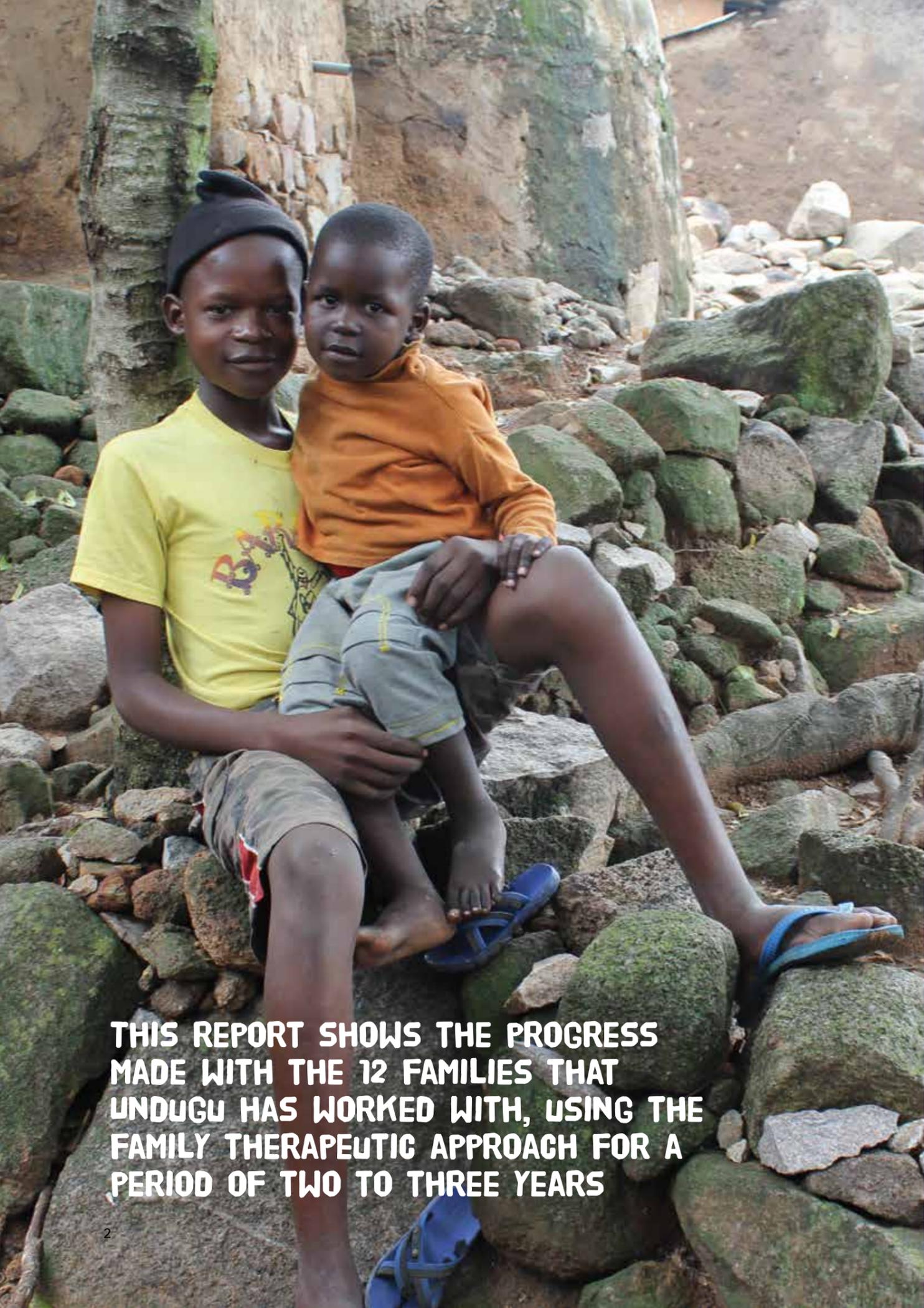


# INTENSIVE FAMILY WORK TO SUPPORT STREET CONNECTED CHILDREN IN NAIROBI KENYA

A SOCIAL RETURN  
ON INVESTMENT  
EVALUATION

RAILWAY  
**children**  
Fighting for street children



**THIS REPORT SHOWS THE PROGRESS  
MADE WITH THE 12 FAMILIES THAT  
UNDUGU HAS WORKED WITH, USING THE  
FAMILY THERAPEUTIC APPROACH FOR A  
PERIOD OF TWO TO THREE YEARS**

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# EXECUTIVE SUMMARY

## WHAT IS THE SOCIAL RETURN ON INVESTMENT REPORT AND WHY IS IT IMPORTANT?

Railway Children has conducted this Social Return On Investment (SROI) evaluation to help us understand the impact and achievements of our intensive family work pilot project in Kenya, which aims to successfully and sustainably reconnect street connected children with their families. This is the first time Railway Children has used the SROI approach to evaluate its projects.

The aim of the SROI approach is to identify which project outcomes create the most value in the lives of a project's key stakeholders. Outcomes are given financial proxies to determine value for money, which differs from the traditional approach of measuring outcomes against pre-determined indicators.

By applying SROI to the pilot programme, we can calculate the project's value for money by articulating the social, economic and environmental values created by the project, as expressed by children, families and others. We can then use this information to inform subsequent projects.

## HOW DID WE DETERMINE SROI?

SROI measures the social benefits created by an intervention or policy and then places a monetary value on them. SROI evaluation is similar to a cost benefit analysis in that value on outcomes can be compared to the initial investment in the project (although SROI includes all types of impact, including 'intangibles' such as health and wellbeing that are not normally valued in financial terms). We can use this to demonstrate the value and impact that has been created by a project in financial terms.

In determining how to value outcomes there were several strategies we used such as alternative costs, market costs, loss of time and savings made. These financial proxies were then attributed to the families and children to provide a social value experienced by them as beneficiaries.

We also used the HACT Social Value Bank, a database that provides a comprehensive range of well-being information and social values in the UK to calculate some equivalent social values in Kenya, by converting them to Kenyan shillings (KES) using a specific formula.

**THE SROI RATIO DEMONSTRATES THAT THERE HAVE BEEN SIGNIFICANT SOCIAL BENEFITS FOR THE CHILDREN AND FAMILIES WE HAVE SUPPORTED IN OUR PILOT PROJECT**



## WHAT DID WE FIND?

- The impact of Railway Children's investment shows a headline SROI ratio of 5.13 KES of social value achieved for each 1.00 KES invested. This means that for each 1 KES invested, we achieved a social value of around 5.13 KES (the precise figure lies somewhere between 3.70 KES and 8.00 KES). Because the project was at the pilot stage there were higher training costs and less experienced staff than there would be in an established project. This means that the return – already good – is likely to increase over time.
- The SROI ratio demonstrates that there have been significant social benefits for the children and families we have supported in our pilot project.
- Our pilot project was based on a model adapted from Juconi Mexico. One of our aims in conducting the SROI analysis was to determine whether the model successfully transfers to the East African context. The SROI we measured confirms that the pilot project has been enormously successful in terms of impact and value in Kenya.
- Although intensive family support takes time and resources, it can create real change for some of the most vulnerable street connected children and their families, and represents good value.

# SECTION 1: INTRODUCTION

During the last three years Railway Children, in partnership with the Undugu Society of Kenya, has piloted an intensive family work project with the aim of successfully and sustainably reintegrating street connected children with their families.

The project was piloted with 12 families and aims to improve relationships within these families by creating functional and positive support networks and building personal resilience within individuals. Most of the children and families in the project have experienced traumas such as physical and sexual violence, breakdown of relationships, loss of family members, neglect and emotional abuse. Experiences such as these have meant that vulnerable children are increasingly likely to migrate to the streets. To meet the needs of these children, Railway Children and its partners are working towards establishing intensive family work as one of the core interventions within our programmes.

The pilot programme was introduced based on the hypothesis that successful reintegration of street connected children with their families requires interventions that not only reduce levels of violence in the home before a child can return but also heal the damage caused by such violence from the past. More often than not, the traumatic effects of violence last far longer than the violent events themselves. Intensive family work seeks to address this by improving the quality of relationships in the home and creating sustainable change for both children and families alike.

Railway Children has conducted this Social Return On Investment (SROI) evaluation so that we are able to understand the impact and achievements of the intensive family work pilot project. This is the first time Railway Children has used the SROI approach to evaluate its projects.

## SOCIAL RETURN ON INVESTMENT APPROACH

The SROI approach is relatively new in the international development sector and seeks to identify which project outcomes create the most value in the lives of a project's key stakeholders. The approach is unique in that outcomes are given financial proxies to determine value for money, and differs from the traditional approach of measuring outcomes against pre-determined indicators.

By applying SROI to the pilot programme in Nairobi, we are able to calculate the project's value for money by articulating the social, economic and environmental values created by the project, as expressed by children, families and others. On top of this we are able to determine the applicability of an SROI evaluation for Railway Children's projects, and also the wider development community, given that SROI has not yet been widely used in international development.

The SROI process has seven guiding principles<sup>1</sup>:

- **Involving stakeholders** – Stakeholders are those affected by outcomes of the project and therefore inform which outcomes are measured and valued.
- **Understand what changes** – Articulate what change is created and how, and evaluate this through evidence gathered.
- **Value the things that matter** – Use financial proxies to value outcomes. Many outcomes are not traded in markets and as a result their value is not recognised.
- **Only include what is material** – Determine what information and evidence must be included in the accounts to give a true and fair picture.
- **Do not over-claim** – Only claim the value that organisations are responsible for creating.
- **Be transparent** – Demonstrate the basis on which the analysis may be considered accurate and honest, and show that it will be reported to and discussed with stakeholders.
- **Verify the result** – Ensure appropriate independent assurance.

These seven principles are the essential components of the SROI methodology and have guided this report in applying the SROI framework.

Within this report, the SROI framework is used to demonstrate the following:

1. Summarise project impact and the magnitude of individual outcomes.
2. Provide evidence to show impact of the intensive family work approach.
3. Demonstrate the potential of applying SROI to international community development projects.



