



STRATEGIC FRAMEWORK 2026-2030



An Adaptive, Network-Driven Strategy

Because every child deserves a safe place to become...

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1. WHO WE ARE

CHILDREN AT RISK ACTION NETWORK · CRANE

CRANE connects communities, churches, schools and systems so children are safe, thriving and learning—today and for generations, because every child deserves a safe place to become...

VISION

Children are safe, well, and thriving in God's plan as they fulfil their God-given potential.

MISSION

We connect people and organisations to build a future where children in Uganda are safe, thriving and learning. We do that by using 4 building blocks of networking:

1. **Connecting:** Bringing people, communities and institutions together;
2. **Capacity Building:** Strengthening the skills, confidence and practice of those who support children;
3. **Collective Action:** Enabling people and organisations to work together towards shared outcomes;
4. **Catalysing Change:** Turning collective learning and action into lasting change in systems, practice and policy.

VALUES

Our Christian identity calls us to serve with humility and to welcome people of every background. These values shape our decisions, partnerships and accountability.

Christ-centred: We depend on God, seek His wisdom, and aim to reflect Biblical values in our relationships, decisions, and service to children and families.

Child-focused: The wellbeing, protection, and thriving of children guide all we do. We are committed to doing no harm and maintaining zero tolerance for abuse, exploitation, and neglect.

Safe: We prioritise the physical, emotional, and spiritual safety of children, families, staff, and communities in all our work.

Just: We seek to restore dignity, bring hope, and respond with compassion to children and families facing vulnerability, poverty, and trauma

Relational: We treat all people with fairness, compassion and respect, recognising the value of every individual including children, families, communities, and colleagues.

Collaborative: We value working together across CRANE member communities to strengthen collective impact for children at risk.

Stewarding Well: We act honestly and ethically at all times. We steward resources responsibly, maintain transparency, and uphold zero tolerance for corruption.

Always learning: We pursue quality, creativity, and continuous improvement, learning from experience and strengthening skills across the network.

2. STRATEGIC FRAMEWORK

This Strategic Framework advances CRANE’s vision for children to be safe, well, and thriving in God’s plan through three connected outcomes: Children are Safe; Children are Thriving; and Children are Learning.

This strategy builds on two decades of shared learning and collective impact. It focuses the network on a common direction while allowing flexibility in how the strategy is delivered; we want a living, adaptive framework. It sets out CRANE’s strategic direction while allowing regular reviews and adjustment so that CRANE remains responsive to children in a rapidly changing environment. Progress will be monitored quarterly by the Secretariat, with an annual review presented to the Board and CRANE members.

The strategy focuses on strengthening the circle around each child, act together and measure what changes, not just count what is delivered. And for this, we have three outcomes in our line of sight.

1. Children are safe

Protection becomes part of everyday life—not a response after harm.

We want children in CRANE member communities to experience measurable reductions in violence, abuse, neglect, and exploitation and report increased feelings of safety.

We do this through:

- Training children to lead as Child Ambassadors;
- Teaching parents in positive parenting and family strengthening methods;
- Building community safeguarding networks and referral pathways.

2. Children are Thriving

Children know their worth, build resilience and take part in decisions that affect them.

We want children supported by CRANE members to be thriving in families and communities.

We do this through:

- Demonstrating how to build mental health and resilience and provide psychosocial support;
- Connecting partners to rescue, rehabilitate and reintegrate children into safe families;
- Helping churches and Christian communities to become child friendly and give children space.

3. Children are Learning

Every child finds a pathway to learn, including those excluded from conventional classrooms.

We want children to access equitable, inclusive, and effective learning opportunities that enable every individual, regardless of background, to acquire essential knowledge, skills, and values.

We do this through:

- Training teachers how to provide inclusive and accelerated learning;
- Helping school leaders to develop high quality educational provision in low-resourced settings;
- Teaching life skills, play and creative expression techniques for teachers to integrate into learning.

More details are available in the Annexes to this document and are available on request.

