Community Resource Persons
Deployment and Induction Manual

ActionAid International Kenya
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### Abbreviations and Acronyms

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<th>Abbreviation</th>
<th>Description</th>
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<tr>
<td>AAIK</td>
<td>ActionAid International Kenya</td>
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<tr>
<td>CBO(s)</td>
<td>Community Based Organization(s)</td>
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<td>CDF(s)</td>
<td>Community Development Facilitator(s)</td>
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<td>CORP(s)</td>
<td>Community’s Own(ed) Resource Person(s)</td>
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<td>CRP</td>
<td>Community Resource Persons</td>
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<td>DA(s)</td>
<td>Development Area(s)</td>
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<td>DI(s)</td>
<td>Development Initiative(s)</td>
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<td>FA</td>
<td>Funding Affiliate</td>
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<td>HIV</td>
<td>Human Immune Deficiency Virus</td>
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<td>AIDS</td>
<td>Acquired Immunodeficiency Syndrome</td>
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<td>ICS</td>
<td>Invigorating Child Sponsorship</td>
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<td>NGO(s)</td>
<td>Non Governmental Organization(s)</td>
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<td>SC</td>
<td>Sponsored Child</td>
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<td>STOTs</td>
<td>Sponsorship Training of Trainers</td>
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<td>TOTs</td>
<td>Trainer of Trainees</td>
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Foreword

Since inception, ActionAid International Kenya (AAIK) has worked in partnership with local communities to undertake various programmes and activities aimed at fighting, reducing and eradicating poverty. Revolving around five thematic areas, these activities and programmes focus on tackling the root causes of poverty – imbalance in control of productive power across and within communities and across gender; discrimination; corruption impunity and poor governance. ActionAid Kenya uses child sponsorship as a key fundraising mechanism and works with Community Based Organizations (CBOs) as partners in the implementation of programmes. Community Resource Persons (CRPs) play a central role in fundraising and programme implementation.

By stressing the importance of CRPs, AAIK recognizes that all communities have within them; people who have certain skills, knowledge, capabilities and talents that can be harnessed and used to spearhead resource mobilization and local development projects. While the roles of CRPs may vary from Development Initiative (DI) to another, they broadly revolve around supporting resource mobilization and programming through collection of sponsorship data; carrying out community mobilization and training among others. Through, CRPs, communities not only take the lead in the effort to create positive change among them, but also in contributing towards raising the resources required to do so.

While CRPs have generally done a good job, some shortfalls have also been observed. These take the forms of delays in message collection and the submission of low quality messages, photos and community reports. Submission of delayed or low quality messages in turn lead to sponsor dissatisfaction and in some cases even drop outs. It is estimated that every year, Actionaid Kenya looses close to 8% of supporters due to many reasons including economic hardships and also dissatisfaction with the quality of reports they receive. This is not acceptable due to initial high costs of sponsor recruitment and high competition from peer organizations. In fact the organization is under increasing pressure not only to retain the existing supporter and funding base but also to increase funding sources as programming needs rise. At the very worst, it should retain its current supporter base and therefore cannot afford any mistakes that can lead to drop outs, especially in view of the current global financial difficulties. This can only be achieved by making the supporters happy and involved in the lives of sponsored children and their communities through submission of timely and quality child messages, photos and community reports.
The organization has taken time to learn why it is so difficult to obtain quality and timely child messages, photos and community reports. The key reasons identified through the learning process include:

i. Unclear role differentiation between CRPs and staff who support the process leading to role conflicts and ambiguities that cause delays;

ii. Lack of standard procedures of engagement for CRPs which may affect the level of faith of children and the community in them;

iii. Limited involvement of other stakeholders in child sponsorship activities has made the work burdensome to CRPs and staff leading to inefficiencies that undermine quality and timeliness;

iv. Lack of formal induction and the absence of a performance monitoring and follow up system is also a contributing factor. In many cases even the definition of the term CRP alone is not clear. The CRPs have also not been clear about their obligations both to the community and to AAIK;

v. The absence of a standard document of reference to guide their work (which means CRPs are left to their own intuitions when faced with difficult questions in the course of work).

