



Appendix CAM1

Community Ambassador Model (CAM)

Feasibility Assessment

Questionnaire

Introduction

The application of the Community Ambassador Model in a program involves a significant investment. It will also be implemented for a longer period of time (5-8 years). A wrong implementation of the CAM can involve risks for the children as well as for other involved stakeholders such as Red een Kind.

The questionnaire¹

The feasibility consists of 7 key issues that need to be looked into to determine the feasibility of the implementation of the CAM. These sections include: 1. the economy of scale (the population size compared with the geographical size), 2. the long term stability (security status of the area), 3. community characteristics (migration of the population, and support from the local communities), 4. CAM logistics (access, communications), 5. Other sponsorship organizations (in the area or neighbouring areas now and in the past), 6. Need for a programme (why should we work there?) and 7. Approach of selection of community representatives. Each section is completed with some conclusions. The questionnaire final step involves a child sponsorship operational risk management matrix.

The feasibility study

To determine the feasibility of the application of the Community ambassador Model in potential target areas a Community Ambassador Model feasibility tool has been put together which consists of a questionnaire. The questionnaire is to be filled in by the partner organization together with the Regional Representative. Based on the collected information the Regional Coordinator together with the CSP Coordinator will determine the feasibility of the implementation of CAM in the potential programme area.

To effectively do the feasibility study a thorough understanding will be needed of the potential target area. In the questionnaire a reference is being asked to sources of information. This could be government strategic documents, government officials as well as particular communities (leaders). It is important that these sources are mentioned.

¹ Based on a World Vision assessment form

SECTION 1. ECONOMY OF SCALE: Population analysis

	Questions	Answer
	A. IS THE POPULATION OF THE PROPOSED TARGET GROUP SUFFICIENT TO SUPPORT A	
	Name of the selected target area:	
	Location in relation to the capital (north/	
	Distance to national office of the partner:	
1	Estimated population of proposed target	
2	What is the number of villages you plan to	
3	What is the distance between the nearest and the most remote village (describe in	
4	What is the rationale to select this area with this size of population?	
5	To what extent have you considered the needs and expected budget? Analyse the potential community representative Numbers & Budget	Explain in detail
6	Are there trends in population that may reduce numbers within the potential target group over the coming 5-8 years?	YES/NO (please include evidence/source for these numbers and conclusions)
7	ANALYSIS : If the population of potential target group is: Sufficient target group range = there are enough children in the age group of 6-years of age for a normal program (up to 600 children) Insufficient target group range = <i>Child Sponsorship funding is not viable for this programme</i> Cautionary target group range = <i>Please complete 'B. Further analysis'(questions below)</i>	Answer : Sufficient, Cautionary or Insufficient,
	B. FURTHER ANALYSIS (only complete this section if minimum target group population	
8	Are there factors that will reduce number of children available?	YES/ NO
9	Exclusion from sponsorship: consider wealth or other selection criteria . Are there groups of children amongst the target population who would not qualify for sponsorship selection?	YES/NO
10	Does the feasibility analysis in other sections of this tool suggest that some of the children within the area should not be selected for sponsorship (eg, migration, difficult to access areas, cultural factors,	YES/ NO

	sponsored by another NGO)?	
11	High numbers of replacements: Is the migration rate high?	YES/NO Source_____
12	C. CONCLUSION : Economy of Scale : Section 1 Has this analysis increased or reduced the feasibility levels? Please provide your analysis and conclusions. You will need to also address these questions in your analysis.	Please answer in detail.

SECTION 2. LONG-TERM STABILITY: Government support, political stability and historical issues

Questions		
A. IDENTIFY ISSUES THAT MAY AFFECT LONG-TERM PROGRAMMING		
13	Are there any government restrictions or potential issues that may affect the long-term feasibility of the program and day-to-day sponsorship operations? In other words does the government support the implementation of the CAM?	Potential problem/ No problem Source_____
14	Conflict: Please select the statement that most accurately describes the situation of the proposed programme.	0 More than 1000 civilian deaths in a current phase of a conflict, widespread displacement of people, collapse in government services, serious humanitarian needs 1 Active violence and displacement has either ceased within last 5 years or become highly localised, accompanied by reduction in conflict-related deaths: government relatively stable. 2 Violent rhetoric is circulating though not overt, violence is not widespread 3 There is a stable peace that has lasted longer than 5 years and no violent rhetoric 0-2 = Potential Problem (refer to C below). 3 = No problem
15	Community tensions: Are there any other past, present or emerging tensions within the community that should be taken into account?	Potential problem/No problem Source_____
16	Insecure tenure: Is the target population internally displaced likely to be subject to forced eviction, slum destruction or other forms of resettlement?	Potential problem/No problem Source_____

	B. LONG TERM OUTLOOK	
17	Is the outlook stable enough to foresee continued access to this community over the next 5-8 years for each of the above categories?	Potential problem/No problem Source_____
18	C. CONCLUSION : Long-Term Sustainability : Section 2 Describe in detail any issues identified in A or B above: If any potential problems were identified in this section (A&B), please describe in detail:	Please answer in detail

SECTION 3. COMMUNITY CHARACTERISTICS: Population movement, attitudes to sponsorship

	Questions	Answer
	i. Permanent migration	
19	Do the levels of population movement and migration in the area raise concern over the viability of Child Sponsorship (ie, indicators are that greater than 5% of target group migrate/year)?	Potential problem/No problem Source/Evidence *if potential problem, proceed to question 20 * if no potential problem, proceed to question 21
20	If 'Potential Problem' conduct further analysis to identify if the population movement can be defined as: Stable/ predictable minority/ transient?	Stable/ predictable minority/ transient Please provide your rationale and evidence for this conclusion in section B. below.
	i. Seasonal migration:	