3. CHALLENGES FACING CHILDREN IN UGANDA

Uganda's children face complex and interconnected challenges that threaten their safety, wellbeing, and development. Poverty, educational underperformance, violence, abuse, and limited access to inclusive services contribute to a growing crisis with long-term impacts.

Uganda is one of the youngest countries in the world, with 50.5% of the population under 18. The population is growing at 2.9% per year, driven by high birth rates and migration from neighbouring countries affected by instability. This rapid growth is placing overwhelming pressure on education systems, child protection services, and family support structures.

Too many children are not safe in their homes, schools, organisations and communities

- Over 60% of children are vulnerable, with 8% critically vulnerable.¹
- Systemic inequalities leave millions of children without basic services.²
- 85% of under 14s experience physical or psychological aggression.³
- 35% of girls and 17% of boys have experienced sexual violence. ^{ibid}
- 25% of girls and 11% of boys experienced abuse in the past year. ^{ibid}
- 36% of girls are married before age 18, with 28% becoming child mothers. ^{ibid}

Too many children are not thriving in their families

- Around 82,000 children under the age of five die annually, with over half of these deaths occurring within the first year of life. Malaria, pneumonia, diarrhoea, and malnutrition are the primary causes and are preventable.⁴
- 71% of the population experiences moderate or severe food insecurity, compromising children's health and cognitive development.⁵
- 20% of children live with neither biological parent, with 12-14% of these having lost one or both parents.⁶

Too many children are not learning basic literacy and numeracy

- Children only get 4.3 years of effective teaching out of 6.8 years in primary school.⁷
- 87% of 8–9-year-olds show delayed learning.
- 76% of 10-year-olds are severely behind their learning milestones.
- 54.5% of Primary 3 pupils are non-readers.⁸
- COVID-19 saw schools closed for 83 weeks, causing a 2.8-year deficit.
- Only 2% of under-fives have access to three or more children's books.
- Only 5% of children with disabilities access inclusive schools, and 10% special schools.⁹

These challenges are interconnected. Children who are unsafe are less likely to thrive, and children who are not thriving are less able to learn. Poverty, trauma, and lack of support combine to limit children's potential and increase vulnerability. Addressing these issues requires collaboration across organisations, churches, families, and communities. Strengthening collective action to keep children safe, thriving, and learning is why CRANE exists.

¹ Ministry of Gender, Labour & Social Development & Uganda Bureau of Statistics (2014) National Orphans and Other Vulnerable Children Policy: A Situation Analysis. Kampala: Government of Uganda.

² Uganda Bureau of Statistics (2024) National Labour Force Survey Report 2023/24. Kampala: UBOS.

³ UNICEF Uganda (2018) Violence Against Children Survey: Uganda Findings Report. Kampala: Ministry of Gender, Labour & Social Development, UNICEF, & CDC.

⁴ UNICEF (2024) <https://open.unicef.org/country/uganda?cid=4380>

⁵ Food Systems Dashboard (2023) Uganda: FSCI Indicators. Available at: <https://www.foodsystemsdashboard.org/countries/uga/fsci/printable>

⁶ Uganda Demographic and Health Survey (2006) Available at <https://bettercarenetwork.org/compare/cia/uganda>

⁷ World Bank (2020) Human Capital Index for Uganda. Washington, D.C.: World Bank. Available at: https://databankfiles.worldbank.org/public/ddpext_download/hci/HCI_1page_UGA.pdf

⁸ Twaweza East Africa (2022) Are Our Children Learning? Uwezo Uganda Learning Assessment 2022. Kampala: Twaweza.

⁹ World Bank (2020) Education For All: Making Education Inclusive. Accessible to Uganda's Children With Special Needs. Available at: <https://www.worldbank.org/en/news/feature/2020/02/07/education-for-all-making-education-inclusive-accessible-to-ugandas-children-with-special-needs>

4. WHAT CRANE HAS ACHIEVED

CRANE has grown into a trusted network of local faith-based organisations working collaboratively to support children at risk across Uganda. Through coordinated action, shared learning, and capacity building, CRANE has impacted at least **one million children** since its beginning in 2004.

