



Changing THE WAY WE careSM

Influence, learning, and engagement within Changing the Way We Care

Examples of learning exchanges from demonstration
sites in Kenya and Guatemala

How learning exchanges fit within our Theory of Change

Changing the Way We Care (CTWWC) strives to engage, support and positively influence organizations, stakeholders and individuals to come together and speak with one voice, collaborating and coordinating their efforts for more effective, sustainable and widespread change in care reform. Learning exchanges bring together partners engaged in care reform to collect one shared and agreed-upon message of family care, which contributes significantly to the CTWWC theory of change.

In its fourth year of implementation, CTWWC created two opportunities to promote learning and influence the practice of organizations and donors engaged in child protection and care in two demonstration countries: Kenya and Guatemala. These opportunities provide useful insight into the unique opportunity to influence and promote learning amongst key stakeholders. The design applied to each of the contexts was different and resulted in unique successes and lessons learned. CTWWC is a learning initiative, reflection and learning after the events is an important part of the overall process. This document provides a summary of the two learning events, capturing some of the key considerations and lessons learned. It is hoped that this might both inform and motivate others to organize similar events

This unique opportunity reflected a core element of CTWWC's theory of change which is to promote a global redirection of funding towards family care and support through raising awareness about the importance of safe and nurturing families for children. The Segal Family Foundation funds dozens of local Kenyan organizations, some of whom operate Charitable Children's Institutions. Exposing both the foundation and their partners to care reform created a unique opportunity to potentially influence where and how the Segal Family Foundation used their funds in Kenya and beyond.

that promote learning, influence and

collaboration amongst actors engaged in or interested in learning about care reform.

Learning Event 1: Kenya- Influencing local organizations and their donor

In March 2022, programming and technical team members from the Segal Family Foundation (SFF) reached out to CTWWC technical team for more information on CTWWC in Kenya. The Segal Family Foundation funds several dozen local Kenyan organizations engaged in child protection and care and were interested in learning more about the movement to family care and ongoing care reform efforts in the country and determining how that might impact the organizations they were funding.

After a series of phone calls between the SFF and CTWWC technical team members mutually agreed to have a three-phased learning exchange. The exchange would focus on peer-to-peer learning and exposure process and ongoing technical accompaniment to help SFF grantees engage in and promote family care in line with best practices and the new Kenyan policy framework related to children's care and protection.

The group also decided to engage two CTWWC local implementing partners, one of whom was already a grantee of the SFF, to lead this effort. In October 2022, Kesho Kenya and Investing in Children and their Societies (ICS SP Kenya) directly engaged with SFF and received funding to design and deliver virtual and in-person exchanges. It was agreed that two technical advisors from CTWWC Kenya would provide "light touch" support to ensure that the events were well-planned and organized. The technical advisors also helped to facilitate strategic engagement with local government officials and collaborating partner organizations. Additionally, CTWWC technical advisors reviewed the initial funding proposals developed by Kesho and ICS and submitted them to SFF in November 2022. The reasoning behind engaging partners to take up the activities is mainly for capacity strengthening to provide awareness, training, and mentoring to smaller organizations in their communities.

On December 6th and 14th 2022, a series of two virtual workshops were hosted by ICS and Kesho Kenya and 14 SFF grantees participated. The first two-hour virtual meetings introduced participants to key concepts, components, and definitions of care reform in Kenya. The content for the virtual meetings and subsequent in-person exchanges were all framed by the [National Care Reform Strategy for Children \(2022-2032\)](#).

From February 27-23, 2023, the first in-person learning event was hosted in Kisumu by ICS. On March 6-7, 2023, the second in-person learning event was hosted in Kilifi by Kesho Kenya. Both events were designed to highlight key government and non-governmental actors engaged in care reform in that context, (Charitable Children's Institutions (CCI) that had or were in the process of transitioning, and services designed to promote family care.)

The visits, presentations, and reflections were all curated to provide a conducive space to share experiences, successes, challenges, and concerns about what works, what doesn't work, and what still needs to happen to ensure care reform happens in Kenya.

ICS and Kesho Kenya prepared reports after the visit, including reflections from organizers and participants and noting highlights as well as challenges. A summary of these key takeaways is included below. Highlights of the visit included the positive involvement of stakeholders in the planning and implementation of the learning exchange, the government, CCI staff, and the community workforce, including young people who once lived in care facilities.

Key Takeaways

- Adequate learning materials were provided to teams prior to the visit. The materials covered key aspects of care reform and included content that was then reinforced or illustrated during the in-person visits.