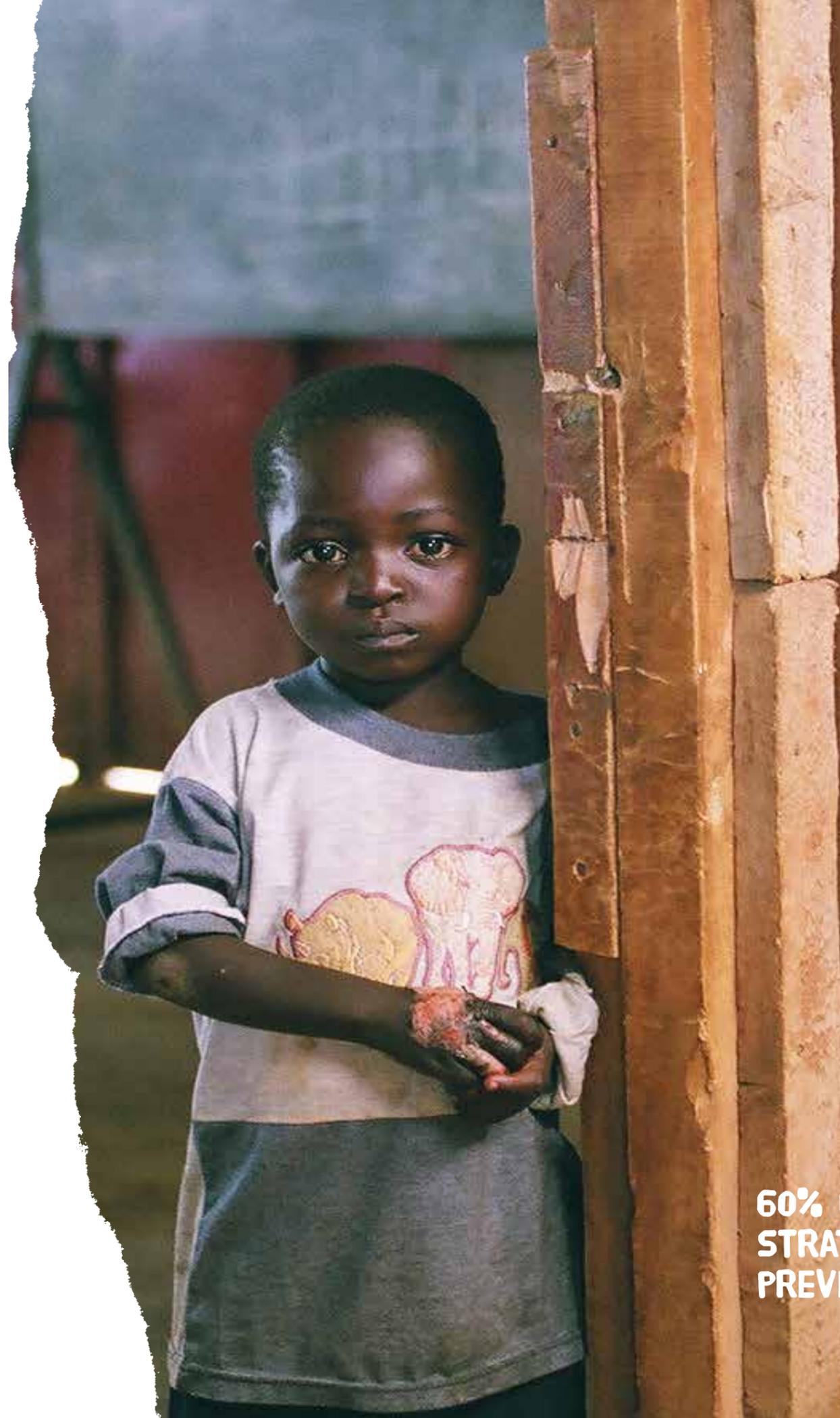
## SECTION 2: PROJECT BACKGROUND

For the duration of the pilot project Undugu has applied the use of intensive family work methodologies to work with hard to reach families and children. The approach is embedded within two principles: sustained support for individuals and family-based work. The sustained support focuses on addressing the emotional needs of the individuals, by providing them with the experience of being cared for and space to express and show emotions in a healthy way that nurtures positive relationship with others. Individual work is done across the entire family and takes place within the family home.

This report shows the progress made with the 12 families that Undugu has worked with, using the family therapeutic approach for a period of two to three years. The intensive work involved two project workers visiting the 12 families on a weekly basis and spending an average of one to two hours on each visit. In addition to support enabling them to build good emotional and relational well-being, the families were provided with educational support for school going children, a monthly food basket where necessary and business training for the adults in the home.

The point of entry for these families was children that were contacted on the streets by Undugu staff. The children contacted had been on the streets from two weeks to two years and made a living from begging and engaging in odd jobs. The average age of contacted children was 13 years old with an exception of one case, where the boy was 16 years old and deaf. He was deemed to be at high risk given his physical limitations. A total of 45 children were reached within the 12 families. These included the siblings of contact children as well as other children the caregivers had taken on.

Within the project time period a total of 1,872 visits were made to families or children in their homes. The main issues found in these families included high levels of physical and emotional violence, poor relationships between the family members, addictions, children playing the role of caregiver, children out of school and street involvement. Both the children and guardians were emotionally affected by traumatic events they had experienced in their lives and found it difficult to engage positively with others.



## PROJECT SUMMARY

**Location:**  
Nairobi, Kenya

**Project Goal:**  
To reintegrate and build lasting sustainable relationships for street connected children and their families.

**Project Objectives:**

- 1) Improve relationships
- 2) Reduce violence
- 3) Improve education
- 4) Increase health
- 5) Financial security

**Project Expenditure:**  
14,036,665 (Kenyan Shillings) (£94,805)

**Direct Participants:**  
45 children involved in the project including 12 contact children. 15 caregivers also involved.

**Funders:**  
Railway Children UK – private donations from the people of the UK

**Total Beneficiaries:**  
120 including local community members

**60% OF FAMILIES HAD STRATEGIES IN PLACE TO PREVENT VIOLENCE**

## OBJECTIVE OF PILOT PROGRAMME

To meet the needs of the 12 families, Railway Children and Undugu Society Kenya decided to develop and implement a two year pilot programme providing psycho-social support to children and their families. This involved developing skills to help children and families overcome the problems which led to children's street involvement and to develop positive family relations and reintegration wherever possible. In practice, the project took longer than planned as it was felt that many of the families needed more support before they could graduate from the programme.

## PROJECT TARGETS

Target 1: 70% of the 12 participating families improve their ability to provide for, protect, and promote the inclusion of all family members.

Target 2: 70% of the 12 participating street involved children develop the emotional stability and skills to leave street life permanently.

Target 3: 80% of the participating high risk children do not enter street life and are empowered to participate in society.

## SUMMARY OF PROJECT ACHIEVEMENTS

The end of project evaluation found that the following outcomes were achieved:

Achievement 1: 70% of the families had improved in their ability to provide for, protect and include everyone in family activities.

Achievement 2: 90% of the children contacted on the streets were off the streets and at home.

Achievement 3: 90% of the children (on average this equates to the contact child and two siblings in each family) were empowered to participate in society and prevented from going back to street life.

## ADDITIONAL ACHIEVEMENTS

1) 50% of the families no longer experience physical violence.

2) 70% of the families have their children at home and in school.

3) 100% of families reported an increase in income from when they entered the programme.

These outcomes highlighted the changes that were deemed to be important from an organisational perspective. In order to understand how important any changes have been from the beneficiaries' perspective, it was considered useful to adopt the SROI methodology.

## SROI METHODOLOGY

SROI is a framework to measure and account for value created by an intervention or policy, beyond financial value. It involves measuring the social benefits of aspects such as health, education and economic security and then placing a monetary value on them. An SROI evaluation is similar to a cost benefit analysis in that it places value on outcomes so that they can be compared to the initial investment in the project. This then equates to an SROI ratio, for example a ratio of 1:8 indicates that an investment of £1 delivers £8 worth of social value. An SROI ratio can then be used to communicate to external stakeholders how much value has been created and show how much impact has been created by a project in financial terms.

The SROI method is unique as it looks at changes from both the beneficiaries' perspective and those of other organisations, and includes 'intangibles' such as health and self-esteem. This makes the methodology more comprehensive as it seeks to understand the extent of outcomes achieved for beneficiaries themselves as well as from an external perspective.

The purpose of this SROI study was to develop and test a simplified methodology to value and quantify social returns of the pilot intensive family work project. Our objective was to determine a rate of return on investment so that we understand the cost effectiveness of the approach the impact of the intervention. The results of the SROI will help inform future programme development as well as assist in leveraging funds from possible donors.

The SROI study followed the following methodological steps:

- 1) Setting boundaries and stakeholder analysis
- 2) Establishing a Theory of Change
- 3) Identifying the inputs of the programme
- 4) Establishing outcomes
- 5) Valuing the outcomes
- 6) Calculating SROI ratio
- 7) Verifying SROI analysis



# SECTION 3: SETTING BOUNDARIES AND STAKEHOLDER ANALYSIS

Determining the boundaries of an SROI is an important step in the process, as it forms the basis of the analysis. The boundaries are determined by identifying the stakeholders involved and how much change they have experienced. This change can be material, emotional or environmental.

As this was a pilot programme and only 12 families took part, it was a fairly simple process to establish the boundaries of the SROI. Undugu and the lead evaluators from Railway Children decided to map out all stakeholders involved and all those who had experienced change as a result of the programme. Eight stakeholders were identified as being connected to the programme, these were:

- 45 children
- 15 caregivers
- 60 community members
- 6 project staff
- Government officials
- Social workers from other organisations
- Schools and learning institutions

The stakeholders were then evaluated to determine whether they had experienced significant change as a result of the project. The table highlights the stakeholders identified and the reasons for omitting or selecting them for the SROI analysis.

Stakeholders	Included	Rationale
Children on the streets or at risk of migrating to the streets	Yes	Children on the streets are the primary beneficiaries of the project and they are considered to benefit most from project activities.
Families of street connected children	Yes	Families are primary beneficiaries and without improvement of family situations children would not stay at home.
Community members	Yes	The communities in which the beneficiaries resided were not initially included but during the workshops with the children and families it became apparent that they were also influenced to an extent.
Government officers/ officials	No	Government officials were not included due to government agencies being overstretched and therefore Undugu making no real difference to their workload.
Social workers from other organisations	No	Social workers from other organisations were not contacted due to the size of the pilot programme and the limited impact the project would have on their workload.
Schools and learning institutions	No	Schools and learning centres were not included, as Undugu would have had little impact due to schools being overstretched.
Project workers	No	They were not included as they were already working with Undugu and would have had a job regardless of whether the project was operating.