These lessons revealed the need to revitalize child sponsorship activities with AAK. Through the Invigoration of Child Sponsorship (ICS) initiative, measures have been taken to improve quality and efficiency of sponsorship work by injecting greater innovation, appeal and attraction for all stakeholders. The purpose of all the ICS efforts is to increase and retain supporters. Included in these measures is the need to reposition CRPs and to reassess their roles and relationships both with ActionAid Kenya and the communities in which they serve in order to improve their work.

This manual is an integral part of the responses to the lessons learnt to date. It responds to the need for a standard document that defines CRPs, their roles and conduct; while at the same time provides simple skills and tips required by CRPs in the course of service. It also seeks to enhance the CRPs’ own confidence in their ability to steer the development processes at the grassroots level while simultaneously increasing their relevance and legitimacy in the community. It is therefore a useful tool through which CRPs can enrich their performance and ensure high standards in the quality of reports, child messages, photo updates and any other related tasks.

Jean Kamau
Country Director,
ActionAid Kenya
1.0 Purpose and design of this manual

The overall purpose of this document is to provide a reference point for Community Resource Persons supporting AAIK’s work. It therefore blends the positive experiences from Community Resource Persons (CRPs) and Development Initiatives with Action Aid’s values, principles and practices to establish national standards. It has also been enriched with best practices developed from other external activities. The manual should be used during the induction and deployment of new CRPs and as a guiding document for serving CRPs.

The manual has been designed using participatory processes and includes experiences from a national consultative workshop that brought together CRPs, DI and Head Office staff to develop common ground on some of the critical issues it contains. The application of the participatory tradition was to ensure greater ownership of contents because at the outset, all the stakeholders were made aware of the broad conclusions reached and why they were taken.

2.0 History of ActionAid International Kenya relationship with Community Resource Persons

The History of working with Community Resource Persons in ActionAid Kenya can be traced back to 1997. Before this, all sponsorship tasks were performed by staff based in Development Areas (DA). Each DA had staff assigned to do sponsorship work. These included sponsorship officers and field assistants who were in charge of doing all the sponsorship work at the DA level. However, with the organizational shift from service delivery to facilitation under the rights-based approach to development, a restructuring was done which led to a reduction in the staffing levels and a change from DAs to DIs.

As a result, some aspects of sponsorship work shifted to communities for them to manage and own the process. The very first CRPs in ActionAid Kenya were recruited in Tharaka. After an initial training, they were deployed to perform various sponsorship functions such as identifying children to be included in the sponsorship program, assisting children to write child messages, mobilizing communities and updating them on child sponsorship and also performing other development related activities in the community.

AAK has continued to work with CRPs and in October, 2008, there were about 300 CRPs operating in 21 DIs where ActionAid Kenya works. Other child sponsorship based organizations also work with community volunteers (known by other names like Community Own Resources Persons or CORPs, Community Development Facilitators or CDFs, Sponsorship Trainer of Trainers or STOTS, etc) to support sponsorship and programme activities. These include Plan International, Christian Children’s Fund and World Vision.
3.0 What is child sponsorship?

Child sponsorship is a mechanism that ActionAid Kenya uses to raise funds for development purposes. In the mechanism, supporters, (mostly from Europe) are linked with individual children living in less endowed areas. The link is made through sharing information about the community the child lives with the sponsor who in turn commits to contributing their income to be used for activities that will bring about positive changes in the lives of the poor and vulnerable members of the community.

What child sponsorship is not

Child sponsorship has often been compared to direct support to individual children, say with provision of clothing, food, school fees; medical support and housing to the linked child and his or her household. In the ActionAid context, child sponsorship is a fundraising mechanism where all the funds raised are used for communal rather than individual benefits. The projects that are initiated are conceived, implemented and monitored by the communities themselves who are the right holders. In this approach, the sponsored children (and their families) act as ambassadors of the entire community (including the other non-sponsored children) and therefore do not hold any special rights over the funds raised but benefit from programmes that reduce poverty and injustices as members of the community.

Who are ActionAid supporters?