- After the learning exchanges, technical leadership from the SFF and CTWWC conducted a debrief to discuss the next steps. Key highlights were the family-strengthening models showcased by partners which provided learning.
- Debrief sessions after the field visits provided an avenue for feedback and documentation of what was learned.
- Participants found information on the case management for the reintegration process especially useful noting that aftercare, and especially monitoring visits after reunification/ placement are integral to the sustainability of reintegrated cases.
- Participants found that the parenting groups/training were valuable in terms of strengthening family preservation and sustainable reintegration.
- Participants noted that the Household Economic Strengthening strategies and interventions highlighted in the exchange were instrumental in building resilience in vulnerable families.

They also noted that linkages between government and NGO partners were key in ensuring that reintegrated children remain in families. SFF felt that the learning exchanges met their expectations and provided a unique opportunity to expose their grantees to important information and examples of care reform happening in Kenya. Gladys Onyango shared the

"The partners did a brilliant job in organizing and delivering the on-site learning visits. There were valuable and deep lessons learned and we feel the objectives of this initiative have been met. As you can imagine, we are thrilled that what started as a brainstorm between us has so far been so successful."

**-Shermin Moledina - Safeguarding Consultant
for the Segal Family Foundation**

"The visit has raised interest not only in the public entities responsible for care reforms in our region and country, but also has generated an identification by the specialists of the Regional Government in the attention of services and the inclusion of the most vulnerable families. They have also allowed the information shared in virtual activities to facilitate the exchange of experiences, doubts and challenges faced by technical teams in case management."

Susan de la Cruz - Cambiando Horizontes

following, "We had started to move away from supporting children's institutions, except in situations where the context and realities require rescue and other temporary/transitional living arrangements. We have lots of rich learning from the visit to show that family & community-based care work."

The learning exchanges also positively influenced the way in which the SFF will engage with grantees in the future. "I think it will also affect the kind of due diligence the conduct for organizations working with children, the kinds of questions we ask around topics like care planning/ case management, and how we accompany and support child-focused organizations when they become grantee-partners."

Finally, and perhaps most important in terms of CTWWC's theory of change that underpinned the idea of the learning exchange, the SFF recognized that they can now be family care champions not only with their grantees but also within the donor community, advocating for others to move towards funding family care initiatives. "We see room for us to engage fellow funders in this larger conversation especially the private, family



Figure 1: Participant evaluation of site visits.



Facebook post from Cambiando Horizontes during their trip to Guatemala. Photos by Cambiando Horizontes.

philanthropies in our network. We will be trying to find the best entry points and approach for this in the next few weeks and months."

Learning Event 2: Guatemala influences the adoption of CTWWC models in Peru

On September 17th-25th 2022, members of the CTWWC team in Guatemala, together with CTWWC LAC Regional Advisor, travelled to Peru to train Peruvian partners of the organization Cambiando Horizontes.

This request came after more than one year of virtual technical assistance provided by CTWWC Guatemala and requested by Cambiando Horizontes. The initial contact between the two happened in the fall of 2020 when the Director of Cambiando Horizontes heard a presentation made by a member of the global CTWWC technical team, about the importance of family care. This was followed by email exchanges, sharing of CTWWC



Participants evaluate site visits. Photo by Beth Bradford, Maestral International.

materials, and ongoing technical support provided by CTWWC.

Cambiando Horizontes was leading care reform efforts, in sync with local government actors in Trujillo, Peru. They have a significant social media presence (approximately 2000 FB followers) and were able to leverage this when co-organizing virtual training events with CTWWC. Many webinars had more than 480 participants, including psychologists, social workers, and directors of residential care). Topics covered by CTWWC included case management for reintegration, family strengthening, and positive parenting.

Providing technical support to *Cambiando Horizontes* and in turn to more than 400 other Peruvian actors engaged in child protection and care, was part of the CTWWC regional strategy for Latin America and reflected the theory of change that aims to link demonstration work in specific countries with means influencing and sharing learning out to surrounding regions and globally.

In Peru, CTWWC's connection to *Cambiando Horizontes* also facilitated linkages to government officials thereby encouraging the adoption of CTWWC approaches, models, and tools by others in the region. This is a key part of the theory of change as well as a core component of the scaling strategy developed by CTWWC Guatemala.

