NGO – Non-Governmental Organisation
OPRIFS – Organisation for the Prevention, Rehabilitation and Integration of Female Street Children
OVC – Orphans Vulnerable Children

RVCWDA – Rift Valley Children and Women's Development Association
SFSC – Safe Families Safe Children
SNNPR – Southern Nations Nationalities' and Peoples Region
UN – United Nations
UNCRC – United Nations Conventions on the Rights of the Child
UNICEF – United Nations Children's Fund
VCT – Voluntary Counselling and Testing

BRIEF HISTORY

Retrak, a faith-based UK registered INGO and a company limited by guarantee (charity no. 1122799 and company no. 6424507), was formed in 1994 in Uganda in response to the large numbers of unsupported street children that were encountered on a regular basis by volunteers in Kampala. It was recognised that concerted action was required to help the children change the trajectory of their lives. They required professional help and expertise to give them a chance to move away from the streets. As a result of the success of our work in Kampala, Retrak expanded its services to Ethiopia in 2007 in an attempt to address the numbers of children on the streets in Addis Ababa. Expansion has continued and now includes on-going work in Kenya, since 2005 and most recently with a project opening in Tanzania in 2012.

As an organisation, Retrak has grown from working with 2,821 beneficiaries in 2009 to working with 9,335 beneficiaries in 2012.



Retrak's primary focus has been homeless children (often called street children²) who live, work and sleep on the streets. These children are most at risk from exploitation, physical, emotional and sexual abuse. Such abuse hinders the full development of the child and leaves them exposed to physical and psychological problems when growing up.

Each child who is living on the streets has his or her own individual reasons for being there. While poverty³ is almost always an underlying factor when children leave home, Retrak's experience highlights the fact that this is not the only push factor. Whilst the vast majority of families in developing African countries are affected by poverty, not all are impacted by the additional "shocks" which lead to family breakdown and push the children involved onto the streets. The reasons why children, as young as six and seven years of age, are drawn to the city are much more complex than this.

These "shocks" frequently include forms of abuse including:

- **Physical and emotional abuse (40%)**
- **Emotional abuse (23%)**
- **Physical abuse (17%)**
- **Forced labour (10%)**
- **Trafficking (10%)**

THE NEED

In Addis Ababa, there are an estimated 11,000 children on the streets (UNICEF funded inter-agency headcount, November 2010); and in Kampala there are an estimated 6,000 street children, and 10,000 at any one time on the streets of Uganda as a whole. It is difficult to ascertain the specific numbers of children on the streets due to their often volatile and mobile nature. However, the '100 million' figure that the United Nations (UN) cited has been criticised by many street children non-Governmental Organisation's (NGO's) and practitioners¹. In addition, there is further difficulty in measurement as the definition of a street child includes both those that work on the street by day and return to their home at night, and those that live permanently on the street. It is the street children who live permanently on the streets who are the most vulnerable, most disadvantaged and most impoverished that Retrak seeks to work with.

¹ Thomas De Benitez, S. (2011) 'State world's street children report of the: Research' London, Consortium for Street Children.

² In the sector, they are also referred to as street-connected children.

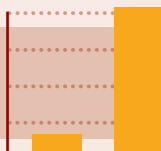
³ In 2010, the World Bank estimated that 69.9% of people were living on \$2/day in sub-Saharan Africa.

Those children who come to the streets sadly find the threat levels are only intensified in their new surroundings. On the streets, children experience hunger and malnourishment which leads to an increased susceptibility to disease and can impact a child's cognitive development and ability to learn; they are denied access to education and thus lack the knowledge and tools to earn a legitimate income and lift themselves out of poverty to become active and valued members of the local community and contribute to the local economy. In addition, children experience abuse from both adults and other (often older) street children. Forced labour, beatings, sexual exploitation and rape are just some of the violations that take place; while their lack of education, risky behaviour and restricted access to medical care makes them more vulnerable to HIV and other communicable diseases. The risk for both boys and girls is intense and their prevalence on the streets, as can be seen from the statistics, is high; However, Retrak's research⁴ has found that street girls are often hidden on the streets, not only because street girls' lifestyle is less visible but also because gender discrimination in some societies is so deeply entrenched⁵. They are also quickly smuggled into prostitution or domestic work.

RETRAK'S RESPONSE

Today Retrak provides support to children and families in Uganda, Ethiopia, Kenya and Tanzania; concentrating its focus on the three Ps of protection, provision and participation⁶. In 2012, Retrak worked with 9,335 beneficiaries in Africa, providing children living on the streets with **food, temporary shelter & accommodation, catch up education, medicines and medical treatment, vocational training, counselling, family tracing, supported reunification, income generation activities and follow up care.** We also provide support and help to the families and carers (over 1,753 in 2012) of the children in order to address the root causes of the problems that led them onto the streets initially. This includes parenting skills and reinforcing child protection messages. In addition to care-givers, Retrak has an impact on the siblings of children whom we work with. In 2012, over 4,000 children indirectly benefitted from Retrak's work with vulnerable children and families.

As an organisation, Retrak has grown from an income of £312,868 in 2008 to £1,106,387 in 2011.



OUR WORK IN UGANDA

Attendance at the Ugandan Ministry of Gender, Labour and Social Development OVC coordination meetings showed that while 41% of CBO's/INGO's that responded did provide some level of support for street children, only 18% worked with street children. This clearly highlighted a lack of capacity in Uganda to support street children and in particular those living on the streets fulltime. It also provides clarification of the services available to the children and shows an emphasis on education and schooling and a gap in support for children wishing to return home to their families and carers. Retrak's programme in Uganda seeks to bridge this gap and puts children and families at the centre of the process together.



UGANDA STATS
GDP: \$16.81 billion
Population: 34.51 million
Poverty headcount: 24.5%
Life expectancy@birth: 54yrs

⁴ Halli, T., Tusingwire, J., Wakia, J. & Zacharias, P. (2012) 'The situation of street girls in Kampala and Addis Ababa' Manchester, Retrak.