CHILDREN ARE SAFE

CRANE has trained and equipped more than **100,000 adults** to strengthen the care, protection, wellbeing, and education of children in churches, schools, and community-based organisations, helping to create safer environments for children. CRANE members have been equipped with practical tools to identify, prevent, and respond to abuse and neglect.

- Child protection systems have been embedded in many communities, police stations, and courts, including creating **28 Child Friendly Witness Rooms**.
- **Conviction rates have increased from 50% to 80%** for child rape following on from CRANE's training of the State Attorneys in how to use trauma-sensitive methods.
- **CRANE is providing better quality care to children** because all CRANE members grow through the Viva Quality Improvement System.
- Tens of thousands of children have been trained as Child Ambassadors.

CHILDREN ARE THRIVING

CRANE has supported families through parenting training, psychosocial support, and community-based initiatives that strengthen attachment and resilience. These efforts have helped children remain in families, and experience improved wellbeing.

- CRANE's Maternal and Child Health Peer Educators have supported mothers with practical knowledge to improve maternal, infant, and child health and survival.
- CRANE has helped hundreds of churches to become child friendly.
- CRANE has worked to rescue and reintegrate more than 5,000 children into loving families.

CHILDREN ARE LEARNING

CRANE has contributed to educational improvements through training in creative learning approaches, inclusive education, and literacy and numeracy. Many schools in the network have adopted more child-centred, engaging learning methods that improve participation and learning outcomes.

- CRANE's catch-up creative education strategy saw **girls learning three times faster than the target rate in Literacy and twice as fast in Numeracy**.
- A national **Learning Needs Identification Tool** was developed by CRANE and adopted by Uganda's Ministry of Education.
- CRANE developed the **Early Assessment Resource and Service (EARS) Centre** for children with disabilities which is now absorbed into government budgets.
- CRANE supported **10,923 girls** to get back to school. 95% of girls transitioned through primary, secondary, and even on to tertiary education or employment.

CRANE has strengthened collaboration across organisations, mobilising churches, community leaders, and civil society actors to work together. This networked approach has enabled shared solutions to complex challenges like learning loss, family breakdown, and child protection gaps. Through advocacy and partnerships, CRANE has influenced systems, policies, and practice that benefit children across Uganda.

5. CRANE'S STRATEGIC POSITION AS A NETWORK

CRANE's strength lies in its role as a collaborative network. Rather than delivering services alone, the Secretariat connects members and other partners to each other, builds their capacity, coordinates collective action, and influences systems. This strategic position is expressed through four pillars:

CONNECTING

CRANE brings together churches, schools, community-based organisations, and practitioners working with children at risk. By strengthening relationships and coordination, CRANE shares learning, avoids duplication, and collaborates on joint responses to common challenges.

CAPACITY BUILDING

CRANE members are equipped with skills, tools, and standards to improve the quality of care provided to children. This includes safeguarding, trauma-informed care, inclusive education, parenting support, and organisational strengthening. All members work through Viva's Quality Improvement System training.

COLLECTIVE ACTION

CRANE mobilises the network to respond to shared priorities such as learning loss, child protection, family breakdown, and early childhood development. Collective action enables greater reach, consistency, and impact than individuals working alone. This networked approach enables CRANE to apply its model across multiple locations, scale locally led solutions throughout Uganda and connect community experience with national systems change.

CATALYSING CHANGE

Catalysing Change is CRANE's established approach to bringing churches, schools, community-based organisations, practitioners, government actors, and other stakeholders together across a geographical area to address shared challenges facing children. CRANE now applies its networking model across cities, districts, and communities throughout Uganda. Learning and evidence generated locally are then used to strengthen advocacy, policy, practice, and systems at both local and national levels.



6. STRATEGIC OUTCOMES

CRANE's strategy is structured around three strategic outcomes: **Children are Safe, Children are Thriving, and Children are Learning**. These outcomes align with Uganda's Education Sector Strategic Plan, National Integrated Early Childhood Development Policy, and the National Child Policy.

