LEARNING PROGRESS FOR CHILD PROTECTION

IIDC 2020/2021 ANNUAL REPORT
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Impact and Innovations Development Centre (IIIDC) is a not-for-profit technical assistance organization committed to using a learning-centred approach to maximize the impact of the work of the social sector.

The organization works with civil society, governments in East Africa and global development partners to promote learning, support evidence building and scale up sustainable approaches to improve the lives of the most vulnerable.
MESSAGE FROM THE BOARD CHAIR

As we close what has arguably been a year of unprecedented challenges, the world at large continues to strive to find solutions for the impact of the Covid 19 pandemic on communities in the most vulnerable regions of the world. It is particularly heartbreaking that those that are most affected are at the lowest rung of both societal and family hierarchy - children, whose voice is often not heard.

And yet, IIDC remains resilient, supporting partner organisations to focus on those interventions that can yield change even in their most non-traditional form of delivery. Without physical interaction, we focused on virtual and remote communication and support. Without the ability to see communities first-hand, we depended on community informers who work with our partners to keep track of the sustainability of the programs that had been started before the outbreak of the pandemic.

What is particularly encouraging is the shift towards continuous learning triggered by not only limitation in resources but also new insights into the value of iterative innovation and dropping ‘business as usual’. Our partners are now learning from each other’s successes, leveraging evidence-based interventions and engaging in knowledge exchange all of which are laying a strong foundation for becoming good knowledge managers of promising approaches.

There is no better time than this to start looking within - to community-led solutions that are more relevant to the context of their needs, are more sustainable, and are resource-efficient.

We applaud our partners for forging ahead with great resilience, together with the governments of Uganda, Kenya and Tanzania for providing us a strong evidence-based framework within which to work. We are indebted to our funders for their continued generous support even in the face of multiple resource challenges in the donor countries.

One community, one home, one child changed is the catalyst for more change. Let us, with determination, continue to drive the change that we want to see.
PROGRAM DESIGN, ADAPTATION AND SCALE UP

Supporting organizations to improve program design and adaptation to meet the local and expressed needs of communities is a significant area for IIDC technical assistance. IIDC supported partner organizations to review their program interventions and refine them to be able to sustainably scale up interventions that are proven to address community needs.

KEY AREAS OF SUPPORT

- Structured and measurable interventions
- Adapting interventions and models to the local context
- Supporting successful scale up of proven models

CASE STUDY: ADDRESSING SOCIAL NORMS

IIDC trained four child protection organizations on social norms exploration, diagnosis and selection to design norms transformative interventions. This included developing surveys for norms assessment.

Forum for African Women Educationalists Uganda (FAWE): FAWE is currently implementing a three year project on “Community Action to End Violence Against Children” in three districts in Uganda.
“IIDC guided us to refine our proposals, re-align our indicators, and clarify the problem that we were solving. This support helped us to design and write a followup funding proposal to build on the earlier success that we had already gained. The technical assistance has enabled us to become more focused, and more evidence-based.” -Jackline Nafuna, Project Officer, FAWE-U

FAWE was supported to **re-align the project to the global INSPIRE strategies for addressing VAC** with a focus on prevention programming. The organisation was able to select specific strategies based on identified internal strengths to effectively implement robust interventions. FAWE selected norms transformation as one of its key strategies.

**Around norms training:** “When IIDC trained us, we understood how critical social norms are in addressing violence against children and how they could contribute sustainability to ending violence against children. By reviewing the existing evidence from our mid-term findings and current VAC practices in our communities, we integrated social norms transformation as one of our core interventions and as a key result area.”

**CASE STUDY: CAPACITY BUILDING AND MENTORSHIP**

Through a combination of **training, mentorship and learning workshops**, project partners were supported to refine their programs on VAC prevention by **revising their theories of change** and corresponding indicators to align with relevant implementation strategies.

**Investing in Children and their Societies (ICS):** ICS combines skilful parenting and economic support to promote positive parenting practices and family relationships, with the ultimate goal of preventing violence against children in Kenya, Tanzania and Ivory Coast.

“**During the workshops organized by IIDC, we were able to learn best practices in VAC prevention and response through the work of other cohort partners and also through information resources. Using this new knowledge, we conducted internal reflections sessions to review our Whole School approach which has several intervention components to prevent violence in and around schools. We continue to work with IIDC to refine our country specific scaling strategies.”** -Moureen Ochieng, Programmes Coordinator, ICS
CASE STUDY: SCALING UP EVIDENCE-BASED MODELS

As part of its commitment to the scale up of promising approaches in VAC prevention, IIDC supported six organisations to identify and scale up or adapt models that have yielded promising results in the region.

Responsible, Engaged, and Loving (REAL) Fathers is a proven, effective and scalable integrated violence prevention approach. Under the leadership of Uganda’s Ministry of Gender Labour and Social Development IIDC has continued to support the scale-up of REAL Fathers through integration within Early Childhood Development programs in Uganda.

