



Requirements REK supported programs

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CHAPTER THREE

REQUIREMENTS FOR RED EEN KIND SUPPORTED PROGRAMS

To contribute towards the well-being of the most vulnerable children Red een Kind works together with Non-Governmental Organizations (NGOs) in selected countries. In this chapter we describe the Red een Kind Guidelines (minimum requirements) of a program.

3.1 Child-Centered

Improvement the wellbeing of vulnerable children is at the heart of what Red een Kind wants to achieve.

- a. *Impact on the child:* This means programs supported by Red een Kind are primarily focused on impacting the well-being of children.
- b. *Child participation:* This implies that children are active participants in the program and are consulted in regards to the content of the program (see [annex 24 guidelines on child participation](#) & [Participatory Toolbox manual](#)).
- c. *Child Rights:* Besides the right of participation, programs also contribute towards upholding the other rights as described in the Convention of the Rights of the Child (see [annex 23 guiding steps and principles for addressing child rights](#)).
- d. *Holistic needs:* Programs are focused on addressing the holistic needs of the children. This involves integrated assessments and programming (see [annex 21 Description Program cycle management](#) paragraph 4 & [annex 26 Guidelines Spiritual Development Programming](#))
- e. *Development stages:* The programs consider the developmental needs of children in different stages of development (ages 0-7, 8-12 and 13-18), as well as age-appropriate participation in the programs.

3.2 Vulnerable children

Red een Kind's mission is to reach out to vulnerable children in the selected countries. Vulnerable children are children who are more exposed to risks than their peers. The abbreviation OVC (Orphans and Vulnerable Children) is commonly used to describe this group. OVCs are defined as groups of children that experience negative outcomes such as the loss of their education, morbidity, and malnutrition, at higher rates than do their peers.¹ Partner organization are therefore expected to justify the selection of their target area/group based on collected primary and secondary information on the extent of vulnerability of the group (see Participatory toolbox manual for the collection of primary information).

3.3 Child Protection Policy

Red een Kind believes that all forms of abuse and exploitation suffered by children are unacceptable. Working for vulnerable children, Red een Kind considers child protection the heart of our mandate. We are motivated and inspired by the Biblical mandate shown through the life and ministry of Jesus regarding the value of children (see Matthew 18).

¹ Worldbank.org/e-tools



From a Biblical perspective Red een Kind strives to make the signs of God's coming Kingdom visible in this world, and recognizes that we live in a broken world full of poverty and injustice. This means that children need to be protected from harm and supported in an enabling environment in which they can develop holistically. We believe all children have equal rights to be protected including those who are disabled, who are from minority ethnic/faith groups, and regardless of gender, sexuality, culture.

Next to our biblical motivation, we acknowledge the protection of children is a human right's issue. This policy is therefore based on the UN Convention on the rights of the child. To align with internationally recognized standards and good practice Red een Kind has become an associate member of the Keeping Children Safe Alliance and is committed to meet Keeping Children Safe standards for child protection (www.keepingchildrensafe.org.uk).

Protection of children, preventing them from harm, and responding adequately in case abuse does happen, will be done via 3 different strategies:

1. Child Protection Policy of Red een Kind, whereby Red een Kind is trying everything possible to prevent that staff, volunteers, interns, consultants or others working in the name of Red een Kind, will harm a child. The policy is available in Dutch and English at the Red een Kind office.
In case any child protection issue or suspicion comes up, the child protection officer of Red een Kind needs to be informed: childprotection@redeenkind.nl
2. Child Protection Policy of the partner organisation Red een Kind is working with, whereby Red een Kind will check if the partner organisation takes this seriously. Minimum requirements for the partner are:
 - Having a written policy, known by all staff, including clear procedures for recruitment, checking child protection, reporting procedures in case a child protection concern is raised, and clear information for community members in general and children specifically.
 - Provision of staff training in child protection
 - Clear Code of Conduct, signed by all staff, including behavioral guidelines and guidelines for communication with and about children.
3. Community child protection whereby systems will be put in place or will be strengthened within the community, to prevent harm done to children by people within the communities or by authorities, and to make sure in case of harm done, there is adequate response to support the child and to investigate and to prosecute the perpetrator if proven guilty.