⁵ Volpi, E. (2002) 'Street Children: Promising Practices and Approaches', World Bank Institute Working Papers, Washington DC, World Bank; and Thomas de Benítez, S. (2007) State of the World's Street Children: Violence, London, Consortium for Street Children.

⁶ This is in line with the United Nations' Conventions on the Rights of the Child - www.unicef.org.uk/Documents/Publication_pdfs/UNCRC_PRESS200910web.pdf



OUR WORK IN ETHIOPIA



ETHIOPIA STATS
GDP: \$30.25 billion
Population: 84.73 million
Poverty headcount: 29.6%
Life expectancy@birth: 59 yrs

Retrak's monitoring of the situation shows that from January 2012, it is one of only eight NGO's/CBO's providing support to full-time street children in Addis Ababa. The total capacity of these agencies is currently just over 1,000 children per year. This represents less than 10% of the total figure of 11,000 street children identified in the UNICEF headcount conducted in the capital in 2010. Furthermore, Retrak is one of the few agencies in the whole of Ethiopia that is working exclusively with full time street children as opposed to those that work on the streets by day and return to their home at night. This clearly highlights a lack of capacity in Addis Ababa to support full time street children to return to their family and/or community homes, and confirms the need for Retrak to provide increased support for these children.

OUR WORK IN KENYA



KENYA STATS
GDP: \$33.62 billion
Population: 41.61 million
Poverty headcount: 45.9%
Life expectancy@birth: 57 yrs

Retrak partners with a local Community Based Organisation (CBO) called Child Rescue Kenya (CRK). CRK was established in 1992 to facilitate the rehabilitation and resettlement of street children in Kitale after severe droughts and a series of tribal clashes forced several people to leave their homes. These tragic events left a large number of vulnerable children with nowhere to go other than the streets of Kitale town. Kitale has been spared severe drought and extreme tribal violence in recent years but factors including poverty, abuse and severe family health problems including HIV/AIDS continue to push girls and boys to the streets of Kitale. Retrak work with CRK on a Street Smart Programme which involves outreach work, several programme activities such as education, medical care and psycho-social counselling, and a resettlement programme.

In addition, Retrak is part of Street Children and Youth Organisations' Network that come together to discuss the issues of around street connected children and youth. The goals of the Street Children and Youth Organisations' Network are to firstly,



support members to make their services relevant and effective; secondly, provide forums for children and youth to have a louder voice to advocate for their needs and aspirations, especially aimed at government and policy makers and by engaging the media; and thirdly, compiling, undertaking and sharing research relevant to children and youth on the streets and their families and communities, in order to inform policy and practice.

OUR WORK IN TANZANIA

Retrak works with a grassroots NGO called Mkombozi in delivering services to street children in Tanzania. Mkombozi is the leading child-focused agency in Tanzania's Kilimanjaro and Arusha regions, using education, research, advocacy, and outreach to help vulnerable children and youths. They work with children and youths to build a more caring society where family, neighbourhood and community cohesion is built and supported. They were established in 1997 and have since worked to provide immediate support to the street children in the Kilimanjaro and Arusha regions. In addition to this, they also do community prevention work where they work with communities to educate them about child rights and child protection through drama, music, radio shows and schools in the local community. Retrak works with Mkombozi on the Campaign against Child Abuse which focuses on educating the community about child abuse and conducting campaign against child abuse through radio and drama performances to reach 840 children and adults.



TANZANIA STATS
GDP: \$23.87 billion
Population: 46.22 million
Poverty headcount: 33.4%
Life expectancy@birth: 58 yrs

very little, if any established social worker degrees and official training. Thus, there is a real gap in knowledge in many countries in how to help street children return home successfully. The Retrak reintegration training tool-kit provides a specific training to build capacity of those working directly in the street children sector in the key areas of family tracing, preparation and placement of the child and family, and long term follow-up, and therefore helps to fill this critical gap.

CAPACITY BUILDING LOCAL NGO'S

Retrak works in formal partnership with local NGO's proving funding for work with vulnerable children and capacity building activities.

- **Dwelling Places (DP):** Retrak has a long-standing partnership with Dwelling Places in Kampala and as a partner under our Comic Relief grant, we work in partnership with them to provide street children with the support and care they need to leave street life.
- **Child Restoration Outreach (CRO):** CRO are a national community based organisation in Uganda that work with street girls to provide them with vocational skills and training in order to leave street life and move into independent living.
- **Organisation for the Prevention, Rehabilitation and Integration of Female Street Children (OPRIFS):** Retrak has a three year partnership with OPRIFS (Ethiopia) and funds their foster care programme for street girls.
- **Rift Valley Children and Women's Development Association (RVCWDA):** Retrak has a 12 month partnership with RVCWDA to fund the emergency feeding of vulnerable children and their families in the drought affected region of Oromiya in Ethiopia.

WORKING WITH PARTNERS IN MALAWI, ZIMBABWE, MOZAMBIQUE AND DEMOCRATIC REPUBLIC OF THE CONGO



Retrak's Director of International Development has been travelling across East Africa to deliver child well-being and reintegration training to locally based NGO's. The countries where Retrak is delivering the training have little or no access to social worker training. For example, the Congo and Ethiopia have

HOW WE WORK

The Retrak model has three distinct elements which are mirrored in the individual work carried out with each child and the support provided to each care-giver and family:

1. Enabling contact
2. Facilitating attachment
3. Ensuring success continues

For children to overcome poverty and hardship, the journey with Retrak begins through outreach while they are still on the streets. Retrak goes to their spaces on the street to build trusting relationships. Once a trusting relationship has been built with the outreach worker, the next step is to help them overcome any barriers to (re)forming an attachment with a caring adult⁷.