## SECTION 4: ESTABLISHING THEORY OF CHANGE (TOC)

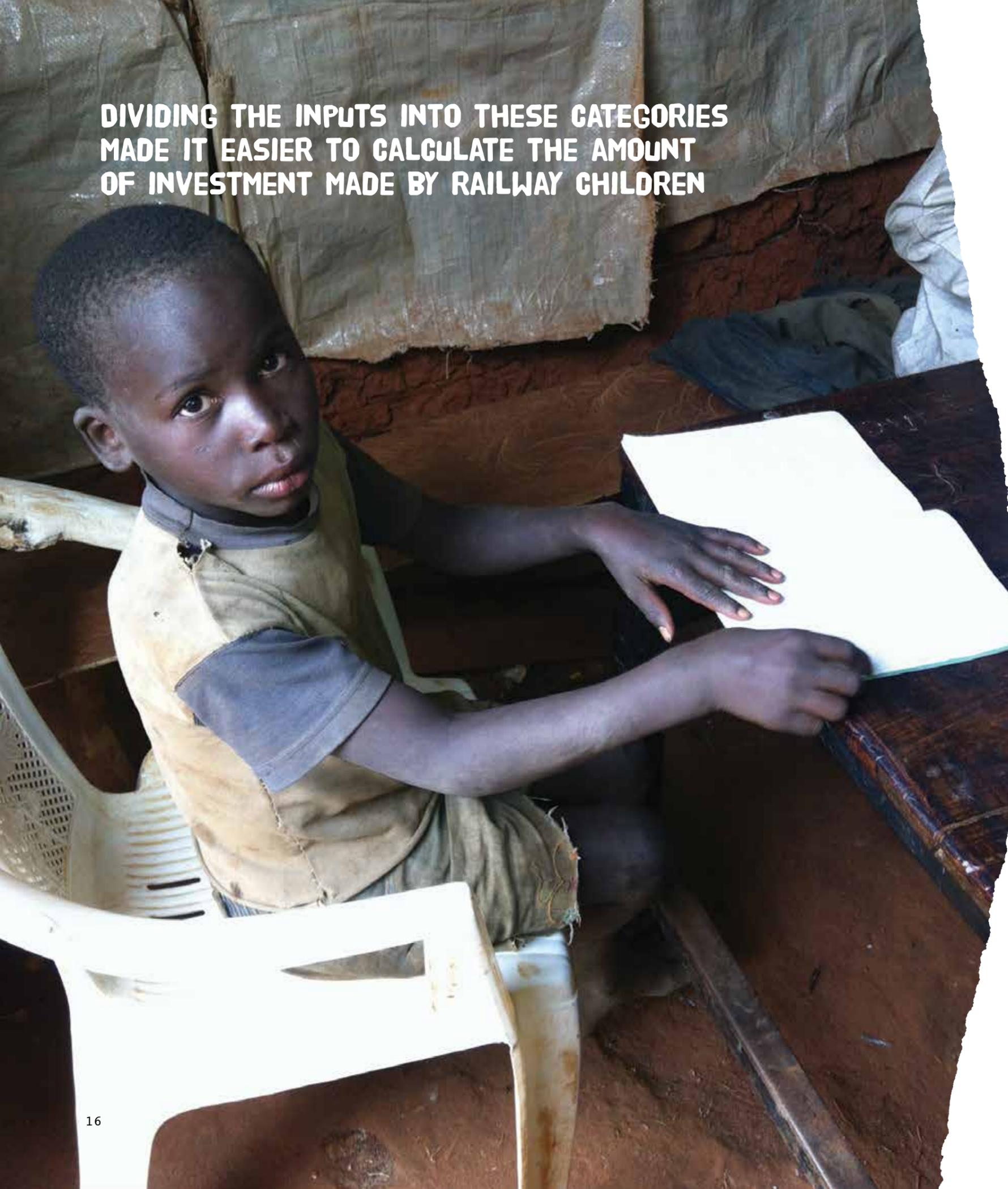
The Theory of Change (TOC) is a tool increasingly used in the international development field to show what a project will do and how it will be achieved. It allows one to visually view how a project went from A to B by identifying the inputs, activities, outputs, and outcomes (from immediate, to long term). It takes into account the chain of events connected to the specific action and monitors the impacts achieved because of those events.

As a pilot programme, the intensive family work model was intended to test and help inform the development of a TOC that has largely been built on the programme developed at Juconi, a longstanding partner of Railway Children based in Latin America.

Juconi have been implementing the intensive family work programme for a number of years and their learning and experience has guided Undugu workers, as well as other partners of Railway Children, to implement intensive family work. The Juconi model defined in the Safe Families and Safe Children tool kit forms the basis of the methodological framework on which the intervention is developed and it is this document from which the TOC applied in this SROI, as outlined below, originally derived. Once this TOC was established, it was discussed with Undugu who had some alterations to make to the indicators. Finally, after consultations with the beneficiaries involved in the programme we established the following TOC model to be used throughout this SROI report and within the impact map. The TOC has been presented separately for children and families as each had expressed different outcomes.



**THE SROI APPROACH ENCOURAGES  
THAT OUTCOMES ARE IDENTIFIED  
BY STAKEHOLDERS THEMSELVES**

A young boy with dark skin and short hair is sitting on a white plastic chair at a dark wooden table. He is wearing a light-colored, possibly yellow or beige, vest over a grey t-shirt. He is looking towards the camera with a neutral expression. His right hand is resting on a white sheet of paper on the table, and his left hand is also near the paper. The background shows a simple, somewhat rustic interior with a wall made of mud or clay and some hanging fabric.

**DIVIDING THE INPUTS INTO THESE CATEGORIES  
MADE IT EASIER TO CALCULATE THE AMOUNT  
OF INVESTMENT MADE BY RAILWAY CHILDREN**

## **SECTION 5: IDENTIFYING THE INPUTS OF THE PROGRAMME**

Inputs are identified as contributions to the project to make it possible. These include resources such as time, volunteers, grants and other sources of funding.

During identification of inputs it was decided to divide them into three key areas: 1) actual costs of project, 2) time spent on project, 3) training of Undugu staff members. Dividing the inputs into these categories made it easier to calculate the amount of investment made by Railway Children.

Below is a breakdown of how Railway Children spent their funds.

Actual expenditure of project costs was determined to be 5,602,680 KES (£37,841). The expenditure included Undugu workers' travel costs, children's education fees, family food baskets, business training for caregivers, grants for caregivers and other support functions.

Time spent on project was calculated to be 6,650,366 KES (£44,917). The salaries of the workers who took part in the project determined this. Overall, there were 12 staff and facilitators who worked on the project with three being full-time for the whole duration of the project and nine being part-time.

Training of Undugu staff members overall cost was 1,783,619 KES (£12,046). Training was delivered by Railway Children's partner Juconi twice a year. As this was the pilot programme the training costs are high and we expect them to significantly decrease in future projects.

The total amount invested by Railway Children was determined to be 14,036,665 KES (£94,805). This investment was over a three year period and included workers' salaries, trainings and project costs. As this project was a pilot, a significant amount was invested in order to understand what contributes to change for children and families. Railway Children does not expect similar costs for future projects and this is demonstrated by the low-cost expenditure of our current family intensive project.

# SECTION 6: ESTABLISHING OUTCOMES

Outcomes are project achievements that demonstrate the extent of effectiveness of the interventions adopted. The SROI approach encourages that outcomes are identified by stakeholders themselves. In order to get an overview of the outcomes a two stage process was adopted in this report.

The first stage was to evaluate reports, which Undugu compiled for each of the 12 families during the project based largely on observation, hence we can see from this what changes had been identified by project workers.

The second stage involved interviewing stakeholders, both children and families, to see what they perceived as outcomes from the project. The differences between these the two stages highlight the different perspectives of changes observed. Adopting this two stage strategy allows for a more reliable analysis of the changes.



**50% OF FAMILIES WERE EXPERIENCING NO PHYSICAL VIOLENCE, A CHANGE FROM 90% EXPERIENCING VIOLENCE AT THE BEGINNING OF THE PROJECT**

## IDENTIFYING OUTCOMES - STAGE ONE

The change which stakeholders experienced was first determined by the evaluations and reports which Undugu staff had completed during the duration of the programme. Overall a total of six evaluations were completed over a three-year period, which recorded the progress of each family in 34 categories. Below are some of the categories which were recorded:

- Physical violence
- Negligence
- Preventing violence
- Sexual abuse
- Street involvement
- Awareness of street involvement
- Substance abuse
- High risk behaviours
- Positive encouragement of child
- Personal talents and developments
- Exclusion from the family system
- Economic provision
- Education skills and training

The categories were recorded using a Likert scale, which monitored progress from a range of 1 to 5. For example, 1 for the category of physical violence would mean there is extreme physical abuse of the child and/or partner whereas 5 would mean there is no physical abuse of either children or partner. This scaling system meant that workers were able to record each category with a number, which could then be aggregated across all categories to get a single number. The totals were then colour coded into Red, Yellow and Green.

If a family scored Red it would mean they still had major issues, which needed to be addressed. If a family scored Yellow then it would have shown that improvements in certain areas have been made but not in all categories. Finally, Green would mean that families have made significant progress since they entered the programme.

These evaluations were used as a starting point when trying to establish the extent of change for stakeholders. A report was compiled by Railway Children which highlighted the most significant changes as observed by the family workers in the evaluations. These changes included:

- 50% of families were experiencing no physical violence, a change from 90% experiencing violence at the beginning of the project
- 60% of families had strategies in place to prevent violence
- 70% of children were at home and in school whereas previously 90% of children were on the streets full-time
- 100% reduction in children addicted to substances



## IDENTIFYING OUTCOMES – STAGE TWO

The second stage involved consultation workshops with children and families. These workshops allowed beneficiaries to express what they felt to be the most important changes and who may have contributed to these changes. It was agreed that it would be beneficial to hold separate workshops for both children and parents/guardians due to the potential for children to be influenced by the adults.

The first workshop was held with the caregivers and other relatives of the contact child. A total of 14 caregivers/relatives were in attendance, which accounted for 9 out of 12 families. Since there were few attendees at the start of the workshop we decided to hold it as one big group. This was both beneficial and problematic as we found groups strayed away from questions but also delved into topics we hadn't thought of.