Majority (95%) of ActionAid supporters and child sponsors are ordinary individuals who have decided to support ActionAid’s anti poverty activities. Many supporters are married women aged between 30-60 years. Most of whom are middle class individuals interested in world affairs and the desire to see changes in other peoples’ lives. Sponsors are philanthropic and donate to other charities both regularly and through one-off gifts (children, wildlife/animals, religious causes, health and medical causes. The charities they support include, developing world causes, national heritage and environmental causes).
4.0 Who is a Community Resource Person?

A CRP is an individual resident in an ActionAid Kenya working area, selected by the community to lead specific community based activities. The CRPs volunteer time, knowledge and skills to and on behalf of the communities in which they belong and serve. CRPs may be supported (by ActionAid Kenya or their Community Based Organizations (CBOs) to facilitate their movements and incidental expenses in the course of their work. They are not salaried workers of the organization and operate on a need basis.

Why are Community Resource Persons Important?

CRPs are critical for the success of community development initiatives. They act as an important link between the community and AAK. They know both the community and ActionAid Kenya sufficiently well to be able to serve as an information channel for both partners. They have also volunteered their time and skills to support resource mobilization process on behalf of their community. CRPs are also an integral part of the sustainability strategy and provide a platform through which some of the partnership activities can continue even after DI phase out.

What do Community Resource Persons do?

CRPs carry out important roles in the community development process. They do this at two levels: at the level of child sponsorship (where they support the community to perform child sponsorship activities) and in their capacities as CBO members involved in programme implementation. CRPs therefore wear two hats. The following are examples of CRP roles at the two levels.

Examples of sponsorship level duties:

i. Supporting the community in the identification of children for sponsorship;
ii. Supplementing staff community education efforts on child sponsorship;
iii. Filling case history forms;
iv. Supporting staff and community to mobilize for message collection;
v. Supporting children during message writing;
vi. Commenting on messages;
vii. Follow up of children who have migrated;
viii. Monitoring the progress of sponsored children.
Examples of community level duties:

i. Facilitating community programmes like HIV/AIDS, Women and Child Rights training;

ii. Supporting CBOs to develop proposals for support by ActionAid Kenya and other partners;

iii. Supporting communities with needs assessment especially the needs of children;

iv. Supporting CBOs and ActionAid Kenya in the distribution of relief and emergency supplies;

v. Supporting research, reviews and other learning processes;

vi. Supporting ActionAid Kenya and CBO during planning meetings.

Community Resource Persons are important members of the society who have dedicated part of their time to facilitate child sponsorship activities within a specific area.
Efforts must be made; especially by staff to ensure that CRPs do not spend all their time in doing sponsorship work. They must not be assigned roles that ought to be performed by staff. Besides the various legal and policy issues involved, staff must all the times seek to minimize the amount of time CRPs spend with ActionAid Kenya or at ActionAid Kenya premises. This way, the CRPs will spend more time with their communities and in the process obtain the trust and legitimacy required for them to succeed in their work. They will also have time to attend to other personal responsibilities; including the pursuit of sustenance activities.

The following are some duties that CRPs say they perform but which should be the Primary responsibility of ActionAid Kenya staff:

- Promoting ActionAid Kenya policies and values;
- Light administrative tasks such as filing in the office;
- Distribution of child message collection materials to centres;
- Communicating with schools and community on message collection schedules;
- Photo updates – taking photos, matching photos and identifying photos

A Community Resource Person may be considered for short term contractual jobs e.g. cleaning. However, this is no excuse to spend all the time in the ActionAid office.
4.1 How does one become a community resource person?

One can become a CRP through various routes:

i. By being recruited by an ActionAid staff: where the staff knowing what needs to be done in child sponsorship and programming work and what it takes, approach suitable people in the community to enlist as CRPs;

ii. Through election by Community Leaders: where staff enlist the support of chiefs, elders and other local leaders to identify people from the community who can serve as CRPs;

iii. Through election by Communities: where CBOs nominate suitable members to serve as CRPs.