***Attachment Theory:** Retrak's work and model is based on Attachment Theory. The word 'attachment' refers to the relationship between two people which endures and binds them emotionally. Within this, the quality of relationships that parents have with their children is vital. Therefore, the quality of this relationship determines the way children relate to others and their perception of how others relate to them.*

This involves actively dealing with past experiences, identifying strengths and resources and exploring future choices. There are many ways to do this, often involving a combination of play, health care and education. The most significant innovation to the way Retrak works comes at the second stage of the process where greater emphasis is placed on psychological counselling, which is aimed at addressing children's trauma due to poor relationships and attachments with their parents, step-parents or other care-givers. New attachments may come through placement in family reintegration or foster care, or independent living with community support. The success for any placement is that the child is able to form a strong sense of belonging in a family or community setting where they are safe and protected. Retrak ensures success continues through follow-up contact and reviews of their situation; ensuring that every child and care-giver



will be able to keep moving forward without Retrak's support. By taking this approach it is expected that children will move more quickly from the street and to a sustainable family and/or community environment.



⁷ Safe Families Safe Children (2011) 'Breaking the cycle of violence – building a future for the most excluded' UK.

Success depends equally on building the capacity of families and communities. This begins by making contact through home visits and community activities. Retrak works alongside each care-giver, through training and resourcing, so that they can build healthier environments that nurture and support children. Counselling is an important part of the process for care-givers, to ensure that they have been able to deal with their past traumas which may prevent them from building positive attachments with their children and from successfully taking on assistance provided by Retrak or other agencies. Retrak traces relatives but also actively recruits and trains foster carers and community mentors who work alongside children and families to provide extra support and links to community resources. Retrak ensures success continues through follow-up and care for each child, their siblings, care-givers and the whole household, as well as involving the wider community to provide support.

PROGRAMMATIC FOCUS

Retrak's programme of care falls within the remit of the UN Convention on the Rights of the Child, UN Guidelines on Alternative Care of Children, the African Charter on the Welfare and Rights of the Child, and directly addresses four of the eight Millennium Development Goals (MDG's). In Uganda our work is strategically aligned with the National Orphans and Other Vulnerable Children's Policy, and the National Strategic Programme Plan of In-tervention for Orphans and other Vulnerable Children. Our strategy also compliments the Ethiopian Government's Alternative Childcare Guidelines and similar guidelines released by the Ethiopian Ministry of Women's and Children's Affairs.

Retrak's work is guided by a mission statement, strategic plan and core values, all of which highlight Retrak's commitment to child protection and enabling each and every street child to realise their potential and discover their self worth. A holistic model of care uses a combination of interventions to address the basic needs of each child, their psycho-social wellbeing, education and family resettlement.

The overall result of these interventions is to enable street children to move from a life of vulnerability, exclusion and poverty, without the protection of capable carers, to a life within a positive family and/or community home, where all household members are: healthy; emotionally well; safe; educated and trained; and economically independent.

Retrak's internal monitoring of programmes shows that in 2011 (Uganda), 46% of children who received a full package of support and regularly attended the drop-in centre, successfully moved to a life away from the street with their family, a foster family or by living independently in the community.





Retrak's integrated programme of care for street children includes:

- **Outreach** – Retrak's outreach workers go out onto the streets conducting day and night visits to initiate contact with children in their life space. The outreach workers aim to tell the children about Retrak and the services that we offer, and build trusting relationships with them.



- **Overnight Shelter** – Emergency overnight shelter which removes the threat of abuse to children during the hours of darkness and provides a safe platform from which they can begin the process of returning home or being prepared for foster care/independent living.

- **Food security and nutrition** – Children on the streets often suffer from severe under nourishment when they are admitted into Retrak's programme. Retrak provides these children with nutritious food to help build their strength. This contributes to their growth and development and ensures that they can participate effectively in the various activities, especially education. This can also be seen in Retrak's project with a partner in the drought-affected region of Ethiopia. Retrak supports a feeding programme in Oromiya feeding 650 children daily in school to encourage better attendance and reduce drop-out rates.

- **Education** – Children who are on the streets have often been out of schooling for many months. Retrak provides them with catch-up education classes to ensure that they receive the basic education that they are missing; for older street youth who find it hard to go back into mainstream schooling, Retrak provides them with vocational training and/or business training for them to learn a skill or a trade and start up a small business that they would like to run.



- **Psycho-social support** – This forms a large and important part of the work that we do with children. In order to overcome barriers to attachment and deal with the trauma's that street children often have, Retrak provides them with counselling and guidance. They also receive life-skills training which includes making healthy decisions, avoiding risks, building support networks, reducing stigma and discrimination, increasing knowledge about HIV testing and treatment, addressing gender issues, and assessing values. Sports also plays a major part in our programmes – Retrak uses football as a teaching/training mechanism to teach HIV/AIDS prevention and education to street children by raising awareness and understanding of the disease; and combating misunderstandings, stigmatisation and discrimination around HIV/AIDS. This increased education reduces risky behaviour and improves children's ability to protect themselves.

- **Medical** – Retrak's nurse in the drop-in centre provides emergency care and basic primary health care including the treatment of TB and Malaria; HIV Voluntary Counselling and Testing (VCT), as well as health and hygiene education and HIV awareness raising. In cases where children need specialist care, Retrak refers children to local hospitals for treatment.





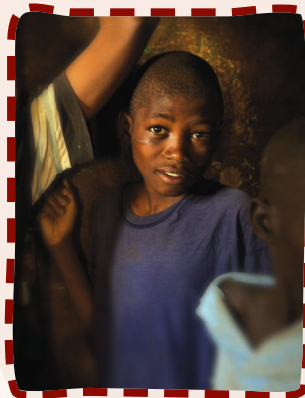
- **Socioeconomic security** – To ensure that successful reintegration occurs Retrak provides families initially with income generating activity (IGA) training and grants to ensure that they have the best support available to take care of their children.
- **Reintegration** – Retrak is one of few NGO's that focus on reintegrating children with their family or placing them in foster care. The Ugandan Children's Act, as well as the UN Conventions on the Rights of the Child (CRC), and the recent UN Guidelines on the Alternative Care of Children, emphasise the fundamental role of families in caring for children and the need to enable a child to remain in, or return to, the care of parents or close family members. Retrak works tirelessly to trace the families of children to ensure that they can be re-united with their children.