3.4 Core Values

Foundational for our work are our core values that determine how we do our work. These core values are: love, justice, mercy, reconciliation and stewardship. As Christians we are inspired by the *love* of Jesus Christ to do our daily task. We want to address *injustice* by standing for human integrity, equality and respect. As Jesus was *merciful* we follow Him by contributing towards a better life for those who are suffering. At the core of our faith is



forgiveness and *reconciliation*. We therefore commit ourselves to facilitate reconciliation and contribute towards conflict prevention. God has made us responsible for creation as such we work as *stewards* of that which is entrusted to us.

3.5 Community & Needs Based (within the Framework of Child Rights)

The wellbeing of the children depends on the available assets in the immediate vicinity of the child: the community. Programs are therefore focused on ensuring availability and on strengthening these assets for the wellbeing of children, to ensure that the rights of the children are met.

- a. *Needs based*: Every community is unique and gaps in assets differ. Programs are designed based on the particular needs and opportunities identified in the involved target communities. These needs will then be addressed within the framework of the right based approach.
- b. *Participatory approach*: Programs apply the participatory approach (see [annex 30: toolbox for community participation](#) & [Participatory toolbox manual](#)). This is based on the right of community members to actively participate in the whole development process (from design to evaluation). The role of the NGO is mostly that of a facilitator and capacity builder.
- c. *Use of local resources*: Identifying available resources in the community. Solutions built dependent on external input will not be sustainable in the long term. Therefore, it is key to identify local solutions and make use of existing local structures as much as possible for the implementation of programs (see [Participatory toolbox manual](#) to assist in the identification of resources and [annex 29: guidelines for use of hand-outs](#) and [annex 31: construction guidelines](#)).
- d. *Community/ Family building*; Communities are seldom homogenous groups. Community building is the effort to increase involvement and partnership among members of a community. This allows them to work together to achieve common objectives. Community building can have a more or less human rights-based focus, depending on the degree in which community development concentrates on building political power through the formation of large social groups working for a common agenda.
- e. *Development of local leadership*; Promoting community leadership and management capacity for projects and program implementation. Building the capacity and skills of community leaders and members with leadership potential.
- f. *Inclusiveness*; The program needs to assure that the most marginalized members of the community (the poorest, woman, PLWHA's, disabled etc.) are included (see [annex 30 Guidelines for inclusive programming](#))
- g. *Gender*: refers to “the socially constructed roles, behaviors, activities, and attributes that a given society considers appropriate for men and women”.² Which roles do or should men and women play to support the well-being of children?

² <http://www.who.int/gender/whatisgender/en/>



3.6 Child & Community Empowerment

- a. *Intervention strategies:* Depending on the context, direct poverty alleviation, civil society strengthening (through community mobilization and organization in groups and clusters) and/or lobbying and advocacy are applied as part of the empowerment process in an effort to achieve children's rights.
- b. *Child & Individual Empowerment:* Group and association of groups formation is an effective tool to empower individuals, while solidarity, support, knowledge and skills are being developed and the confidence to lobby for rights is being strengthened (see [annex 32 Sustainable child centred community empowerment](#) and [Participatory toolbox manual](#)). The focus on empowerment means that Red een Kind discourages hand-outs. Hand-outs are only permissible under particular conditions and circumstances (read [annex 29 Guidelines use of hand-out](#)).
- c. *Community facilitators:* For effective community empowerment, it is necessary to employ careful facilitator selection and training and support (see [annex 30 Guidelines for incentives for volunteers](#)).

3.7 Multiple Stakeholder Involvement

- a. *Complementarity and harmonization:* Involved partners coordinate with other stakeholders how best to address identified needs. They agree on who contributes in which way towards the identified needs and violated rights (see [Description Program Cycle management annex 21](#) paragraph 4).
- b. *Multi stakeholder;* In programs there is a need to work together with community actors like schools, CBOs, NGOs, health services, churches, local government, local businesses among others. Red een Kind/partner organizations cannot address all needs identified by the community, but various actors will be identified that can work with the community to meet the needs of children. Skills in multi-actors approach will be further developed within Red een Kind/partners (see [annex 21 Description Program cycle management](#) paragraph 5)