After the in-person visit by CTWWC to Peru, *Cambiando Horizontes* felt that they would benefit from seeing CTWWC's work in Guatemala. Whilst the provision of virtual technical assistance had been instrumental in promoting care reform efforts and facilitating learning, staff from *Cambiando Horizontes* felt that seeing the models in person was an important element that would help to fill in missing gaps.

From February 13th-17th 2023 *Cambiando Horizontes* team members travelled from Trujillo, Peru (in the region of La Libertad) to Guatemala to learn more about the CTWWC initiative in the demonstration area of Zacapa. The agenda was

developed by the LAC Regional Advisor and key team members of CTWWC Guatemala.

The visiting team spent the first day in Guatemala City meeting the entire CTWWC team, and were presented an overview of the initiative, and reviewed the agenda and objectives of the visit.

The team spent three days in the demonstration site of Zacapa visiting the key actors and institutions engaged in the family strengthening and reintegration efforts in Zacapa. The final day was spent with high level meeting of national government offices and other NGOs. *Cambiando Horizontes* utilized their social media accounts to document the visit and share what they were learning with their social media audience, thereby expanding the learning base from two people to several hundred.

Following the visit, CTWWC provided ongoing virtual technical assistance including a webinar on the case management for reintegration, attended by more than 480 participants.

More importantly, the two members of *Cambiando Horizontes*, took what they learned from the exchange, and shared it with their colleagues, including the Government of Peru.

From June 5-12, 2023, the CTWWC Guatemala team made their second visit to Peru. The three-person team spent one week with the team in Peru focused on transferring the case management methodology to psychology and social work professionals working in residential care facilities in Northern Peru, including the cities of Trujillo, Chiclayo, Piura, Cajamarca, and Huaraz. The three-day training provided a unique opportunity to share the case management methodology, present the theory and providing opportunities to practice the use of the tools, and reflect on how to integrate the methodology into their work. Furthermore, a Memorandum of Understanding (MoU) was signed between CTWWC and *Cambiando Horizontes* outlining collaboration and ongoing technical support in the

implementation of a pilot family strengthening initiative led by the regional government of La Libertad, Peru and Cambiando Horizontes.

Meetings were also held with the Regional Manager of Development and Social Inclusion of the Regional Government of La Libertad and her technical team. CTWWC was able to share its approaches to family strengthening, case management, and reintegration and identify ways that government and civil society partners could strengthen their work in this area. The importance of cross-sectoral coordination, especially around referrals, as part of a case management process, was also discussed with representatives of Family Courts, Regional Government, the National Institute for Child and Family Wellbeing, the Office of the Prosecutor for Children and Adolescents, the Special Protection Unit, and the Municipal Ombudsmen for Children.

Following the in-person visit in June, CTWWC GT and the LAC Regional Advisor held a virtual discussion with authorities of the Directorate of Policies for Children and Adolescents within the Ministry of Women and Vulnerable Populations in charge of accrediting residential care centers. They expressed interest in being part of the reintegration pilot that Cambiando Horizontes will implement in the city of Trujillo Peru, using the CTWWC case management approach for reintegration.

Key Takeaways

- Sharing technical information via virtual meetings and documentation prior to the visit was a useful way to familiarize members of Cambiando Horizontes with all the relevant information. The Cambiando Horizontes team members were able to identify the models or tools that would be most appropriate and useful for their context which then helped CTWWC Guatemala design the in-person visit around those areas.
- Planning debriefs and sharing expectations helped to provide a solid foundation prior to the visit and determine follow-up steps after

the visit. Having the first day dedicated to presentations and discussion around the family strengthening model, case management, and transition provided Cambiando Horizontes with a strong foundation.

- Scheduling discussions with local authorities, social workers, and community members as part of the visit provided a more holistic understanding of the programming successes and challenges.
- Sharing ongoing social media posts about the visit garnered interest in different elements of care reform by followers in Peru. This in turn



CTWWC Regional Technical Advisor for Latin America, Sully Santos, speaking to Peruvian actors engaged in care reform. Photo by Kelley Bunkers, Maestral International.

helped ensure active participation by many people from the government and NGOs, in future online and in-person technical activities provided by CTWWC GT.

- Taking into consideration insights from the CTWWC team, especially those responsible for implementing elements in Zacapa was particularly useful in helping Cambiando Horizontes consider the workforce and training needs required to implement a family-strengthening model in Peru.
- The meetings with the national government organized by CTWWC allowed Cambiando Horizontes to better understand the critical role of collaborative agreements with both local and central authorities.
- Participating in an in-person visits provided an opportunity for team members from CTWWC to see their own programming from a different perspective. The questions and points raised by members of the Cambiando

Horizonte team illuminated new and interesting ways of understanding their own programming which was seen as very useful by CTWWC Guatemala team members.