One of the boys who Retrak reunified with his family said about the social worker who took him home "I always remember the hardships you went through to take me back! You are my role model throughout my life" (Abera, in the picture above).

- **Foster care** – Retrak strongly believes that the best place for a child to grow and develop is within a family environment; and so to ensure that children who cannot be reintegrated with their families have a safe place where they can grow, Retrak pioneered a pilot foster care project in Uganda. This involved recruiting potential foster care families, performing checks to make

sure that they are suitable for fostering children, and providing them with training on becoming a foster carer. The project has now been introduced in Ethiopia.

- **Community Prevention** – Retrak's experience in working with street children shows that in order to fulfil our vision of no child being forced to live on the streets we have to address the reasons why children come to the streets. Therefore, in addition to our service delivery programmes where we work with children who have already come to the streets, Retrak have started a pilot community prevention project in Hosanna, Ethiopia. Through monitoring and evaluating our programmes, it was discovered that 30% of the children who come to Retrak Ethiopia, originate from the SNNPR region. This project seeks to work with families and communities of vulnerable children who have a high prevalence of being pushed to the streets. The prevention aspect of this project includes facilitating communities to operate self-help groups, establish child-led child protection committees in three schools and conduct child protection training and healthy parenting workshops for the local community. Retrak hopes to ensure that vulnerable families and communities are aware of the factors that push children to the streets; and aims to build their capacity to support vulnerable children.



- **Child protection** – This is done through follow-up contact to assess families' provision for their children, links to Probation Officers, and removal of children in case of abuse;
- **Juvenile Justice** – Street children face abuse, exploitation and neglect on a daily basis. But if the risks of addiction, crime and mistreatment were not enough to contend with they are also subjected to regular round ups by the authorities, prosecution and incarceration simply for being homeless or for petty crimes. Such round ups and arrests have increased in recent years. Most children have no one to support them when arrested or represent them in court. Retrak's



Juvenile Justice Programme works in training police and court officials in child rights and child protection, conduct outreach visits to street children to disseminate information about juvenile justice rights and provide quarterly Rights Awareness Training for street children where they will be informed of their rights and improve their knowledge of how to conduct themselves in the event of an arrest, and where to access help if arrested, develop peer leaders who can support other children on the streets, and representation of children within the complex Ethiopian and Ugandan legal systems.

- **Child participation** – One of the major developments in recent years is the increasing focus on the rights of beneficiaries in relation to programmes that have been designed to help them. Beneficiaries, in Retrak's case, vulnerable children and their families who receive assistance, have become increasingly transformed in the minds of donors and sector professionals into real people who are entitled to inform the

programmes delivered on their behalf. The case for greater beneficiary participation is not only a moral but a practical one. Involvement of beneficiaries in project design has consistently led to better programming results, particularly around the sustainability of interventions and the avoidance of dependency. In addition, the case for child participation is outlined in article 12 of the UNCRC⁷. It is well documented that the level of child participation in child protection initiatives is generally limited, or tokenistic, but in cases where children do participate more fully, their creativity and resourcefulness has increased the efficiency of these groups. In line with this philosophy, and Retrak's commitment to implementing rights based programming under the 2013-2017 strategic plan, we are working in partnership with children to help address the prominent issues in their lives, as outlined by them.



⁷ United Nations' Conventions on the Rights of the Child - www.unicef.org.uk/Documents/Publication-pdfs/UNCRC_PRESS200910web.pdf

RESULTS

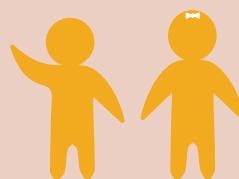
In 2012, Retrak worked with **9,335 people** – including vulnerable children and youth, care givers, foster carers and child care workers.

OUTPUTS (2012⁹)

	UGANDA	ETHIOPIA	KENYA
Street children supported	1,649	524	412
Vulnerable children supported	3,331	1,530	412
Contacted through street outreach	983	425	412
Accessed services at the Drop in Centre	1,197	249	305
Reunified with families	168	125	
Moved to independent living	28	26	
Placed in Foster Care	34	6	
Care-Givers supported	1,386	367	
Staff trained	53	62	



STREET
CHILDREN
SUPPORTED
2,589



VULNERABLE
CHILDREN
SUPPORTED
4,520



CARE GIVERS
SUPPORTED
1,753



STAFF TRAINED
128

⁹ Retrak started working in Tanzania towards the end of 2012, hence why it's not been included in the results table.



THE EFFECTIVENESS OF RETRAK'S PROGRAMMES¹⁰

Retrak works hard to ensure that no child is forced to live on the streets. All our services are geared towards the reintegration of children with their families and supporting those families to become safe and caring places for children to grow and develop.

In order to learn from the work that we do with children and their families and improve the effectiveness of our programmes, Retrak works hard to monitor and evaluate the journey of each child from the moment they come into contact with Retrak outreach workers until they are reintegrated home with their families and through to follow up.

Retrak uses the Child Status Index (CSI) with children connected to the street as a system to effectively and consistently monitor changes in children's wellbeing during the reintegration journey. In 2013, Retrak published a research report on the use of the CSI as a tool in tracking children's progress within Retrak and to reintegration with their families. The findings are designed to aid programme decision-making and establish the impact of Retrak's programmes in Uganda and Ethiopia.

The CSI assessments were conducted with children on the streets as they begin to access Retrak centres (baseline); at the point of reintegration with their families (placement); and during follow-up in their families at intervals of approximately six months (follow-up within 6 months, between 6 months and 1 year, and more than 1 year since placement).