Somero Uganda: The organisation focuses on increasing access to education for children and young women empowering them to become agents of social change. Somero was supported to adopt the REAL Fathers model to be able to reach fathers to support conversations around HIV and sexual reproductive health of their daughters as a means of preventing violence against girls in communities and homes. The program was piloted in Kampala, Kawempe, Nakawa urban areas.

“We started with mothers and mothers led us to the fathers. We also worked with local community leaders to identify men that could be mentors. Here in the urban areas we worked with 60 fathers who we trained as mentors for young fathers. IIDC supported us to structure our programs so Real Fathers has now been integrated in our new strategic plan as one of the key methodologies we will be using for all organisational programming because it is a great model for increasing male engagement.” -Geofrey Nsubuga, Executive Director, Somero Uganda

“The most important elements of technical assistance included the training of staff in scaling up the Real Fathers model, co-development of the curriculum implementation manual to guide the mentorship process, and the data collection and reporting tools that were used to evaluate our progress. There was continuous communication and feedback for improvement from IIDC throughout this journey.” -Edwe Dorcus Rita, Project Director, All Nations Community Development Centre, Lira
Key Successes: All Nations CDC was supported to scale up the Real Fathers model in Alebtong, Nwoya and Lira. Promising results show that the model improves parenting in rural communities. “Some of the success we are seeing is improved communication, young fathers have taken up the responsibility of parenting and family planning seriously and are sharing the responsibility for loving and caring for the children. More community members are expressing interest in being enrolled in the REAL Fathers mentorship program and other organisations have taken interest in using the model for their own programming.” - Edwe Dorcus Rita, Projects Director, All Nations CDC

FAWE: Following a presentation by ICS during the IIDC 2018 learning convening at Kisumu, Kenya, of the Skillful parenting model and evidence of its success in Kenya and Tanzania, FAWE Uganda developed interest in using the model based on a project endline assessment that revealed that parents were the main source of VAC.

IIDC provided technical support to FAWE to adapt the Skilful Parenting model to improve parenting in communities. This involved integrating the model within key outcomes, conceptualisation and adaptability, selection of the adaptation team, training of trainers, certification of the trainers and developing the action plan for rollout.

“We now know what it takes to scale-up through government structures at district and national level.”
The significant focus on development models that are supported by evidence has elevated IIDC’s focus on enhancing organisations’ skills in generating qualitative and quantitative data around key interventions. In this program area, IIDC supported strengthening of monitoring and evaluation systems to capture useful data to inform programming activities and the provision of synthesized global research to guide strategic planning.

KEY AREAS OF SUPPORT

- Strengthened monitoring and evaluation systems to measure impact
- Using data to inform implementation of interventions and program decisions
- Provision of synthesized global research on VAW, VAC and Early Childhood development

CASE STUDY: REFINING MONITORING AND EVALUATION SYSTEMS

Western Uganda Bantwana Program (WUBP): The organisation is part of the East Africa VAC learning cohort that has been addressing prevention and response to VAC through multiple integrated interventions implemented in 20 schools and the community in South Western Uganda. The WUBP team was trained to conduct qualitative data analysis and supported to review the program’s technical briefs that are shared with other implementing partners.
**Around INSPIRE**, IIDC trained six partners on evidence generation to be able to identify their progress on the evidence hierarchy and motivate their interest in producing scientific evidence for their interventions.

**“From the INSPIRE training, we were able to refine our current indicators to align with the INSPIRE indicators since these are backed by global evidence.”** - Kusemererwa Peter, Gender and Development Officer, WUBP

IIDC provided a **guided review and hosted reflection sessions of the WUBP knowledge, attitudes and practices survey report** to enhance the social norms approach adopted by the program. The use of a refined M&E system improved the organisation’s interventions by encouraging the documentation of qualitative evidence through significant stories that illustrate the change process.

**Refining data indicators:** “Through the assistance of IIDC, WUBP has adopted tracking and reporting on indicators layered onto district performance which has enabled the identification of areas that are performing well and those that require additional support. This is showing us where to focus our efforts.”- Kusemererwa Peter, Gender and Development Officer, WUBP

“As part of the VAC prevention project in Kenya and Tanzania, we jointly reviewed our intended outcomes with IIDC and made them more specific, measurable and time-based. In this way we were able to re-define our programme activities and systematically track progress better using the revised monitoring and evaluation framework and tools.” - Moureen Ochieng, Programmes Coordinator, ICS

**Building partner VAC-related knowledge base**

IIDC developed 14 technical readers summarizing research and solutions related to VAC prevention aimed at exposing partners to global best practices. They covered topics around:

- Documenting case studies
- Global responses to child protection during Covid 19
- Effective knowledge management
- Child-friendly healthcare
- Children in Alternative Care_Results review
- Intrafamily violence: Strategies and responses
IIDC prioritises a learning-oriented approach to programming to ensure that good practices are escalated and those interventions that are not working are quickly dropped or modified. This year, partners were supported to implement learning agendas in various ways including learning events and knowledge exchange sessions.