Each strategic outcome is expressed through impact, outcomes and outputs that guide collaboration across CRANE's network:

- **Impact** – the long-term change in children's lives to which CRANE contributes;
- **Outcomes** – changes in behaviour, practice, capacity and systems that contribute to this impact;
- **Outputs** – the services, activities, tools and other deliverables produced by CRANE members and the Secretariat through coordinated action.

CHILDREN ARE SAFE

Strategic outcome: Protection becomes part of everyday life—not a response after harm.

Impact by 2030

Children in CRANE member communities experience measurable reductions in violence, abuse, neglect and exploitation, and report increased feelings of safety.

Outcomes

- Children and parents have greater knowledge and confidence to keep children safe.
- CRANE members have functional child safeguarding systems and meet recognised standards.
- Child Wellbeing Committees are strengthened and operational.
- Community- and district-level child protection referral pathways are functional and utilised.
- Child protection systems are strengthened through evidence-informed advocacy.

Outputs

- Children and parents receive child protection information and guidance.
- CRANE members receive safeguarding support and work towards recognised standards.
- Child Wellbeing Committees are supported to fulfil their roles.
- Community and district referral pathways are mapped, strengthened and promoted.
- Evidence and learning from the network inform child protection advocacy.

CHILDREN ARE THRIVING

Strategic outcome: Children know their worth, build resilience and take part in decisions that affect them.

Impact by 2030

Children thrive in families that support their health, wellbeing, protection, relationships and development.

Outcomes

- Mothers and babies experience improved health care during the first 1,000 days of a child's life.
- Children at risk are identified and receive appropriate protection, support and safe care arrangements, including rescue, rehabilitation and reintegration where required.
- Families provide consistent, nurturing care.

- Family resilience is strengthened.
- Communities work together to support and protect children.

Outputs

- Peer educators are equipped to communicate key maternal and child health messages.
- Referral pathways for rescue, rehabilitation, reintegration are strengthened.
- Trauma-informed psychosocial support is expanded.
- Parents and caregivers receive support to develop attachment and positive parenting skills.
- Families receive support to strengthen their capacity to prevent and respond to vulnerability.
- Churches are equipped to deliver family support programmes.

CHILDREN ARE LEARNING

Strategic outcome: Every child finds a pathway to learn, including those excluded from conventional classrooms.

Impact by 2030

Children access equitable, inclusive and effective learning opportunities that enable them, regardless of background or ability, to develop essential knowledge, skills and values.

Outcomes

- Children with special educational needs and disabilities have improved access to inclusive learning opportunities.
- Children achieve improved literacy outcomes.
- Children achieve improved numeracy outcomes.
- Education systems and practices become more inclusive.

Outputs

- Creative Learning Centres are established and supported.
- Teachers are trained and supported in effective literacy pedagogy.
- Teachers are trained and supported in effective numeracy instruction.
- Evidence and learning inform advocacy for inclusive education policy.

OUR SHARED AMBITION

Across all three strategic outcomes, CRANE works to strengthen the people, organisations and systems surrounding children. Through connection, capacity building, collective action and catalysing change, the network helps translate improved practice into lasting improvements in children's lives.

Our shared ambition is a future in which children are safe, thriving and learning, and every child has the opportunity to fulfil their God-given potential.

7. THEORY OF CHANGE

HOW CRANE CHANGES A CHILD'S LIFE

Children flourish when the people, organisations and systems around them are connected, capable and committed to helping them thrive. CRANE connects people, strengthens their capacity and practice, and enables collective action. By sharing experience, learning what works and improving practice, the network helps turn local action into lasting change for children, families and communities.

OUR THEORY OF CHANGE

We believe that when children are seen, heard and supported to participate; when families, schools, churches, community organisations and public services are equipped and connected to act; and when children's experiences inform better practice and influence wider systems, children experience greater safety, belonging, wellbeing, inclusion and opportunities to learn. They are then better able to thrive and fulfil their God-given potential.