The 12 indicators of wellbeing in the CSI are given a score between 1 and 4. Children scoring 1 or 2 for any indicator, a deprivation score, are considered to be at risk in that area of wellbeing. Retrak's aim is to ensure that children's wellbeing improves after their placement at home and that they become deprivation free.

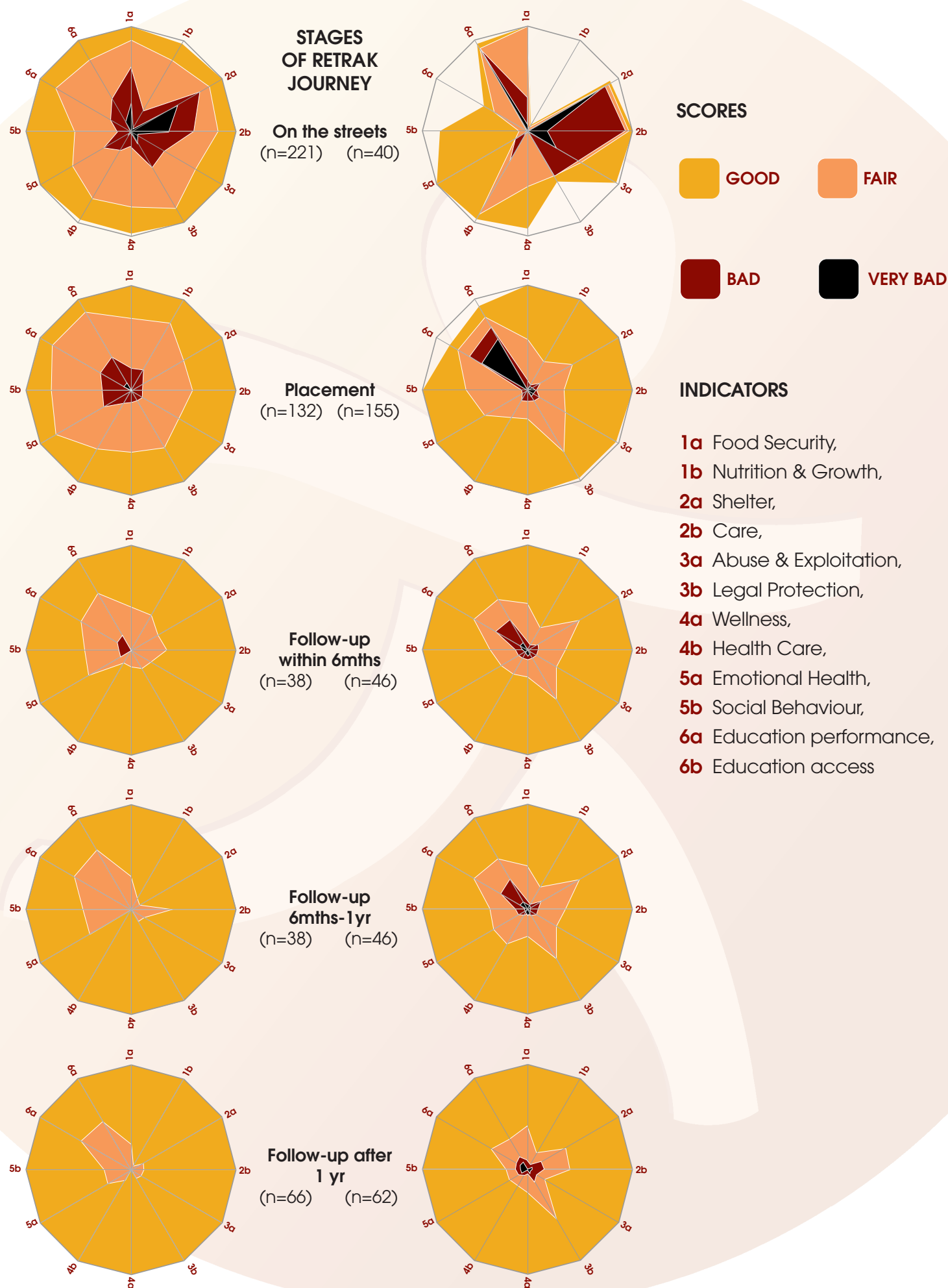
Analysis of data was done by considering wellbeing scores for each of the 12 indicators (presented in spider diagrams on the next page) and by looking at the number of indicators in which children were deprived (shown in cumulative distribution curves).

The pilot findings (see figure 1 on the next page) clearly demonstrate a considerable improvement in all aspects of wellbeing measured as children move from the streets and into family reintegration in both Ethiopia and Uganda¹¹.

¹⁰ Corcoran, S. and J. Wakia (2013) 'Evaluating Outcomes: Retrak's use of the Child Status Index to measure well-being of street-connected children' Manchester, Retrak

¹¹ The full report can be found at www.retrak.org

Figure 1: Spider plots showing changes in wellbeing by Retrak journey, Ethiopia (left) & Uganda (right)



MONITORING AND EVALUATION

The performance of Retrak projects is monitored by in-country M&E officers on a monthly basis using data collated from: activity registers; child progress reports (including background information and baseline evaluation; case conferences notes, and placement assessments and reviews); care-giver/family records (including initial selection and/or assessment, training records and placement assessments and reviews); and evaluations.

The above tools aid decision-making on a case-by-case basis as well as at the programme and organisation level. The main monitoring tools are based on the Child Status Index (CSI) which measures six broad areas of a child's wellbeing and Retrak's comprehensive Standard Operating Procedures. This assessment is used to identify a child's level of need and to inform immediate action; data can be compared over time to show the impact of Retrak's work or aggregated across programmes to show effectiveness or areas for improvement. Retrak has adapted the CSI through incorporation into baseline evaluations conducted to assess each child when they enter Retrak programmes. Evaluation is also done of follow-up interventions to assess if the placement is still in the child's best interest and to show the impact of programme. The CSI tool is based on information gathered from the children themselves, from their care-givers and from the professional opinions of Retrak staff. The information is quality checked and analysed by Retrak's Monitoring and Research Advisor. Results are disseminated to Retrak HQ and the board. Retrak has recently published a paper about the use of CSI in measuring the wellbeing of children as they come through Retrak's programmes.