During the children's workshop we invited both contact children and their siblings to take part. Overall a total of 25 contact children and their siblings were present, representing 11 out of 12 families. The workshop was structured so that children were split into their respective age groups; under 10s, 10-18 and over 18s. Dividing children into groups proved useful, as children were able to identify similar changes within their age groups. However, for the under 10s we realised early on that they were not able to answer questions and as a result we removed them from the workshop. Within the children's workshop we adopted a participatory approach by providing them with flip chart paper and colouring pens. This made it easier to elicit responses from those children who were too shy to speak.

To identify the outcomes, the workshops were similarly structured in that each was designed to highlight the beneficiaries' state before entering the programme and their status upon graduation. The following table highlights the questions asked to both children and caregivers and their responses.

What was your situation like upon entering the programme?	
Children	No food at home, street involvement, dropping out of school, beaten by parents, drunk parents, drug abuse, parents' separation, low income levels, children not being taken to school, bad health, parents fighting, parents not budgeting, sleeping hungry.
Caregivers	Bad relationships, poor communication, children on streets, not seen child for months, stress at home, poor health, sick children, violence, financial problems, alcoholic and substance abuse.
What has changed since you were first entered into the programme? How is your life different now?	
Children	Parents able to budget, school fees paid = better education; learning of new life skills = parents more responsible; use of safety plan = controlling of emotions; better health, increased income, problem solving skills, behaviour changes, increased nutrition, skills training, more responsible, support for talents, improved relationships, improved business opportunities, reduced substance abuse, teaching of sign language.
Caregivers	Improved communication and relationships, increased income, how to manage food at home, savings as a result of food basket, some families able to buy land, improved discipline tactics, business support grants, children in school, no or decreased stress at home, enough food at home, better anger management, quitting alcohol and other substances, increased nutrition, being able to manage money and ability to save, consistent in taking HIV medication, family planning, being more tolerant, better community links, emotional control, unconditional acceptance of deaf child, able to open a bank account.
From the list above which changes were the most important?	
Children	Use of safety plan/controlling of emotions, improved relationships, problem solving skills, improved health, improved education, increased income, reduction of substance abuse.
Caregivers	Child at home, improved relationship, controlling of emotions, improved education, reduced substance abuse, improved health, reduced violence, unconditional acceptance of child.

At the end of the workshop an assessment was given to each family to find out the extent of changes. A Likert scale was used and beneficiaries gave responses out of ten. The following tables show the average change for all 12 families.

	Caregivers	Children
Less violence	8/10	8/10
Less street involvement	8/10	9/10
Less substance abuse	9/10	6/10
Improved communication	8/10	7/10
Access more services	4/10	7/10
Improved health	7/10	8/10
Positive about future	7/10	8/10
Improved education	7/10	8/10
Improved income	5/10	7/10
Controlling emotions	7/10	8/10
More positive attitude	8/10	9/10
Not at risk	9/10	7/10

# SECTION 7: VALUING THE OUTCOMES

Valuing outcomes proved one of the most difficult aspects of this SROI. Kenya has very little information on well-being evaluations, which made it difficult to find valuations for these outcomes. Upon placing values on outcomes we first tried to find values from Kenya, however, we were unsuccessful in obtaining values for some of the outcomes so used values from the UK instead for 5 of the 14 outcomes used.

The HACT Social Value Bank, a database that provides a comprehensive range of well-being information and social values in the UK was used as a reference tool to calculate the equivalent social value in Kenya. To make these valuations reflective in the context of Kenya we converted them to Kenyan shillings using a specific formula, which is explained below in the valuation of outcomes.

In determining how to value outcomes there were several strategies we used such as alternative costs, market costs, loss of time and savings made. These financial proxies were then attributed to the families and children to provide a social value experienced by them as beneficiaries. As not all beneficiaries experienced the same change, valuation took account both of the numbers reporting each type of change and the extent of change they reported, based on the assessment feedback forms the beneficiaries filled in at the workshops.

These valuations, together with the numbers who experience these outcomes and the extent of change, are fed into calculations shown in the Impact Map. This is a separate document in MS Excel that forms part of this report, and calculates the SROI ratio as shown in Section 8.

Below are the outcomes as identified by the stakeholders and the financial proxies used to gain the valuations.

## CHILDREN

### **Improved home environment with caregivers able to provide for their children**

To value this outcome, the well-being indicator of financial security was used due to most parents/caregivers being able to provide for their families. The UK HACT Social Value Bank, as mentioned earlier, was used to provide the value for this indicator where a value for an employed parent or caregiver (£1,901) was used.

To make this appropriate for a Kenyan context the average salary of a British (£26,500) and Kenyan (£1,381) individual were calculated. The Kenyan salary was calculated using the average income from the wage indicator website, whilst the British salary was taken from an external source. To determine the average Kenyan salary, all of the occupations listed on the wage indicator website were totalled and then divided by the number of occupations listed. The occupations ranged from night-watchmen, cooks, cleaners and artisan traders which enabled a broad representation of occupations. After calculating the total salary this was then divided by the number of occupations and led to the average annual Nairobi salary of 206,400 KES, which equalled £1,381 after conversion. This Kenyan salary equated to 5% of a British salary, so the value applied was 5% of the UK HACT Social value of £1,901. This totalled £95 and after conversion to Kenyan Shilling we received a final amount of 12,864 KES a year.

This approach of converting values based on average salaries (also used in some other valuations) is not ideal but is consistent with the SROI principle of not over-claiming, because it produces values that are quite conservative.

### **Reduced violence and neglect, improved behaviours from all family members**

To value this outcome, the indicator of improved self-esteem was used due to most children reporting increased confidence and better behaviours. This outcome was calculated in a similar fashion to the indicator outlined above where we used a proxy from the UK HACT Social Value Bank database which also provides a value of improvement in youth confidence (£9,455). The 5% equivalent rate of Kenyan and British salaries was used to retrieve the final amount which came to 64,049 KES.

### **Personal independence with the ability to make the right decisions**

To value this outcome we used an indicator of children's ability to solve problems and adapt to new situations. It was decided that therapy was one of the leading causes of this change and therefore we used a market value for alternative therapy. The market value for alternative therapy was used from the Amani Counselling Centre in Nairobi who quoted 1,000 KES for each session. As Undugu workers visited the families on average once a week, a total of 150 sessions were carried out over the project period. This leads us to a market value of 150,000 KES for alternative therapy per year.



**Children no longer on streets, reunited with caregivers in an improved relationship**

The indicator of stronger relationships was used to value this change. However, given that stronger relationships are at least in part as a result of counselling, we decided not to value this outcome as we believe it is included in the above valuation.

**Better health through reduced substance abuse and improved nutrition**

The indicator of improved health was used to value this change and it was decided that time gained would be an appropriate proxy to use. Using an average from another Kenyan SROI (Solvatten ), where it was shown that on average individuals would lose four days a month due to sickness, we calculated the amount it would cost to provide a child with extra schooling.

As the Kenyan school year is around 39 weeks/10months a year, this meant that on average children would lose approximately forty school days a year. To meet this loss of education it was determined that children would need a tutor who charged 1,000 KES per hour. On average children attend school for up to eight hours a day and therefore 360 hours of school were lost over a year. We deliberated that a child would need half the amount of tuition, which equalled 180 hours. After multiplying the number of hours (180) and the cost of a tutor (1,000 KES), a final valuation of 180,000 KES was accumulated.

**Improved understanding and ability to avoid risk**

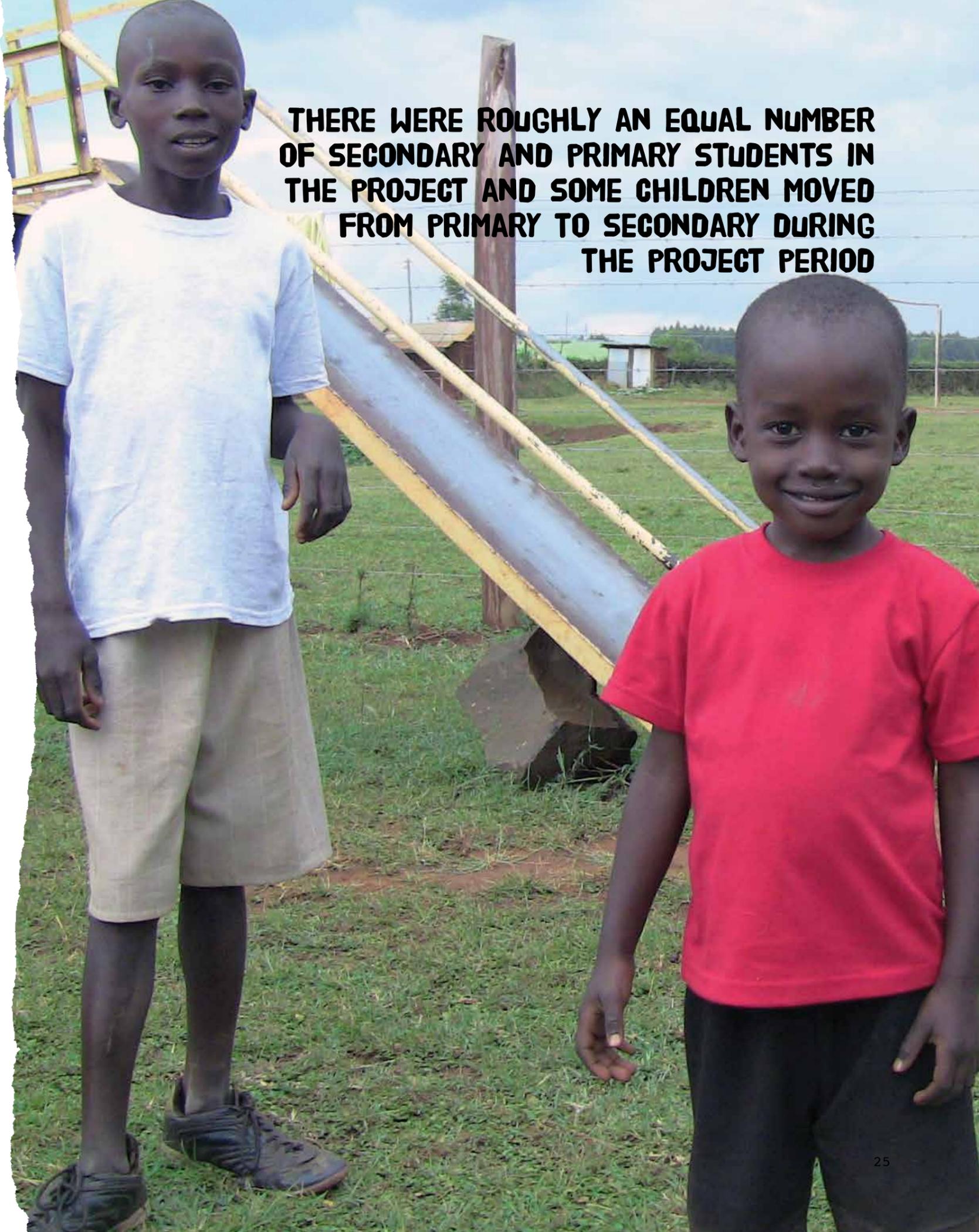
To calculate this outcome we used the indicator of greater safety and less risk for the child. To calculate this used average childcare costs in Nairobi, which totalled 3,000 KES per month. If we multiply this by 12 months we get a final figure of 36,000 KES for childcare costs incurred.