**KEY AREAS OF SUPPORT**

- Learning and reflection meetings
- Peer learning and knowledge exchange engagements
- Implementing learning agendas

**KEY ACTIVITIES FOR BUILDING LEARNING CULTURES IN ORGANIZATIONS**

**IIDC developed a five-year (2020-2025) strategic plan** for the nine-member Learning Initiative on Preventing VAC in East Africa which was signed with IIDC as a learning partner. The members are: Investing in Children and their Societies, Action Aid Tanzania, HakiElimu, Raising Voices, World Education Inc. Bantwana Initiative, Women Fund Tanzania Trust, and Forum for African Women Educationalists Uganda and TPO Uganda.

**Four virtual learning convenings** were held to reflect and discuss VAC program adaptations during the COVID-19 outbreak. At the convenings, partners were able to share their pandemic response to VAC prevention as part of peer learning and knowledge exchange.
A knowledge exchange session between IIDC and the learning cohort partners to discuss the implementation of the new strategic plan. The new strategic direction of the Learning Initiative on Preventing Violence against Children in East Africa emphasizes the discovery of innovative ways of translating internal organizational capacity into wider positive change on the VAC prevention landscape at national and regional level in East Africa.

CASE STUDY: IMPLEMENTING A LEARNING IMPROVEMENT WORKPLAN

Women Fund Tanzania: The organisation works to empower women in Tanzania to participate in consensus building and collective ownership of advocacy efforts to prevent gender-based violence. IIDC supported the organisation to implement a learning improvement workplan aimed at strengthening organizational learning.

“We put deliberate efforts to incorporate learning among in our organizational development agenda through our capacity building strategy. WFT is institutionalizing learning in the following ways.”

- Organizing and facilitating learning session among staff and members through in-house capacity building programmes aimed at strengthening identified gaps within programs
- Developed a capacity building strategy that includes the capacity needs identified among WFT partners
- Fostering learning through reflection sessions that bring together different actors for evaluation and strategizing.
Investing in Children and their Societies: During the year, IIDC supported ICS with tools to conduct organisational learning and capacity assessments (OLAT). “This exercise enabled us to identify and prioritize our organization-wide learning needs for 2021. Beyond identification of the learning needs, each country office identified key learning strategies and methods and these have been planned as part of the ICS SP 2021 annual plan and staff score cards. Reports on learning progress are captured quarterly and as part of staff performance management processes. We continue to identify more technical and funding partners to support in some of the learning needs prioritized.”- ICS

“The Learning Convening is particularly helpful as it provides a platform where we are able to learn from the experiences of others through proven evidence of workable interventions. For WFT, this helps us as we screen grant applications, we are now conscious to support only those interventions that are yielding positive results in ending VAC.” - Neema Msangi, Senior Program Officer, EVAWC, Women Fund Tanzania Trust

“The learning convenings offer many advantages for sharing practice knowledge, lessons and evaluating own interventions. This has helped ICS SP to build on the positives to strengthen VAC programme interventions, network with like-minded partners and explore opportunities for joint partnerships and conducting evidence-based advocacy.” - ICS
CHILD RIGHTS
SAFEGUARDING

IIDC partnered with institutions to maintain a safe environment for children and vulnerable adults that they interact with during program implementation. Activities under this program area focused on training organisations in child rights safeguarding including developing implementation plans.

KEY AREAS OF SUPPORT

| Development of child safeguarding policies | Implementation of child safeguarding policies |

Six partners were supported to establish safeguarding structures in their organisations and staff and stakeholders are now more aware of child safeguarding and the importance of adhering to the organisation’s safeguarding policies. Three organisations have expressed interest in child safeguarding training and organisation wide implementation.

CASE STUDY: Child Rights and Violence Prevention Fund (CRVPF) a regional intermediary organisation that funds community organisations realised its own need for child safeguarding during a reflection meeting on enforcing safeguarding among its partner organisations. CRVPF worked with IIDC to organise training modules and mentoring support for its staff including raising awareness and implementing a safeguarding policy within the organisation. “Before we use children’s stories in our information materials, we always get consent. We now undertake child safeguarding reference checks for all our staff, volunteers, and consultants. We are focused on promoting reporting by children and now we publicise the hotline whenever we are out there. With these simple steps, CRVPF ensures its work is much more child-safe and communicates to its partners and the public that safeguarding is its priority.” —Fassil Miriam, Executive Director, CRVPF

(Read the full article on OAK Foundation website)
As part of increasing the visibility of the work of partner organisations, IIDC supported improved knowledge sharing among partners through strategic communication and documentation to influence policies, programmes and priorities at national, regional and global level.