In addition, evaluations are conducted on projects involving new initiatives and on all large scale grant funded activities. All evaluations place the children and their families' experiences and viewpoints at the centre of the methodology. Approaches such as appreciative inquiry and tools such as drama, drawing, Children's Councils and focus groups are used to ensure that all



beneficiaries have a voice in the process and an influence on the assessment findings. Log frames are frequently used as a benchmark to monitor progress against targets and to check that the logic and assumptions we have used hold true. It is therefore a living document which can be adjusted as we learn during implementation. We have recently engaged the Brooks World Poverty Institute at the University of Manchester to analyse our programme in relation to prevention, and greater importance will be placed on this area of work in future years. A grant from Comic Relief is currently being used to up-grade Retrak's data collection and rollout a new electronic child database.

PARTNERSHIPS

Retrak is committed to sharing best practice and learning so the most effective services are delivered to children. Lessons learnt are shared:

- **Internally** – Despite its success Retrak is always keen to refresh its thinking around support provided for street children. As such Retrak ensures that evaluation activities include an element of staff reflection and decision-making. Learning gained is used to guide planning at a project level, feed up to wider Retrak planning, and inform areas for development. By using this approach programme efficiency will improve and Retrak will have the capacity to help more children.



- **Nationally** – Final project evaluations and good practice reports are shared nationally through connections with local government and nationally through the ministry led technical working groups. Reports are also presented to various networks such as the Kampala Street Children Coalition, UNICEF; and our local partners (e.g. CRO in Uganda, OPFRIS in Ethiopia, CRK in Kenya and Mkombozi in Tanzania). Retrak also provides training workshops for stakeholders who wish to implement project learning.
- **Internationally** – Retrak shares lessons learnt internationally through publishing research on its website and disseminating it through the Consortium for Street Children and the BOND Beyond 2015 Working Group.

In addition Retrak contributes to aid effectiveness and harmonisation by coordinating its activities with other agencies, for example through the Foster Care Working Group in Addis Ababa and working closely with UNICEF to ensure support to street children is complementary and avoids duplication (in 2011 Retrak conducted surveys in both Ethiopia and Uganda to establish a more complete picture of the provision available in the capital cities). Also in terms of aid effectiveness Retrak has excellent relationships with the relevant ministries in each operational country and submits work plans on an annual/ multi-annual basis and regular reports on delivery and results.

NATIONAL PARTNERSHIPS

ETHIOPIA

Retrak Ethiopia is a member of several inter-NGO networks advocating for street children including:



- **Consortium of Christian Relief and Development Association** – Retrak is a member of the umbrella organisation which seeks to mobilise resources to capacity build and facilitate NGO's and CBO's in Ethiopia to alleviate poverty.
- **The Orphan and vulnerable Task Force** – This is a new government-inter NGO taskforce which is due to meet to discuss Terms of Reference.
- **Alternative Childcare Steering Committee**
Retrak, together with support from UNICEF Ethiopia, established a Foster Care Working Group in Addis Ababa and delivered training on foster care. This group has now expanded to include all agencies working with the alternative care of vulnerable children. Regular member meetings are held to facilitate partnership and members attend specialist training workshops.
- **Government Institutions** – In parallel to the lack of capacity to meet street children's needs, there has been a dramatic increase in the number of children being picked up off the streets by the authorities and placed in dilapidated state run orphanages, juvenile detention centres and/or rehabilitation centres. These boys and girls have mainly been picked up for petty crimes but because they have no families to claim them they face an extended stay in custody. Retrak is trying to work with these institutions to ensure that children placed in them receive appropriate care and attention. In addition, Retrak is working in partnership to de-institutionalise children and place them in alternative family-based care.



UGANDA

- Government Initiatives** – Retrak Uganda engage with government initiatives regarding street children and work closely with the relevant authorities such as Kampala City Council, Probation and Welfare Officers, Juvenile Courts, and the Ministry of Gender, Labour and Social Development (MGLSD). Our work contributes directly towards Uganda's National Orphans and Other Vulnerable Children Policy, and the National Strategic Programme Plan of Intervention for Orphans and other Vulnerable Children. These policies address the special needs of orphans and other vulnerable children in Uganda. Each organisation working with OVC in Uganda is requested to report to the MGLSD on its activities in order to provide an overview of working in the country. Retrak regularly contributes to this process. Furthermore, Retrak Uganda is a member of the MGLSD OVC technical working group. This will enable us to learn from and influence the Ministry's work.
- National Child Protection Committees** – In April 2012, staff at Retrak Uganda met with the Police Commissioner in Kampala to formulate national guidelines for child protection committees to be co-ordinated by the Police. Stakeholders at the meeting reviewed Terms of Reference for Child Protection Committees' at the national level. The feedback from this meeting will formulate a document to be approved by Inspector General of Police as a working document to guide the committees on child protection for children at risk which are expected to be formulated at grassroots level nationally.
- Government Institutions:** The government has been rounding up street children and placing them in Kampiringisa, an institution originally designed for juvenile offenders. The Kampiringisa is a Support Team, made up of Retrak and several other NGO's, brings counselling, education, medical care and sports to the children. In addition, Retrak Uganda assists the government to find appropriate long-term alternatives for each child. In 2012, Retrak staff members made regular visits to Kampiringisa providing children with medical care and counselling.



- Kampala Street Child coalition:** Retrak Uganda established and leads the Kampala Street Children Coalition (formally known as the Kampala Inter-NGO Forum), which networks local NGO's working with street children. This network facilitates NGO's working together to address the problem of children living on the streets through sharing of information, capacity building, community mobilisation, advocacy and research.
- Medical Partnerships:** Ongoing partnerships with local health facilities like the Mildmay Centre, an outpatient clinic for AIDS treatment, allow children under Retrak Uganda's care to access voluntary testing, counselling facilities and treatment.