THE THINKING BEHIND OUR APPROACH

Every child grows within a web of relationships. Home, school, church, community and public services all influence whether a child feels safe, valued, included and able to learn. When these people and institutions work in isolation, children's needs can be overlooked, support fragmented and opportunities for change missed.

CRANE's distinctive strength is its network. It connects the people and organisations around children, strengthens their skills, confidence and practice, and helps them work towards shared outcomes. Through shared learning and collective action, experience from individual children and local communities can inform better practice and contribute to wider changes in systems and policy.

Rooted in our Christian belief that every child has God-given worth and potential, our ambition is to see children safe, thriving and learning, with the people and systems around them working together to make this possible.

Change is not a rigid, linear process. It can begin in different places, and people may need to revisit earlier steps as children's circumstances change. Children's experiences, shared learning and collective action continually shape what happens next.

HOW CHANGE HAPPENS

1. Children are seen, heard and supported to participate

Change begins when a child is recognised as a person with rights, relationships, experiences and potential. A child may be facing a protection concern, experiencing distress, living with a disability, struggling to learn or excluded from decisions that affect them. Equally, there may be opportunities to strengthen their relationships, confidence, participation or learning.

CRANE strengthens the capacity of adults and organisations to listen, recognise children's needs and respond appropriately. Children are supported to understand their rights, express their experiences and participate in decisions that affect them.

The change: Children are more visible, their voices are taken seriously, and their needs, experiences and potential help shape the support they receive.

2. People and organisations connect around shared outcomes

CRANE brings together families, caregivers, teachers, churches, community organisations, member organisations and relevant public services to understand shared challenges and identify practical ways forward.

Through connection and collective action, people clarify responsibilities, coordinate support, share resources and draw on one another's knowledge and capabilities rather than working in isolation.

The change: People are better connected, responsibilities are clearer, and children benefit from more coordinated and consistent support.

3. Capacity and everyday practice improve

Connection alone is not enough. People need the skills, confidence, tools and support to put their commitment to children into practice.

Through training, mentoring, shared learning and quality improvement, CRANE helps families and caregivers strengthen nurturing, non-violent care; schools improve safeguarding, inclusion and child-centred learning; and churches and community organisations create safe spaces and respond confidently to children's needs.

Shared standards, practical tools and opportunities to explore new approaches help organisations learn from experience and improve everyday practice.

The change: The people and organisations surrounding children become more capable, confident and consistent in how they protect, nurture, include and support them.

4. Children experience better outcomes

Stronger relationships, improved capacity and better practice must make a meaningful difference in children's lives. Depending on their circumstances, children may experience safer care at home, more nurturing relationships, improved wellbeing, appropriate support, meaningful participation or more inclusive learning.

For a child with a disability, this may mean identifying and addressing barriers to participation, learning and belonging. CRANE's network helps connect children and families to relevant support and strengthens the practice of those responsible for their care and protection.

The change: Children are more likely to experience safety, belonging, wellbeing, inclusion and learning, with greater opportunities to develop their potential.

5. Shared learning catalyses wider change

Children's experiences and the learning of families, practitioners and member organisations reveal what works, what needs to change and where wider barriers remain.

CRANE helps share and apply this learning across the network, enabling organisations to improve practice, adapt promising approaches and address challenges collectively. Where learning reveals gaps in services, weaknesses in practice or barriers within wider systems, it can inform collective action and influence practice, policy and systems.

CRANE therefore acts as a catalyst, connecting experience with ideas, ideas with practical action, and local learning with opportunities for wider change.

The change: Effective practice can spread, organisations become stronger, collective action becomes more purposeful, and learning from children's lives contributes to improvements beyond individual cases or projects.

WHAT CHANGE LOOKS LIKE

Across these stages, CRANE works towards three interconnected strategic outcomes:

Children are safe. Protection becomes part of everyday life—not a response after harm.

Children are thriving. Children know their worth, build resilience and take part in decisions that affect them.

Children are learning. Every child finds a pathway to learn, including those excluded from conventional classrooms.

In the short term, children are heard and adults become better equipped to respond. Over time, protection and care improve, relationships become more nurturing, barriers to inclusion are reduced, wellbeing is strengthened and learning opportunities expand.