**KEY AREAS OF SUPPORT**

- **Sharing organisation work on national, regional and global platforms**
- **Engagement in policy advocacy platforms, task forces and working groups**
- **Influencing national policies, plans and priorities**

**KEY ACTIVITIES FOR DOCUMENTATION AND ADVOCACY**

Partners like HakiElimu developed policy influence documents like reports on the state of VAC in schools in Tanzania mainland, to provide evidence for key decision makers at the national level to enact child-friendly regulations.

Digital media like websites and social media platforms were leveraged by organisations like TPO Uganda, ICS and HakiElimu to share their work on VAC through significant stories of change, research findings. Additionally, these were shared in multiple formats including booklets and briefs.
ICS was supported to document its stories of change around supporting community based organisations to reduce child marriage in Shinyanga region, Tanzania.

“Learning has been integrated in the WUBP programing for example the refinement of indicators, taking on the issue of documentation of MSCs as a performance measure, development and dissemination of the technical briefs.” - WUBP

“The most significant story of change tool is so useful and now it has become an organisational requirement for each reporting period. We used to use it at project level but now, it has been rolled up to organizational level and integrated into all programs. The community volunteers are also now learning to use it. It is helping us focus on gathering qualitative evidence for VAC prevention in the communities.” - FAWE

“Through the support of IIDC we have learnt how to tell the story of change that we see in our VAC programs, in a way that decision makers will recognize the need to scale what works to prevent VAC. Two of our stories on Early Marriage and Skilful parenting were documented and with the assistance of IIDC, these were shared on the End Violence platform. This raised our visibility globally and regionally and we have received requests to present our interventions in various webinars and meetings. Through this visibility, we hope to continue attracting strategic partners and donors.” - ICS
In order to effectively play its role as a technical assistance partner, IIDC ensures it retains the necessary financial and human resource to provide a high level of strategic support.

KEY ACTIVITIES FOR INSTITUTIONAL CAPACITY STRENGTHENING

- IIDC technical staff were trained on the learning-oriented approach to improving learning within organisations
- Three IIDC staff were trained as mentors in social norms programming and integration, supporting partners in the East Africa region
- The capacity to support scale-up via government structures has been built, and is now supporting two partners to scale through government systems
- Competent and well-motivated staff were hired and retained including the IT Support Officer
- IIDC developed and implemented a full range of internal policies and guidelines in line with national and global organizational standards
- IIDC revised its procurement policy, safeguarding policy and also developed the first draft communication strategy
- IIDC was able to grow its resource base by securing funding from two more additional donors while the institutional funding increased by 20% which will support the organisation to effectively maintain its support role to organisations.
Summary of annual partner key outcomes

- Partners are developing a culture of learning and documentation; for example, partners are now focusing on significant change stories as a means of building a knowledge base of qualitative evidence.

- Evidence sharing practice has improved significantly among partners as they recognize the importance of validating key interventions.

- Partners are now able to design more outcome focused interventions rather than focusing on activities, which is leading to greater sustainability of programmes.

- All partners are adapting evidence-based models and willing to re-design their programs to adapt to the models.

- Partners are able to appreciate the importance of adopting and scaling up models that have been already implemented and tested to work, as a more efficient use of resources, collaboration and learning strategy.

- Partners are more cognizant of the importance of child safeguarding that starts within the organisation.

- IIDC capacity in social norms programming has been strengthened to be able to provide technical assistance in social norms programming.
IIDC is grateful for the financial support received from its funding partners to support the realization of the organisation’s mission. Within the financial year July 2020 – June 2021, IIDC received funding from Wellspring Philanthropic Fund, Oak Foundation, University of California San Diego, CivSource Africa and Children’s Rights and Violence Prevention Fund.

Actual expenditure amount $708,379 with the following funding allocation:

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<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Activities &amp; technical assistance</td>
<td>52%</td>
<td></td>
</tr>
<tr>
<td>Personnel (IIDC core staff)</td>
<td>32%</td>
<td></td>
</tr>
<tr>
<td>Operational costs</td>
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<td></td>
</tr>
<tr>
<td>Equipment costs</td>
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OUR VALUES

Results oriented and a passion for change: We are ambitious, set high but clear and measurable targets and consistently work to achieve our targets.

Innovativeness: We explore new ideas and promote change for the wellbeing of vulnerable groups.

Accountability: We work earnestly to add value, take responsibility for efficient use of resources to remain accountable to stakeholders.

Collaboration: We respect, learn, value and work in partnership to create change in the lives of vulnerable groups.

Integrity: We aspire to leave a legacy both as an institution but also as individuals; we have high standards of personal honesty and behavior and we strive never to compromise our reputation.

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