INTERNATIONAL PARTNERSHIPS

Retrak UK has partnerships with the following NGO's and networks:

- BOND** – Retrak is part of BONDS 'Beyond 2015' UN Working Group which is working with other larger NGO's for a better and more legitimate successor to the MDG's post 2015. Retrak was previously on the Executive Committee (June 2011-March 2012), between October and January we co-chaired the Influencing and Strategy Working Group and since January we have co-chaired the UN Working Group. The UN working group leads on the strategic involvement of the campaign with the UN.
- Better Care Network (BCN)** – The BCN is a network of organisations that facilitates information exchange and collaboration on the issues of children without adequate family-based care. Retrak is a member of the network and BCN continues to support our work such as Retrak's Technical Brief on Family Integration for children living on the street and Retrak's Conference in Addis Ababa in September 2011.

- **Oak Foundation Steering Group for M&E and reintegration project** – Retrak is a member of this steering group that is looking at ways to better implement M&E into the overall structure of organisations projects and programmes. The group discuss the challenges they face and the need for a joint resource or 'toolkit' that can be used by both large and small organisations to improve their M&E systems.
- **Läkarmissionen Disaster Preparedness working group** – Retrak was invited as a partner of Läkarmissionen to be part of this working group which exists to increase the capacity and preparedness of organisations in the event of a disaster or emergency situation in areas of their operation.
- **Child Protection Working Group (CPWG):** CPWG is a global forum that brings together NGO's, UN Agencies, academics and other partners for coordination and collaboration on child protection in humanitarian settings with the objective of ensuring more predictable, accountable and effective child protection in emergency situations.
- **Child Protection in Crisis (CPC) Network Task Force on Measurement and Evaluation:** Retrak is part of this task force which is seeking to promote innovation, efficiency, capacity and utility in measurement and evaluation in contexts of child protection in crisis.
- **African Union (AU):** Retrak has received Observer Status with the African Committee of Experts on the Rights and Welfare of the Child.
- **Consortium for Street Children (CSC):** Retrak is a member of CSC– an umbrella organisation that works and brings together street children organisations to pursue better international policies and advocate on behalf of street children.
- **CSC working group on street girls:** The street girls working group is developing a toolkit to support grassroots NGO's working with street girls. Retrak is contributing to this working group by bringing together the successes and challenges that we have faced in working with street girls, as well as assisting in creating tools that help programme

development. Additionally, the working group is developing effective principles to support local advocacy.

- **Way Forward Project:** The Way Forward Project is part of the Congressional Coalition on Adoption Institute in Washington D.C. Its main purpose is to stimulate dialogue among the world's leading experts on the importance of family-based care for children. In 2011, Retrak engaged in a joint learning process to discuss opportunities and challenges facing governmental and non-governmental organisation leaders in six African nations (Ethiopia, Ghana, Kenya, Malawi, Rwanda, and Uganda) as they work to develop systems of care that serve children in and through families. The working group reports to Secretary Clinton and the Child Rights Information Network.
- **Safe Families Safe Children (SFSC)¹²:** SFSC is an international group of renowned organisations working globally to develop and implement strategies that allow vulnerable and excluded children to sustainably gain access to their rights. As a member of SFSC, Retrak implements a range of programmes that are designed to enable highly vulnerable and excluded children to access their rights.



¹² Corcoran, S. and J. Wakia (2013) 'Evaluating Outcomes: Retrak's use of the Child Status Index to measure well-being of street-connected children' Manchester, Retrak

DONORS

Retrak benefits from a balanced portfolio of fundraising income. This includes a significant proportion of voluntary income as well as a range of grants from institutions, charitable trusts, international NGO's, corporate supporters and governments. Highlights from our public fundraising include:

- In 2012 public donations and gifts accounted for more than 33% of Retrak's total income for the year (33.9%). The £319,813 raised in 2012 represented a 29% increase in such donations on 2011, reflecting a trend of annual growth in recent years. This has been achieved with a very limited investment;
- Since 2010, Retrak has worked with Greater Manchester Police staff and officers and recently Greater Manchester Fire and Rescue Services, to raise money for our work. Over the three years, selected individuals have raised nearly £160,000 through personal fundraising initiatives and joint events to support Retrak's work. In addition, they have given up 2 weeks of their annual leave to travel to Africa as volunteers to improve Retrak's infrastructure and deliver direct support to street children;
- In 2012 Retrak launched its biggest ever appeal and raised £220,000 from the public in just three months. The Retrak ZERO Appeal was matched by the UK Government making the total appeal worth £440,000 for work with street children.

Trusts and Foundations income has grown dramatically in the last few years from £103,551 in 2008 to £413,125 in 2012. This growth has been as a result of the work of Retrak's team in securing high value grants (such as Comic Relief, Cordaid, and Läkarmissionen) and maintaining those donor relationships by feeding back the results of our work to ensure that donors continue to fund our projects.

Highlights from trusts and foundations funding Retrak*:

- DFID, through the UK Aid Match initiative, funds Retrak's programmes and partners in Uganda, Ethiopia and Kenya, 2012-2014.
- Retrak is in receipt of two grants from Comic Relief – the first is a five year grant that covers project activities in Uganda and the second is a two year organisational development grant to develop Retrak's child database.



- Läkarmissionen fund Retrak's halfway home (Tudabujja) in Kampala, Uganda.
- The Marr-Munning Trust funds a range of Retrak Ethiopia's existing activities, 2012-2014.
- The Zochonis Charitable Trust funds part of Uganda's education project in Kampala.
- USAID funded the program in Ethiopia for 3 years under a PEPFAR grant, 2009-2012.
- Japanese Embassy funded the renovation of the drop-in centre and Night Shelter in Ethiopia in 2011-2012.
- Anglican Aid (Sydney, Australia) funds the Foster Care programme in Ethiopia (2011-2014) and a Feeding program in rural Ethiopia (2012-2013) to prevent children from dropping out of school.
- Cordaid funds the Community Prevention project in Hosanna, 2012-2015.
- AusAid is funding programme activities in Ethiopia in 2013.
- Population Council funds an afternoon programme for an additional 20 children in May-Dec 2013 to complete a research project about the mental health of vulnerable youth in Ethiopia.
- The Rockefeller Foundation is funding a programme for street girls in Addis Ababa June 2013 – May 2014.