CRPs should be recruited by the community; especially through CBOs. All CRPs therefore should belong to the communities. It is clear that the work the CRPs do in supporting sponsorship and programme work is carried out on behalf of the community and especially the part of community that benefits from programme activities. The CRPs therefore provide the community contribution towards the costs of raising the funds supporting their programmes. Since ActionAid Kenya works with communities in programming, then it is only logical that members of the community make this contribution. Since the whole community can not do this, they nominate members to serve as CRPs. Through this, communities not only support resource mobilization but also own the process.

As change agents, CRPs cannot work effectively if their legitimacy is questioned by the community in which they serve. They must thus serve and be seen to serve on behalf of the community; something that can only happen if it is the community that identifies and seconds them.

Communities have the responsibility of monitoring and evaluating CRP performance and conduct; and the power to recall errant and lazy CRPs.

CRPs serve on behalf of the community; making the contributions required from the community towards fundraising while various staff make similar contributions on behalf of AAK. They must therefore anchor themselves with their nominating CBOs rather than with AAK. This way, the community will be more willing to accept, believe in and support their activities. There is however no harm in staff supporting the community to develop a clear understanding of the tasks involved and the specific skills and attributes required of CRPs.
It was in the year 2005 when … our Headman Kombe Athman brought me a letter from Action Aid. The letter said Action Aid wanted people from the local people who could become CRPs and the Headman was assisting to locate such people. I boarded a bus to Wenje where Action Aid office is and I found many other people who also wanted to become CRPs. I think the Headman identified me because I had been a registration Clerk with the Electoral Commission of Kenya. The chairman of the local Muslim Youths …. I also have knowledge of Luo and Kikuyu languages. 

_Omar Oduor Galole, CRP Duwayo, Wenje DI, Coast Region_

It was one of those days in 2002. I was given a message by my Head teacher … requesting me to see an AAK staff the next day at Usigu. I went and the staff requested me do become a CRP. He also explained to me what Action Aid is doing and how child message collection is done. He also told me that it is done for free and I agreed. …. I then became a CRP.

_Margaret Nyagwala, CRP, Nyayo Centre, Usigu DI, West Region_

I became a CRP in 2002 when there was an urgent need to collect child messages in our community…. By then my father was the CRP representing our community and sometimes he could ask me to help him comment on the messages … [thereby] making me conversant with the process…. One day demanded an allowance of Ksh. 500 per day and another Ksh. 50 per message collected … which the management could not provide, leading to CRPs boycotting message collection at a crucial stage…. We were approached as members of BUPECO CBO to help. Together with other community members, we were hurriedly trained to carry out the exercise …. 

_Charles Aura, CRP, Busia DI, West Region_

…. I became a CRP through my involvement in community work…. I was a Secretary of a water project funded by AAK in my village. In this position in the committee, I was able to keep records and post transactions correctly. During various visits by the Capacity Building Accountant, my work was appreciated. This is why I was selected to undergo a financial management training with CRPs from other DIIs in Nairobi…. Since 2005 I am mandated to make grant follow ups in the CBOs in our DI and train them in financial management …. 

_Maurice Kinyanja, Finance CRP, Cheptais DI, West Region_
Community resource persons should be democratically elected by members of the community where he or she lives

Both men and women should be identified to work as community resource persons
Steps in recruiting Community Resource Persons

a. Staff and (sometimes) community shares the need for the recruitment of new CRPs
b. Staff and community develops an outline of skills, talents and attributes required;
c. Community through CBOs audit the kind of people they have and selects them;
d. ActionAid receives nominated CRP list from community;
e. ActionAid may at this point re-interview and feedback to community (including where there is a feeling that unsuitable people have been nominated) so that changes can be made appropriately;
f. ActionAid provides the initial training and induction to enable candidates to start serving as CRPs;
g. CRPs graduate and are commissioned to commence service.

ActionAid shall only accept to work with CRPs elected by the community, of high moral standing and who do not have a criminal record
4.2 Why become a Community Resource Person?

“I enjoy contributing to the development of my community. It pleases me to see people’s lives changed partly because of the work I do.”