**Education and training to improve skills and future prospects**

The indicator used for this outcome was the extent of improved education and the potential of a better future. The proxy used to calculate this was the cost of education for both primary and secondary schools. Undugu provided us with actual costs incurred by the organisation for tuition fees, books, uniforms and other materials. The costs associated with primary school were 6,500 KES per annum whilst for secondary the costs were 73,000 KES per annum, per student. There were roughly an equal number of secondary and primary students in the project and some children moved from primary to secondary during the project period. Given it was difficult to calculate exact numbers and amounts of time of all children in primary and secondary, we multiplied both primary costs (6,500 KES) and secondary costs (73,000 KES) by 22.5 as this is half the number of children (45) in the programme. The total costs for primary students were 438,750 KES per year, whilst for secondary the total was 4,927,500 KES. Adding both these costs together we get a combined figure of 5,366,250 KES which was the total costs of Undugu's expenses for education.

Finally, dividing that total amount by the number of children in the programme gives the average educational cost of 119,250 KES for each child in the programme.

**THERE WERE ROUGHLY AN EQUAL NUMBER OF SECONDARY AND PRIMARY STUDENTS IN THE PROJECT AND SOME CHILDREN MOVED FROM PRIMARY TO SECONDARY DURING THE PROJECT PERIOD**





**FROM THE IMPACT MAP, IT IS CLEAR THAT CHILDREN APPEAR TO HAVE GAINED THE GREATEST VALUE FROM THE PROJECT**

## PARENTS

### **Better integration into the local community and ability to seek appropriate forms of support**

The indicator used for this outcome was the improvement of links between community and families. To calculate this we used a proxy from a previous Kenyan SROI (Solvatten), which provided a value (1,219 KES) for a gain in social status. The SROI calculated what the beneficiaries were willing to pay in order to gain social status. We used this as a final value for each of the families who reported better community links.

### **Improved family relationships with partners and children**

This outcome was calculated similarly to the children's outcome of personal independence, and again the Nairobi counselling service, Amani Centre, was used as our financial proxy. The Amani Centre quoted 2,000 KES for a couples therapy session, which was double the amount of a family session quoted in the children's outcomes.

Undugu workers visited each family on average once a week. This equated to 150 sessions for each family during the project period. By multiplying the number of sessions (150) and the cost (2,000 KES), we gained a total of 300,000 KES per family.

It should be noted that we did not include this cost in the children's outcomes, as there were always two workers present on each visit. This meant that Undugu workers could provide extra support to both children and caregivers.

### **Improved ability to manage household and care for their children**

To value this outcome we used the indicator of parents feeling better about themselves and improved self-esteem. The proxy used was from the HACT Social Value Bank database, which we had used in some of the children's outcomes. We used the High Confidence (adult) proxy, which gave an amount of £13,065 and applied 5% of this which was the equivalent salary of a British and Kenyan salary, to calculate the amount in value in British pounds (£653). After conversion to Kenyan shillings the final amount was 88,503 KES each for the 15 parents/caregivers.

### **Children no longer on streets, reunited with caregivers in an improved relationship**

For this outcome we used the indicator of greater emotional attachment between parents and child. We used valuations from the Child Poverty Action Group report on Cost of a Child. The report provided an indicator for how much money a parent is prepared to give up in order to keep their family together. The amounts that parents would give up would vary depending on the age of the child.

To calculate the valuation for this SROI, we first figured out the average age (12.5 years) of all children who were involved in the project. We then retrieved a weekly amount of what a parent would pay for their child: £108.66. To convert the amount in a Kenyan context we again used the 5% rate to get a figure of £5.43. This was then multiplied by 52 weeks and converted to Kenyan shillings to get a final amount of 38,043 KES.

**Better health for all family members through reduced substance abuse and improved nutrition**

To value this outcome we used the indicator of improved health, which encompassed being fitter, less prone to illness and greater life expectancy. Similar to the outcome, improvement of children's health, we calculated the number in reduction of sick days. The Solvatten SROI, as mentioned previously, provided us with an average of four days a month a person is expected to be sick. Using this as a base we calculated the average time (32 hours) an adult would be unable to either attend work or conduct their business.

With the average Kenyan salary being 1,536 KES a month that would mean an hourly wage of approximately 96 KES an hour. If we multiply this by the number of hours lost per month (32) and then multiply this by number of months in a year, we get an average increase in earnings of 36,864 KES.

**Business training to achieve economic independence**

The indicator used for this outcome is the amount of increased income the parent had achieved over the course of the project. We used actual figures of caregivers' increased income, which may be as a result of either gaining employment or increasing their business. To calculate the value of increased income the average of the families' intake income (6,500 KES) was subtracted from their graduation income (13,000). This gave a final income increase value of 6,500 KES.

**Better relationships between the local community and families in the programme**

The indicator used for this outcome was the community having better understanding of street connected children and also changing perceptions of their families. Following consultation with Railway Children and Undugu staff with substantial knowledge of local housing, and with guidance from Juconi's experience of improved relationships in communities in which they operate, we estimated that each of the 12 families had impacted a total of five households within their area, which equalled a total of 60 households who may have been affected. This was a deliberately conservative estimate in accordance with the SROI principle of not over-claiming. The HACT Social Value Bank was then used to find a proxy of reduced anti-social behaviour, which was deemed as the most appropriate indicator for this outcome.

The value for HACT Social Value Bank database (£7,057) was used to demonstrate the amount in reduction of anti-social behaviour. To put this in the context of Kenya we used the previously mentioned 5% conversion rate to get an amount of £352.85. After converting this into Kenyan shillings the final amount for this outcome was 47,779 KES. As there were only a few families within this programme, we estimated that the extent of change for the local community must have been minimal. As a result, we only used the 10% of the figure calculated as we felt this was more representative.

**Improved money management and ability to budget**

To value this outcome we used the indicator of a caregiver's ability to save and better manage their money. The financial proxy used in this case was the amount of money individuals stopped spending on alcohol and other substances. A financial proxy of 100 KES a day was provided by Undugu on the amount of money spent on alcohol and substances. When multiplied by 365 days we get a total of 36,500 KES a year saved. As there were only three families who reported this change the impact of this is very minimal.

**70% OF CHILDREN WERE AT HOME AND IN SCHOOL WHEREAS PREVIOUSLY 90% OF CHILDREN WERE ON THE STREETS FULL-TIME**



# SECTION 8: CALCULATING THE SROI RATIO

## WHAT WOULD HAVE HAPPENED ANYWAY (DEADWEIGHT)?

The term deadweight is used to describe what would have happened to the beneficiaries without the interventions of Undugu. Given the limited service provision in Kenya, it is safe to assume that the beneficiaries would have had little if any change in their lives if Undugu had not intervened.

Without the intensive family therapeutic project, relationships amongst the families would not have improved by themselves and children would not have returned or remained home. We can assume that without the interventions there would have been no change and that there could well have been further negative changes for both children and families alike. It is not an overstatement that the life trajectory for street connected children and youth is typified with ill health, drug addiction, imprisonment and early death.

Even so, we can assume that in a small number of cases the beneficiaries may have obtained help from elsewhere, or managed to improve their situation without help and therefore we have come up with deadweight of 5%.

## DISPLACEMENT

Displacement accounts for either costs or benefits which have been displaced from one place to another. For example, if somebody acquires a business at the expense of someone else. It was concluded that in the context of this project, by returning a child home and improving a family's livelihood no one has been displaced.

## ATTRIBUTION

The term attribution used here refers to how much change is caused by the contributions of other organisations, people or events. Attribution for this study was determined by asking both caregivers and children to list other individuals or organizations who may have contributed to their change. Below, is a list identified by caregivers and their children on who else contributed to the changes they had experienced:

### Caregivers

- Children's long term centre
- Community health workers
- Church
- Community organisation
- School
- Family
- Friends
- Hospitals
- Undugu