3.8 Location and Life of a Program

The area where a program is implemented is in the first place based on the needs of that area (focusing on marginalized children). The available timeframe is based on a minimum period considered to be necessary to allow communities to be empowered to become more or less self-reliant and the period donors are ready to support a program:

- a. *Geographical focus:* A geographical area is selected that corresponds with political boundaries of the government such as a district, commune, county, parish or ward to allow maximized complementarity and harmonization with government service providers. The size of the geographical area is in harmony with the population, the identified needs, the contributing stakeholders and available funds (focus on an area that allows greater impact within a holistic approach) (for more information see [annex 21 Description program cycle management](#) paragraph 2)



- b. *Program timeframe:* Partners are given a timeframe of 5-8 years to contribute improvement of the well-being of children in the selected geographical area. Initial strategic multi annual plans are prepared for a period of 5 years. An evaluation (every 2 and a half years) will be conducted that will determine the need for an extension of up to 2 or 3 years (see [annex 21 Description program cycle management](#) paragraph 3).

3.9 Multiple Sources of Funding

The most stable source program funding comes from child sponsorship funding that is used through the application of the Community Ambassador Model (CAM, see 3.10). For most programs, this will serve as the basic funding of the program. However, on top of that, various other types of funding must be raised. These will often be more thematic and focused and available for a more limited timeframe. As part of financial sustainability, partners and community groups will be supported/encouraged to explore different means of fundraising opportunities. In case they use both CAM related funding and other institutional funding, the partner organization will be expected to adhere to requirements of both donors. Together with ReK, the partner will need to determine how this can be done in the most efficient/ cost effective manner (see [annex 21 Description Program cycle management](#) paragraph 6).

3.10 Program Budgeting

Budgets for the program are uploaded in the budget portal according to that format. Budgets are expected to be set in line with the logical framework of the program.

3.11 Community Ambassador Model (CAM)

Historically the support of Red een Kind for vulnerable children has been arranged through private child sponsorship (individuals support a child financially on a monthly basis for a longer period of time and have correspondence with that child or family in the community). This system still exists, whereby a sponsor can sponsor a child, family or even village. The money will not go to the individual child or family, but to the program for the whole community. This child, family or village acts as an 'ambassador'. For Red een Kind this is a major source of funding. Therefore the majority of program supported by Red een Kind will depend on sponsorship funding for their programming. As reporting to the private sponsors on these programs is done by community ambassadors, this source of funding is also called the Community Ambassador Model (CAM). Below the minimum requirements for CAM (these are described in more detail in the [Community Ambassador Model \(CAM\) Manual](#)):

- a. *CAM feasibility assessment:* This involves an assessment of likelihood that the implementation of CAM could be successful in the selected area. The assessment will indicate potential risks that need to be addressed to allow CAM to be implemented (see feasibility assessment form in the Community Ambassador Model (CAM) Manual).



- b. *Local government approval:* Because CAM is a long term source of funding with a lot of administrative costs involved it is important that (local) government approval is received to allow long term CAM implementation to take place.
- c. *Strategic Program Plan:* In the SPP the partner will provide information on how the CAM will become part of the program.
- d. *CAM program and community preparation:* If the assessment report indicates CAM is feasible, the community and other stakeholders are prepared for the implementation of CAM. This preparation phase includes awareness raising about CAM, capacitating facilitators and preparing communities to select Community Ambassadors.
- e. *CAM selection process:* To allow CAM to be implemented, careful selection of community representatives needs to take place. Who will be willing to represent the community and correspond with the sponsors, thus keeping them informed (see [annex 30 Guidelines for incentives for volunteers](#)).
- f. *Correspondence with the sponsor:* Twice a year community representatives are involved in correspondence activities with sponsors. In some cases, groups of youth are involved in writing stories that are shared with the sponsors
- g. *CAM monitoring:* To allow the community representatives to effectively represent the community they are adequately supported and frequently monitored.
- h. *Sponsor Related Documentation:* To manage the relationship between the sponsor and the community representative necessary Sponsor Related Documentation such as the provision of introduction and leaving forms will be adhered to.
- i. *Audit:* CAM processes and systems are audited at least twice during the lifetime of a program.