* list is not exhaustive.

GOVERNANCE AND MANAGEMENT

Retrak is governed from the UK by a Board of Non-executive Directors/ Trustees and is incorporated as a Charity under UK law. The Board provides strategic direction; monitors and reviews risk and performance; provides support and advice on operational matters as requested, and ensures Retrak operates to the highest standards of governance.

Operational matters are delegated to the CEO who is supported by an Executive Team (ET), comprising of the Head of Finance, Director of International Partnerships, Director of Learning and Development and the International Development Director. Together, the ET team have over 40 years experience of working in international development with the vast majority of that time being spent working with marginalised and excluded children in an urban environment. Retrak, together with our local partners, have over 67 years experience of working with street children. The ET also have specific expertise in Child Protection, Project Management, Primary Healthcare, Accountancy and Financial Management, Fundraising and Institutional Grant Management, IT and Web Development, Volunteer Management and HR, Social Enterprise, Capacity Building and Strategic Planning. The ET also contribute to quality assurance and effective management through their involvement in project design, M&E, project implementation, facilitation of shared learning and dissemination of best practice.

Retrak Uganda and Retrak Ethiopia are governed by the UK Board and are accountable to the CEO. Each Country Director has a Senior Management Team to assist with the day to day management of the programme. Senior managers report directly to the Country Director. Across the two programmes there are more than 80 members of staff, of which 98% are national staff.



RETRAK AND HR

Retrak's staff team currently consists of 96 staff members - 40 staff in Uganda, 42 in Ethiopia, 12 in the UK, 1 in Kenya and 1 in the USA. The staff team in each country is outlined in the Retrak Organisational Chart. The programme staff members in each country include social workers, teachers, psychologists, street outreach workers, cooks, wardens and guards. The support staff members include financial and administrative staff. Additionally, Retrak is committed to supporting professionals at the beginning of their working life by providing internships to help new graduates gain valuable work experience and contribute skills and new ideas to the organisation. Retrak also encourages volunteering within the organisation both from within and beyond the countries. The UK has launched a successful internship programme where students with an interest in working in International Development volunteer for a period of three months up to six months.

Highlights:

- People in Aid certificate
- Contribution to 'The state of HR in International Humanitarian and Development Organisations' (Jan 2013)

POLICIES AND SYSTEMS

Retrak has a comprehensive system of policies and procedures to guide operations and ensure basic standards are maintained throughout the organisation.

Retrak received a final score of 3.6 out of 4 (up from 2.1 three years ago) in November 2011 as part of the comprehensive USAID closeout organisational assessment of the PEPFAR grant which comprehensively analyses Retrak's organisational structure, policies, practice and governance.

POLICIES

Retrak has a number of policies that guide our operations internationally.

These include:

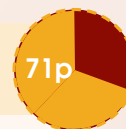
- **HR Policy** – These policies cover all HR procedures within the organisation.
- **Finance Policy and Procedures** – This policy covers all financial procedures within the organisation.
- **Child Protection Policy** – These policies cover issues of child protection and safeguarding in addition to vulnerable persons protection and safeguarding.
- **Employee Handbook** – All employees have access to the user-friendly employee handbook in their native language to ensure that employees understand their rights and obligations when working for Retrak.
- **Standard Operating Procedures (SOP's)** – Retrak has produced SOP's on family reintegration which provides practical guidance on implementing Retrak's model. This was done with the aim that all Retrak's beneficiaries receive the same quality of care and to influence the wider street child practitioner community.

RISK MANAGEMENT

Retrak uses a survival, reputational and aspiration framework/matrix as the triggers for escalating the management of risk throughout the organisation. We use a traffic light system to report and escalate risk in five areas. This approach is not designed to avoid risk but instead to manage it through early identification and mitigating action. Finance manuals include anti-fraud and anti-bribery procedures.

COST EFFECTIVENESS

In 2012 £0.71 in every pound received was spent on Retrak's field projects.



In 2011 a review was conducted of our central costs and resources in the UK were scaled back as a result. Retrak is committed to achieving value for money in all its activities to maximise the benefit to the children and families we are seeking to help and the donor community that place their money and trust in the organisation. To this end Retrak has worked hard to improve its cost effectiveness (this has been achieved through a reduction in international staff in the field, up-skilling national field staff, increased partnership working and cost savings at a HQ level). The result of these changes is that the cost per beneficiary has fallen by 35% over the three year period between 2009 and 2011. This improved efficiency has been achieved without any reduction to the quality of Retrak's support.

The retention rate of children who return home and stay home has remained consistent throughout this period.

RETRAK'S RECENT PUBLICATIONS

- Corcoran, S. and J. Wakia (2013) *Evaluating Outcomes: Retrak's use of the Child Status Index to measure well-being of street-connected children*. Retrak, Manchester.
- Wakia, J. (2012) *Why children are on the streets*. Retrak, Manchester.
- Kauffman, Z. & McCreery Bunkers, K. (2012) *Deinstitutionalisation of Street Children in Addis Ababa*. Retrak, Manchester.
- Haliu, T., Tusingwire, J., Wakia, J. & Zacharias, P. (2012) *The situation of street girls in Kampala and Addis Ababa*. Retrak, Manchester.
- Smith, K. & Wakia, J. (2012) *Family reintegration for children living on the street*. Retrak, Manchester.





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You can also help Retrak to raise awareness of the issues of street children by following us on Twitter or Facebook.



**WE DO EVERYTHING
WE CAN TO HELP
STREET CHILDREN**

HOW CAN YOU HELP?