### Children

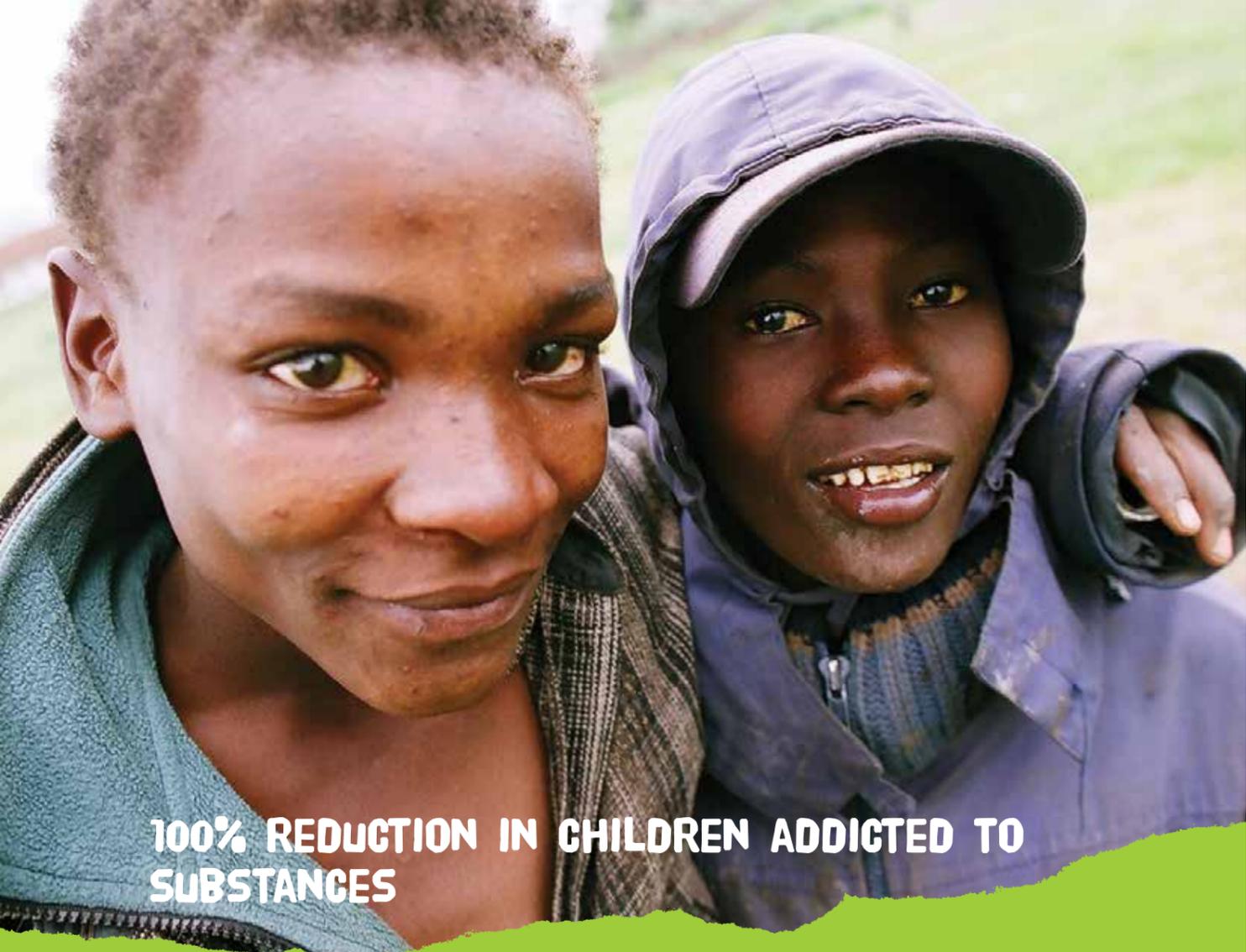
- Police
- Parents/family
- Child centre
- Private sponsor
- Church leaders
- School



It is certainly the case that some beneficiaries receive support from elsewhere as noted above, however, when consultation workshops took place, beneficiaries were adamant that Undugu was the main contributor to change. This was demonstrated when beneficiaries were asked to list the individuals/organizations who contributed to the most change.

In deciding how to calculate the amount of attribution to these other stakeholders we consulted Juconi who have carried out an extensive evaluation for a similar project. Juconi explained that beneficiaries from their project often attributed more change towards the organization, whereas beneficiaries who joined the project at a later date would attribute more to other stakeholders. The reason for this was that the strategies for the intensive family work had improved greatly and stakeholders were now able to be objective about their changes.

Taking all of this into consideration a value of 25% was attributed to other stakeholders. This attribution is reflective of the organizations and individuals that the beneficiaries identified during the workshops and are also similar to that of Juconi. This attribution value is tested with a sensitivity analysis, which identifies the significance of the calculations.



## 100% REDUCTION IN CHILDREN ADDICTED TO SUBSTANCES

### DETERMINING THE OUTCOME PERIOD AND DROP-OFF

Some changes are more momentous than others and last for a longer period of time. In all cases there will be an annual drop-off, depending on the nature of the action and the effect of other influences on people's lives.

It is assumed that the effect of the input will decline with time and that the duration of the outcome, whilst it may last a lifetime, will have some drop-off. Other factors over time reduce the significance of the input activity for example, children may gain additional qualifications on their own or may make new contacts on their own accord.

The table highlights the drop off rate for each outcome. Generally, a 5-year duration and 20% drop-off rate has been assumed where outcomes are likely to expire when the child leaves school. Where outcomes may have a longer-term effect on people, a 10-year duration and 10% drop-off rate has been assumed; this is based on studies done by Juconi in Mexico, which indicate that these outcomes can last 10 years and beyond.

As with attribution, these duration and drop-off estimates are tested through sensitivity analysis.

Stakeholder	Outcome	Benefit in time	Drop-off rate	
Children	Improved home environment with caregivers able to provide for their children	5 years	20%	
	Personal independence with the ability to make the right decisions	10 years	10%	
	Reduced violence and neglect, improved behaviours from all family members	10 years	10%	
	Children no longer on streets, reunited with caregivers in an improved relationship	10 years	10%	
	Better health through reduced substance abuse and improved nutrition	10 years	10%	
	Improved understanding and ability to avoid risk	10 years	20%	
	Education and training to improve skills and future prospects	5 years	10%	
	Caregivers	Better integration into the local community and ability to seek appropriate forms of support	10 years	10%
		Reduced violence and neglect, improved behaviours from all family members, children in school	5 years	10%
Improved ability to manage household and care for their children		10 years	10%	
Children no longer on streets, reunited with caregivers in an improved relationship		10 years	20%	
Better health for all family members through reduced substance abuse and improved nutrition		10 years	10%	
Improved money management and ability to budget		10 years	10%	
Business training to achieve economic independence		10 years	10%	
Local Community	Better relationships between the local community and families in the programme	10 years	10%	



## SENSITIVITY ANALYSIS AND SROI FIGURES

In order to judge the robustness of the results we have adopted a sensitivity analysis. The sensitivity analysis explores how reliable the SROI ratio is by adjusting variables in the calculations. In altering the calculations we are able to test the assumptions made and observe whether these assumptions are under reported or over reported.

To test the sensitivity of this SROI, attribution and outcome durations were examined. If attribution to other organisations was taken as 10% rather than the estimate of 25%, this gave an SROI ratio of 1:6.16. However, if attribution was changed to 40%, the ratio drastically decreased to 1:4.11. This significant decrease meant testing another variable was essential so that an SROI range could be established.

The second variable tested was the duration of how long the outcomes lasted and in the intensive family work programme it is estimated that outcomes would last between five and twenty years. This estimate is based on Juconi's evidence which demonstrates that some outcomes are likely to last a lifetime. If all outcomes have a five year duration with 20% drop off rate, the SROI ratio equates to 1:3.72. On the other hand, increasing the duration of ten-year outcomes for children to twenty years with a drop-off of 5% equates to an SROI ratio of 1:7.96.

Other variables were also considered but were found to make little difference to the SROI ratio. For example, changing the estimate of the number of neighbouring households affected by anti-social behaviour from 5 to 10 increases the SROI ratio from 1:5.13 to just 1:5.21; reducing the estimate to 3 makes the ratio 1:5.10. For this reason sensitivity analysis has been limited to the two variables above which have the greatest effect on the SROI ratio.

As a result of testing both attribution and duration, an SROI range has been recommended of 3.70 KES and 8.00 KES per 1.00 KES invested to describe the SROI for the Pilot Intensive Family Work programme. Additionally, a figure of 5.13 KES per 1.00 KES is considered to be the headline figure of this SROI analysis.

The full calculation of this SROI ratio is shown in the Impact Map. This is a separate document in MS Excel, which forms part of this report.

## SECTION 9: CONCLUSIONS AND RECOMMENDATIONS

### SROI ratio

The net effect of Railway Children's investment into the intensive family work project shows a significant contribution to household well-being and the improvement of relationships for the 12 families in Nairobi, Kenya. After accounting for changes experienced by both caregivers and their children, the impact of Railway Children's investment shows a headline SROI ratio of 5.13 KES of social value achieved for each 1.00 KES invested.

This headline SROI ratio assumes a duration for the outcomes of up to ten years. Varying this assumption for shorter or longer durations has the effect of varying the ratio between 3.70 KES and 8.00 KES per 1.00 KES invested. This SROI evaluation was carried out already more than four years after the start of the pilot project.

These figures emphasise how the SROI ratio is highly dependent on the duration of outcomes. The longer the outcomes last the higher the return of social value. It is worth mentioning that this SROI report adopted an evaluative approach and the SROI ratio presented here is a conservative estimate. We can speculate returns to be significantly higher should the beneficiaries continue experiencing their outcomes.

It is also clear that some outcomes, such as improved education, last almost a lifetime and therefore it is very difficult to ascertain a true value for outcomes. However, we have reason to believe that outcomes are likely to last over several years as Juconi, who have been providing intensive family support in Mexico using a similar approach, have recorded outcomes lasting over fifteen years. In order to confirm outcome durations it is recommended that monitoring of outcomes continues and that future research is conducted.