Considerations when planning learning exchanges

Both learning exchanges were considered successful by members of CTWWC in Kenya and Guatemala. This can be largely attributed to the planning before the exchanges. Both the Kenya and Guatemala teams spent significant time designing visits that reflected the expectations and unique “wants” of the participants. This included phone calls, emails, logistics, organizing an agenda, securing venues, and in the case of Kenya, providing helpful accompaniment, that didn’t place CTWWC in the “driver’s seat” but still required time and energy.

KEY LEARNING: Ensuring that the visits were successful required careful planning, time, and human resources.

In the case of CTWWC Kenya, the human resources required to support the local partners totaled one month of the level of effort for the two staff persons. This was over a period of six months, with specific times and activities requiring more intense engagement than the others. There was also the engagement of CTWWC global team members totally approximately one week to engage with SFF leadership, develop the concept note, and review materials provided by the in-country teams. In Kenya, the core costs required to design and host the two learning events were borne by the two local partners, ICS and Kesho Kenya, although received funding from SFF to cover their efforts.

In Guatemala the level of effort required by the CTWWC team was equivalent to the team in Kenya, but a bit more intense as it occurred within a shorter amount of time. To plan for and accompany the five-day visit of colleagues from Peru, five Guatemala staff members, and the Regional Technical Advisor contributed worktime.

There were also costs associated with transportation to and from Zacapa, lodging, and meals. The two trips to Peru by CTWWC Guatemala team members also had associated costs including airfare, lodging, and per diems.

KEY LEARNING: All costs should be considered upfront in the design of such learning exchanges.

Given the central role of government in children’s care, it is essential that in the planning process, meetings are secured early in the process. Several participants made comments about the importance of government engagement and having the opportunity to hear directly from them about the process, their expectations and engagement in care reform, and the importance of coordination between government and civil society actors. Hearing this directly from the government representatives was impactful and to ensure it happens, organizers must secure meeting times and follow up several times prior to the event.

Participants also mentioned the importance of hearing from those directly involved in care including but not limited to biological families, care leavers, directors of institutions in the process of transitioning, and members of local committees. The engagement of these actors, and the appropriate sharing of their own experience in care reform, including challenges, provided a unique and often unheard perspective. This was extremely valuable in presenting a holistic view of the care reform process. However, planning, and appropriate safeguarding must be put in place, including explaining safeguarding principles, confidentiality, and informed consent to participants in the learning exchange prior to the visits.

KEY LEARNING: Engagement of actors like governments and people with lived experience of the care system is critical but considerations should always be made for time schedules and safeguarding.

During both visits, participants shared that there should be ample time to process information, including question and answer or discussion groups. In Kenya, organizers prepared learning questions for participants to consider and ensured there was time at the end of the day to discuss and reflect on the visit. In the final evaluations, participants were also able to note what topics they wish had been covered in more depth, which topics they felt were missing, and which topics impacted them the most. This was useful information both for the local implementing partners, for CTWWC Kenya and for the SFF who will use the information to inform future technical support.

In Guatemala, the team from Cambiando Horizontes was able to constantly think about how different models of family strengthening, case management, positive parenting, and reintegration models and tools could be contextualized to Peru. Discussions with the CTWWC team were held in the evenings after the visits, and ideas about future training topics (virtual and in person) were outlined together. Throughout the process, Cambiando Horizontes utilized their robust social media platform to promote their visit, key highlights, and garner excitement around the different models. This was helpful to developing interest by Peruvian stakeholders and was leveraged later to ensure participation in webinars.

KEY LEARNING: Time for processing and a schedule that allows for themes and topics that come up are both important to the success of learning exchanges. The use of a variety of mediums, including online meetings, promotes adaptation and learning geared to the audience of the visit.

CTWWC team members engaged in the exchange visits recognized that they provide a unique opportunity to experience, firsthand, what different elements of care reform look like in practice. Participants in both exchanges felt that they were able to better understand what they

read in documents or heard discussed, once they saw how they were applied in real situations. The learning exchanges required financial and human resources, but the value add in terms of learning and influencing a significant number of actors who will hopefully contribute to care reform as a result was considered well worth the resources.

Need to know more? Contact *Changing the Way We Care* at, info@ctwwc.org
or visit changingthewaywecare.org

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