21	Is there seasonal migration amongst potential target groups that will make monitoring of community representatives every 90 days difficult to manage?	Potential problem/No problem Source_____
20	Does this migration include the children of sponsorship age?	Potential problem/No problem Source_____
21	Do children leave the area for long periods, eg, to attend boarding school or to stay with relatives?	Potential problem/No problem Source_____
ii. Willingness to participate in sponsorship or cultural factors:		
22	Are most community members willing to participate in the implementation of CAM?	Potential problem/No problem Source_____
		Describe in detail indicators of commitment towards participation:
23	Are there local/cultural issues and restrictions or other factors that may affect children's participation in sponsorship or day-to-day sponsorship operations?	Potential problem/No problem Source_____
24.	B. CONCLUSIONS : Community Characteristics - Section 3 If you answered 'Potential Problem' to any question above, please describe in detail	Please answer in detail

SECTION 4. SPONSORSHIP LOGISTICS: Accessibility, security & communications

	Questions	Answer
	i. Communications:	
25	Is there reliable access to electricity	Potential problem/No problem Source _____ (If potential problem, include details in B. Conclusions)
26	Is there reliable access to connectivity/e-mail	Potential problem/No problem Source _____ (If potential problem, include details in B. Conclusions)
27	Is there reliable access to postal/courier services	Potential problem/No problem Source _____ (If potential problem, include details in B. Conclusions)
28	Is there reliable access to telephone	Potential problem/No problem Source _____ (If potential problem, include details in B. Conclusions)
	ii. Regular contact with children:	
29	Can children in all parts of the proposed area be contacted on a regular basis throughout the year (eg, safe roads, manageable distances)?	Potential problem/No problem Source _____ (If potential problem, include details in B. Conclusions)
30	Are there seasonal factors that may affect accessibility for project implementation and child monitoring (eg, rains, snow)?	Potential problem/No problem Source _____ (If potential problem, include details in B. Conclusions)
31	Is the population highly scattered rather than concentrated in centres? Or is the geographic area covered by the proposed programme large enough to make contact with children a challenge? [notes: this can have an effect on cost-effectiveness of monitoring]	Potential problem/No problem Source _____ (If potential problem, include details in B. Conclusions)
	iii. Staff movement:	
32	Are there crime or security issues in the area that might affect the operation of the program or the ability of staff/volunteers to move freely?	Potential problem/No problem Source _____ (If potential problem, include details in B. Conclusions)
	iv. Local language:	
33	Are programme staff competent with local language?	Potential problem/No problem Source _____ (If potential problem, include details in B. Conclusions)

		Conclusions) If there are any gaps in knowledge of local language[s], how will this be managed? What are the cost implications? Please answer these questions in Section B below.
	v. Volunteerism:	
34	CAM may require support of local volunteers to reduce costs. Does the community have a proven track record of volunteerism in working together or with NGOs?	YES/NO Source _____ (If potential problem, include details in B. Conclusions)
35	Is there sufficient capacity in the communities to facilitate CAM related activities (child monitoring, facilitation of correspondence)? (consider literacy levels, language skills etc)	YES/NO (Explain)
36.	B. CONCLUSIONS : Sponsorship Logistics- Section 4 If there are any potential issues listed above, please describe in detail	Please answer in detail

SECTION 5. OTHER SPONSORSHIP ORGANISATIONS

	Questions	Answer
	A. Feasibility decision - other child sponsorship agencies in the vicinity	
37	Are there any other sponsorship agencies in the area or close enough for families to be involved?	YES/NO Source _____
38	(If yes) Which organisation(s) and where are they operating? Describe in detail how accessible they are to the proposed target population, and what is their sponsorship offer for families (eg, pay school fees, etc):_	
39	Is the organisation(s) willing to cooperate (discuss coordination of selection of target areas etc)?	YES/NO Source _____

40	Have MOUs been signed?	YES/NO Source_____
	B. Risk management - presence of	
41	Has sponsorship operated in the vicinity in the past or currently, either through another agency? Or are there other organisations or government practices of providing handouts that may influence expectations about Child Sponsorship?	YES/ NO Source_____
42	C. CONCLUSION : OTHER SPONSORSHIP AGENCY : Section 5 If 'yes' to any of the above (in A or B), outline name & focus and how was sponsorship understood by the community?	Please describe in detail

SECTION 6. NEEDS ARE SIGNIFICANT ENOUGH TO JUSTIFY INVESTMENT

	Questions	Answer
	A. Macro level needs assessment	
43	Is the selected target area one of the most needy target area in terms of child well-being indicators?	YES/NO (explain) Source_____
44	What are the key issues that affect the well-being of children in the target area?	Please describe in detail Source_____
45	To what extent are you needed in the area? Are other organizations or the government not already able to address the needs of the children in the area?	Please describe in detail your added value Source_____

46	Will you be able to sufficiently justify to the sponsors the need for support for the improvement of the well-being of children in the target area?	YES/NO Source_____
47	<p>B. CONCLUSION :</p> <p>Summarize why the target area has been selected that sufficiently justifies an investment in the area.</p>	Please describe in detail

SECTION 7. APPROACH OF SELECTION OF COMMUNITY REPRESENTATIVES

	Question	Answer
48	<p>What would be the preferred selection strategy of villages where community representatives would be selected?</p> <p>Will it be a certain number of community representatives in each of the target villages or a all community representatives in a small number of communities? Why please explain in detail!</p> <p>(strategy will depend on accessibility, communications, number of community representatives available in the target area)</p>	Please describe in detail
50	Please explain the advantages and disadvantages of the selected approach. How will you deal with the challenges of the selected approach?	
51	Explain the selection criteria that will most likely used in the selection of the community representatives?	