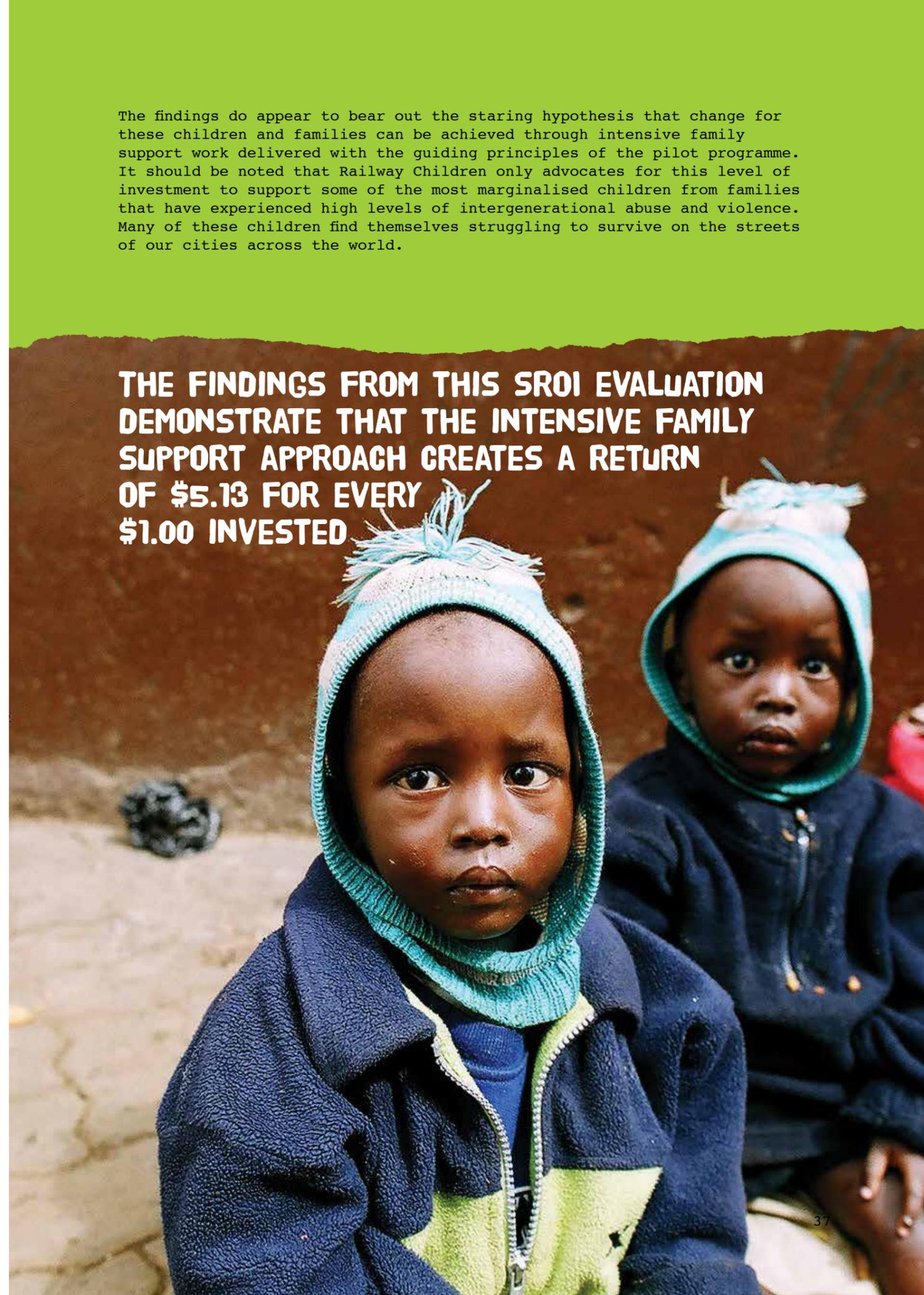
In comparison to other SROI studies in International Development, the SROI range for the intensive family work project indicates that this particular aspect of Railway Children's work is relatively modest in the returns it achieves. This is explained by the intensity of the programme and also the SROI approach adopted.

It is also likely that the SROI figure would be considerably higher if a forecast SROI approach was used. However, this would be highly speculative as it relies on anticipating changes that may happen to the children in the future, rather than valuing those that have already occurred. By choosing an evaluative SROI approach Railway Children is able to account for current returns and abide by the SROI principles of not over claiming, which makes this SROI more robust and reliable.

**YOUNGER CONTACT CHILDREN HAVE BEEN SELECTED IN THE INTENSIVE FAMILY WORK PROJECT MOVING FORWARD**

The findings do appear to bear out the starting hypothesis that change for these children and families can be achieved through intensive family support work delivered with the guiding principles of the pilot programme. It should be noted that Railway Children only advocates for this level of investment to support some of the most marginalised children from families that have experienced high levels of intergenerational abuse and violence. Many of these children find themselves struggling to survive on the streets of our cities across the world.

**THE FINDINGS FROM THIS SROI EVALUATION DEMONSTRATE THAT THE INTENSIVE FAMILY SUPPORT APPROACH CREATES A RETURN OF \$5.13 FOR EVERY \$1.00 INVESTED**



# UNDUGU FAMILY THERAPY PROJECT: IMPACT MAP

(all currency figures are in Kenyan Shillings)

Stage 1	Stage 2		Stage 3											Stage 4																			
Stakeholders	Intended/unintended changes	Inputs		The Outcomes (what changes)											Deadweight %	Displacement %	Attribution %	Drop off %	Impact	Calculating Social Returns													
Who do we have an effect on? Who has an effect on us?	What do we think will change for them?	What do other stakeholders invest?	What is the value of the inputs in currency (only enter numbers)	Summary of activity in numbers (How many people were involved in the activities)	Description	Indicator	Source	Quantity	Extent	Duration	Outcomes start	Financial Proxy	Value in currency	Source	What would have happened without the activity?	What activity did you displace?	Who else contributed to the change?	Does the outcome drop off in future years?	Quantity times financial proxy, less deadweight, displacement and attribution	Discount rate	3.5%	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	
Railway Children	Outcomes expected for children and families (consistent with those listed below)	Funding	14,036,665	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	0%	0%	0%	0%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Children living in the household (not just the contact child)	Improved home environment with caregivers able to provide for their children	(Time only)	n/a	45	Financial security - not having to worry about food, clothing etc	Extent of improvement achieved	Workshop feedback and Undugu evaluations	45	73%	5.5	1	Wellbeing valuation of having financial security	12,864.00	HACT database - employed parent for children	5%	0%	25%	20%	301,089.96	240,871.97	192,697.57	154,158.06	123,326.45	98,661.16	78,928.93	63,143.14	50,514.51	40,411.61	32,329.29	25,863.43			
	Personal independence with the ability to make the right decisions			12	Greater resilience - ability to solve problems and adapt to new situations	Extent of improvement achieved	Workshop feedback and Undugu evaluations	12	85%	10	1	Market cost of alternative private therapy	150,000.00	Amani Counselling Centre and Institute Nairobi	5%	0%	25%	10%	1,090,125.00	981,112.50	883,001.25	794,701.13	715,231.01	643,707.91	579,337.12	521,403.41	469,263.07	422,336.76	380,103.08	342,092.78			
	Reduced violence and neglect, improved behaviours from all family members			45	Feeling better about themselves - improved self-esteem	Extent of improvement achieved	Workshop feedback and Undugu evaluations	45	82%	10	1	Wellbeing valuation of improved confidence	64,049.00	HACT database - improvement in confidence (youth)	5%	0%	25%	10%	1,683,928.27	1,515,535.44	1,363,981.90	1,227,583.71	1,104,825.34	994,342.80	894,908.52	805,417.67	724,875.90	652,388.31	587,149.48	528,434.53			
	Children no longer on the streets, reunited with caregivers in an improved relationship			45	Stronger relationships - internal (with family members) and external (with friends & community)	Extent of improvement achieved	Workshop feedback and Undugu evaluations	41	90%	10	1	Included under greater resilience so will not be recorded	0.00	n/a	5%	0%	25%	10%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Better health through reduced substance abuse and improved nutrition			45	Improved health - fitter, less prone to illness, greater life expectancy	Extent of improvement achieved	Workshop feedback and Undugu evaluations	37	72%	10	1	Cost of private tuition to make up for lost school time due to illness	180,000.00	Solvatten SROI & Findmyfavouriteteacher.com	5%	0%	25%	10%	3,416,580.00	3,074,922.00	2,767,429.80	2,490,686.82	2,241,618.14	2,017,456.32	1,815,710.69	1,634,139.62	1,470,725.66	1,323,653.09	1,191,287.78	1,072,159.01			
	Improved understanding and ability to avoid risk			45	Greater safety - less at risk	Extent of improvement achieved	Workshop feedback and Undugu evaluations	12	85%	5.5	1	Childcare costs incurred if child was in care	36,000.00	Undugu	5%	0%	25%	20%	261,630.00	209,304.00	167,443.20	133,954.56	107,163.65	85,730.92	68,584.73	54,867.79	43,894.23	35,115.38	28,092.31	22,473.85			
	Education and training to improve skills and future prospects			45	Improved education - better potential for their future	Extent of improvement achieved	Workshop feedback and Undugu evaluations	45	82%	10	1	Cost of education - average of primary and secondary state school fees	119,250.00	Undugu - information on school fees in Kenya	5%	0%	25%	10%	3,135,231.56	2,821,708.41	2,539,537.57	2,285,583.81	2,057,025.43	1,851,322.89	1,666,190.60	1,499,571.54	1,349,614.38	1,214,652.95	1,093,187.65	983,868.89			
Caregivers	Better integration into the local community and ability to seek appropriate forms of support	(Time only)	n/a	15	Better community links	Extent of improvement achieved	Workshop feedback and Undugu evaluations	11	60%	10	1	Value of increased status in the community	1,219.00	Solvatten SROI	5%	0%	25%	10%	5,732.35	5,159.11	4,643.20	4,178.88	3,760.99	3,384.89	3,046.40	2,741.76	2,467.59	2,220.83	1,998.75	1,798.87			
	Reduced violence and neglect improved behaviours from all family members, children in school			12	Improved family relationships - with partners and children	Extent of improvement achieved	Workshop feedback and Undugu evaluations	12	81%	10	1	Market cost of alternative private therapy	300,000.00	Amani Counselling Centre and Institute Nairobi	5%	0%	25%	10%	2,077,650.00	1,869,885.00	1,682,896.50	1,514,606.85	1,363,146.17	1,226,831.55	1,104,148.39	993,733.55	894,360.20	804,924.18	724,431.76	651,988.58			
	Improved ability to manage house hold and care for their children			15	Feeling better about themselves - improved self-esteem	Extent of improvement achieved	Workshop feedback and Undugu evaluations	15	82%	10	1	Wellbeing valuation of improved confidence	88,503.00	HACT database - high confidence (adult)	5%	0%	25%	10%	775,618.17	698,056.35	628,250.71	565,425.64	508,883.08	457,994.77	412,195.29	370,975.76	333,878.19	300,490.37	270,441.33	243,397.20			
	Children no longer on streets, reunited with caregivers in an improved relationship			15	Greater emotional attachment to their children	Extent of improvement achieved	Workshop feedback and Undugu evaluations	15	85%	5.5	1	The annual cost of raising a child	38,043.00	CPAG figures for cost of a child, modified for Kenyan incomes	5%	0%	25%	20%	345,596.88	276,477.50	221,182.00	176,945.60	141,556.48	113,245.19	90,596.15	72,476.92	57,981.53	46,385.23	37,108.18	29,686.55			
	Better health for all family members through reduced substance abuse and improved nutrition			15	Improved health - fitter, less prone to illness, greater life expectancy	Extent of improvement achieved	Workshop feedback and Undugu evaluations	15	72%	10	1	Increased earnings potential through not being ill as often	36,864.00	Solvatten SROI and average Kenyan earnings	5%	0%	25%	10%	283,668.48	255,301.63	229,771.47	206,794.32	186,114.89	167,503.40	150,753.06	135,677.75	122,109.98	109,898.98	98,909.08	89,018.17			
	Improved money management and ability to budget			15	Better money management - able to budget, save and provide for their family	Extent of improvement achieved	Workshop feedback and Undugu evaluations	15	44%	10	1	Amount of money saved by reducing mis-spending (e.g. on drugs/alcohol)	36,500.00	Undugu	5%	0%	25%	10%	34,328.25	30,895.43	27,805.88	25,025.29	22,522.76	20,270.49	18,243.44	16,419.10	14,777.19	13,299.47	11,969.52	10,772.57			
	Business training to achieve economic independence			15	Increased income - from earnings or other sources	Extent of improvement achieved	Workshop feedback and Undugu evaluations	15	56%	10	1	Amount of increased income through trading or employment	6,500.00	Undugu	5%	0%	25%	10%	36,309.00	32,678.10	29,410.29	26,469.26	23,822.33	21,440.10	19,296.09	17,366.48	15,629.83	14,066.85	12,660.17	11,394.15			
Local Community	Better relationships between the local community and families in the programme	n/a	n/a	60	Better understanding in community of street children and family ties	Extent of improvement achieved	Workshop feedback	60	10%	10	1	Wellbeing valuation of reduced antisocial behaviour in area	47,779.00	HACT database - no problem with antisocial behaviour	5%	0%	25%	10%	204,255.23	183,829.70	165,446.73	148,902.06	134,011.85	120,610.67	108,549.60	97,694.64	87,925.18	79,132.66	71,219.39	64,097.45			