As organisations learn and improve together, these benefits extend beyond individual children to families, communities and the wider systems that shape childhood.

Ultimately, CRANE seeks to build a future in which children are safe, thriving and learning—not because one organisation can do everything, but because the people and institutions around them are connected, capable and working together.

Every child deserves a safe place to become...

Strategic Framework 2026 – 2030

Every child deserves a safe place to become...

Our Vision

Children are safe, well, and thriving in God's plan as they fulfil their God-given potential.

Our Mission



Connecting

Bringing people, communities and institutions together.



Capacity Building

Strengthening the skills, confidence and practice of those who support children.



Collective Action

Enabling people and organisations to work together towards shared outcomes.



Catalysing Change

Turning collective learning and action into lasting change in systems, practice and policy.

Our shared ambition

Across all three strategic outcomes, CRANE works to strengthen the people, organisations and systems surrounding children. Through connection, capacity building, collective action and catalysing change, the network helps translate improved practice into lasting improvements in children's lives.



Our impact



Children grow up safe, healthy and confident



Families are stronger and more resilient



Communities are safer, more inclusive and better able to support children



Systems and structures are more responsive to children's rights



A fairer, safer and more hopeful future for all children

Our values



Christ-centred



Child-focused



Safe



Just



Relational



Collaborative



Stewarding Well



Always learning

8. IDEAS IN ACTION – OUR SOCIAL ENTERPRISES

CRANE is developing purpose-built spaces where children and young people learn, create, play and build livelihoods. These spaces will model best practice, strengthen training, support long-term sustainability, and provide practical environments where CRANE members can observe, learn, and replicate effective approaches.

CRANE's Farm in Luwero provides **SPACE** to children in a natural environment, integrating **Sports**, **Play** therapy, **Arts**, **Creativity** and **Exploration**. Children recovering from trauma benefit from experiential learning, while visitors and practitioners gain exposure to creative child development approaches.

House of Joy Nursery and Primary School in Mukono demonstrates low-cost, inclusive, trauma-informed education. The school integrates therapy, outdoor learning, farming, and creative teaching approaches. It also serves as a training centre for educators across the CRANE network.

These platforms support innovation, training, and evidence generation while contributing to financial sustainability through camps, training, entrance fees, and visitor programmes.



9. SUSTAINABILITY APPROACH

CRANE's sustainability approach focuses on strengthening local ownership, diversifying income, and building long-term capacity across the network.

CRANE will pursue multiple funding streams including institutional grants, charitable trusts, corporate partnerships, individual donors, and technical service provision. Social enterprise initiatives, including demonstration platforms, will contribute to financial resilience.

Sustainability is also built through strengthening CRANE. By equipping local actors with skills, systems, and resources, CRANE ensures that impact continues beyond specific funding cycles.

Partnerships with government, churches, and communities further support sustainability by embedding approaches within existing systems.

CRANE will also invest in evidence generation, demonstrating effective models that can be scaled and supported by partners.



10. GOVERNANCE AND REVIEW

CRANE is a member-owned network. The members vote for the Board. The Board provides strategic oversight, accountability, and direction to the network. The Secretariat is responsible for implementation, coordination, and monitoring of the strategic framework and of its implementation within the network.

Progress against the strategy is monitored on an ongoing basis by the Secretariat. Quarterly checks are made by using standard reporting procedures and monitoring against targets. Progress is then reviewed annually by the Board and the AGM. These reviews assess progress, identify learning, and guide adjustments.

Midline and endline reviews evaluate outcomes and inform future strategic direction. Feedback from children, families, and partners will inform ongoing refinement.

This Strategic Framework is intended to remain responsive to changing needs, ensuring CRANE continues to strengthen collaboration and improve outcomes for children across Uganda.



Strategic Framework 2026 – 2030

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Children grow up safe, healthy and confident



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A fairer, safer and more hopeful future for all children

Our values



Christ-centred



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Safe



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Relational



Collaborative



Stewarding Well



Always learning

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