Total 14,036,665.00

Total 13,651,743.14 12,195,737.14 10,903,498.08 9,755,016.00 8,733,008.57 7,822,503.06 7,010,489.03 6,285,629.14 5,638,017.44 5,058,976.67 4,540,887.78 4,077,046.03

Present value of each year	12,195,737.14	10,534,780.86	9,106,411.81	7,876,673.38	6,816,859.49	5,902,643.65	5,113,363.36	4,431,430.75	3,841,845.35	3,331,790.01	2,890,294.63
Total present value (PV)											72,041,830.33
Net present value (PV minus the investment)											58,005,165.33
Social Return Value per amount invested											5.13

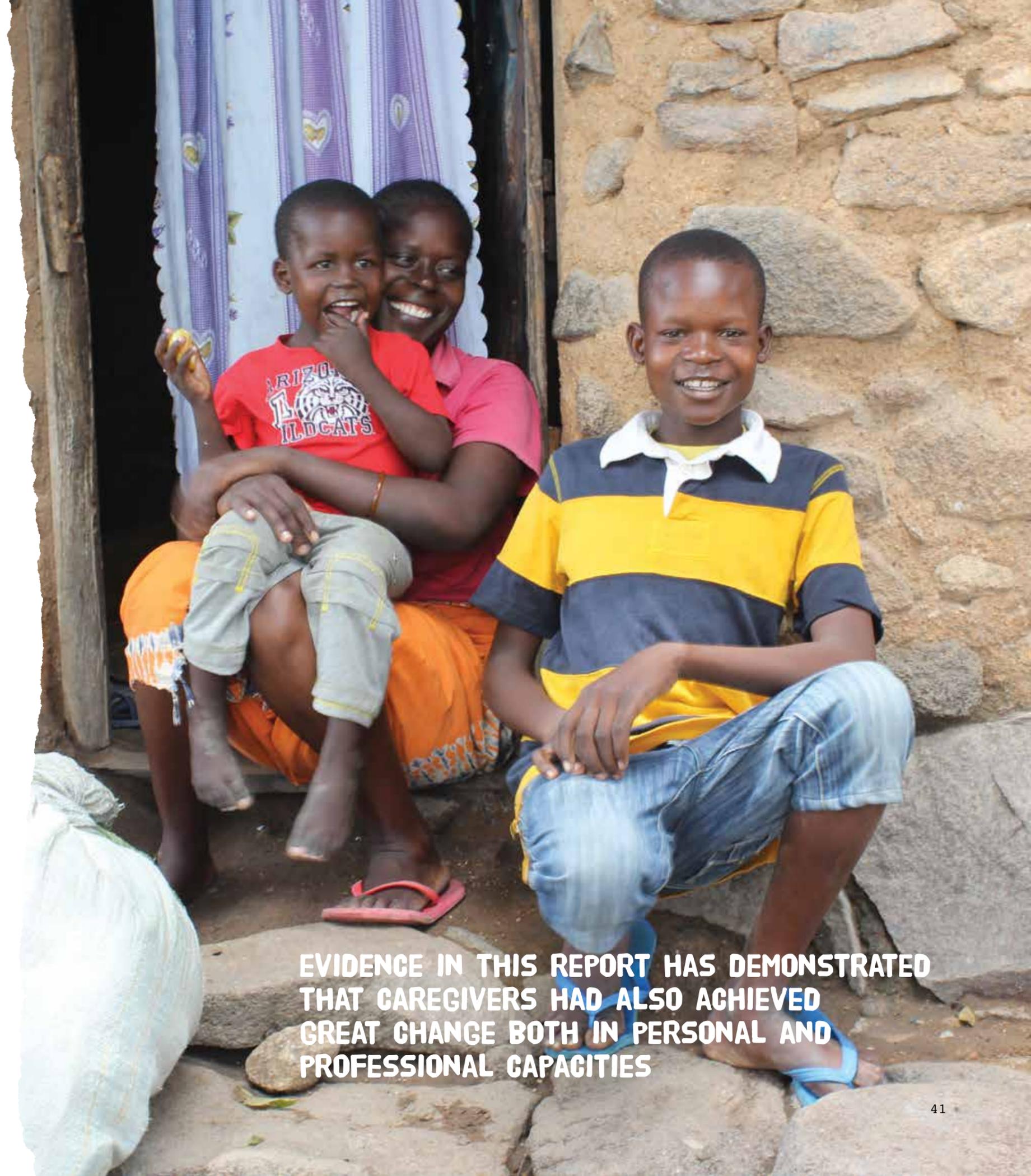
## Impact of Project

From the impact map, it is clear that children appear to have gained the greatest value from the project. This is partly due to support being provided not only for the contact child but also for other children living in the household. By working with an array of children, all of different ages, project workers were able to recognise how change differed depending on the age of a child. They reported that children who were younger were more likely to be successful in the programme as outcomes were likely to last longer and it some of the barriers to change are less complex. As a result, younger contact children have been selected in the intensive family work project moving forward.

Additionally, evidence in this report has demonstrated that caregivers had also achieved great change both in personal and professional capacities. This includes caregivers experiencing less violence and greater emotional attachment with their children and increased knowledge and skills which has resulted in improved income. The change in the caregivers' lives has also had an impact on close relatives, as well as local communities. For example, a number of beneficiaries reported neighbours asking for advice on relationships and on budgeting. Whilst this impact may be minimal it does demonstrate that if the programme were to be implemented on a larger scale, then greater impact could be achieved.

Due to the project working with only 12 families, there was little impact on schools, governments, or health services. This is due to services being overstretched with the number of children and caregivers who require these services far outweighing the number of service providers. We can assume that if Kenya improves their service provision in the future then returns are likely to be made to the service sector of this kind of intervention targeting the most vulnerable children families.

Finally, one of the main reasons of conducting this pilot programme was to determine whether the intensive family work approach could work in an East African context. As the methodology is already successful in Mexico, Railway Children wanted to test whether the fundamental principles that underpin the approach could be applied in an African context. This SROI demonstrates that the approach has been enormously successful. Whilst a good return is demonstrated for the pilot project through this SROI, Railway Children expects even greater returns as the costs of the pilot were higher than ongoing costs due to additional training costs and other administrative costs. These costs have now been greatly reduced and a greater return on investment can be expected with the current 24 families in the Undugu programme.



**EVIDENCE IN THIS REPORT HAS DEMONSTRATED THAT CAREGIVERS HAD ALSO ACHIEVED GREAT CHANGE BOTH IN PERSONAL AND PROFESSIONAL CAPACITIES**

## RECOMMENDATIONS

### Project related

- The duration of the outcomes are expected to last into the future and beneficiaries could generate a significant value. In order to test this assumption it is recommended that Undugu continue monitoring families on a yearly basis to further understand the duration of outcomes. A report should be compiled every ten years to understand impact of outcomes and to ascertain whether the SROI ratio has increased or decreased.
- As some families may achieve change much quicker, Undugu should graduate these families sooner, freeing up resources for families who may take longer to achieve change.
- Undugu could try and document unexpected benefits as a result of the programme and use these benefits to motivate future families and to leverage funding for the intensive family work approach.
- A strategy should be in place encouraging the use of the intensive family work approach within other organisations and institutions.

### Methodological

- The SROI approach is clearly a useful method and tool to quantify the value of programmes such as that outlined in this report. It is imperative that SROI evaluations continue to adopt a participatory approach so that stakeholders can provide their input into the exercise.
- When valuing the outcomes it is recommended that further time is given to gain reflective values in country. During the valuation process, this report used valuations from the UK and converted them to match a Kenyan context. To be truly reflective of the Kenyan environment further work should be done with an academic institution to either verify values or come up with in-country values. Also, when assigning financial proxies it is recommended to triangulate this with other sources to get a more accurate financial proxy.
- For any organisation planning on conducting an SROI study, measures consistent with an SROI approach should be built into their monitoring and evaluation systems. This will involve creating baseline assessments so that beneficiaries are able to assess their status both upon intake and graduation of programmes. Building the SROI approach into monitoring and evaluation systems encourages full participation and accountability on the beneficiaries' behalf.



## ACKNOWLEDGEMENTS

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This report is dedicated to Alison Lane, who sadly passed away on the 11th July 2015. Alison was the Director General of Juconi and a great friend of Railway Children and of the Undugu Society. This SROI evaluation is applied to an intensive family work model that was developed in Nairobi under the guidance, teaching and care of Alison herself. Alison had a tremendous ability to take knowledge from child psychology and use it to help us understand the complexities of the family dynamics that lead children to take to the streets. She has helped us understand the impact of violence and loss in the home to support people to re-process their experiences so they can interact more healthily with each other. The staff at Railway Children and at Undugu, and the families that we work with across the region, have all been touched by her kindness, intelligence and warmth and are better people for having known her. You remain with us in our hearts Alison, and your work goes on in our deeds.

Rest in Peace, Alison Lane, 1961-2015.

Railway Children  
1 The Commons  
Sandbach CW11 1EG

T 01270 757 596  
E [hello@railwaychildren.org.uk](mailto:hello@railwaychildren.org.uk)  
W [www.railwaychildren.org.uk](http://www.railwaychildren.org.uk)

Registered charity number 1058991

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