*Faith Juma, a Community Resource Person*

People who become CRPs are motivated by many reasons. These include:

i. Personal satisfaction- doing what one enjoys each day and fulfilling ones goal of touching people’s lives;

ii. A desire to play a role in improving the social and economic status of one’s community;

iii. Desire to give back to the community – sharing talents, skills and any unique abilities to improve other people’s lives;

iv. Desire to learn - new ways of doing things, acquire new skills, etc.

v. A desire to earn an income

vi. Competition with peers

vii. Social prestige

viii. A desire to disguise unemployment

Due to the variations in motivators, CRPs, ActionAid Kenya and CBOs must develop clear agreements on expectations and obligations at the time of engagement to avoid misunderstandings later.

4.3 Minimum qualifications required for one to be a Community Resource Person

CRPs perform an important role not only in the fundraising process, but also in the implementation and monitoring of programmes. It is thus essential that they have the requisite capacities to be able to play these roles well. Capacities here may include knowledge, skill, attitude and talents.

To be a CRP, one must have the following:

a. Be able to read and write (O or A level of education preferred, however primary level education acceptable in special circumstances);

b. Above 18 years and out of school;

c. A person of integrity, honesty and trust in the eyes of the community;

d. Be of no criminal record;

e. Reliable and dependable;
f. Genuinely interested in community development;
g. Respect for children and women;
h. An opinion shaper and role model among peers and the wider community;
i. Resident of the area;
j. Knowledgeable about and sensitive to local cultural and religious beliefs and practices;
k. Flexible and tactical.

**Communities know their people and it should not be difficult for them to identify those who posses these traits.**

Community resource persons should be active and development conscious individuals who also act as change agents in the community.
5.0 How should CRPs conduct themselves?

5.1 With children

By virtue of their work, Community Resource Persons spend a lot of time with children and also in promoting children rights activities. To ensure optimum safety for children, the relationship between CRPs and children must be in conformance with the Law (especially The Children’s Act) and AAK’s Child Protection policy. It must also be sensitive to the local social systems. The overall principle is that CRPs must at all times uphold the rights of children in the course of their engagements with them. They must in no way expose children to any risks – emotional or physical – during child sponsorship and programme activities. In general they should observe the following when dealing with children:

i. Children should write messages willingly and should not be forced or intimidated in any way to do so;

ii. CRPs must respect the child’s personal space. They must not talk, touch or even move around them suggestively during their activities. They should also avoid inappropriate jokes; especially where such a child is of the opposite sex;

iii. CRPs must protect the dignity of children. They must ensure that children are not indecently exposed during photo sessions or are not photographed in inappropriate positions;

iv. They must strive to be honest and sensitive to the feelings of children. They must therefore not use deceit and misrepresentation to obtain compliance or information from children;

v. All efforts should be made to minimize the amount of time children spend on message collection. CRPs should therefore not spend unduly long time with the sponsored children;

vi. Children thrive in the security of other people, including fellow children. Efforts should be made to make message collection activities public; and CRPs must endeavour not to take children away from other people and into enclosed areas. This is more so if the child is of the opposite sex;

vii. While CRPs can play a role in supporting child development programmes in the community; they must strive to avoid developing personal relationships that go beyond sponsorship and programmes with such children;

viii. CRPs must avoid the temptation to give directly to the child; personal gifts and inducements even where such gifts are not in exchange for anything.
Children should not be photographed while indecently exposed

A community Resource Person should be:

- A role model who lead by example;
- Be approachable, cooperative and objective;
- Demonstrate high integrity and probity;
- Display high moral standards and generally show a character beyond reproach
5.2 In the Community

CRPs are change agents in the community. Their conduct and activities should therefore reinforce this position. They should therefore carry themselves in a manner that enables the community to participate in and to optimally benefit from their activities. They should observe the following in the course of interaction with the community:

i. Show humility, patience, courtesy and be a good listener;
ii. Demonstrate industry and belief in people’s ability to take charge of their own lives;
iii. Should be a servant, ever ready to serve for public good, and without placing undue emphasis on prospects for personal gain;
iv. Show courtesy and respect for community institutions and chains of command;
v. Demonstrate maturity, sensitivity and the caution required to uphold confidentiality;
vi. Be innovative and flexible enough to make the most of out of limited time and money; and to make community activities sufficiently interesting to attract and change lives of stakeholders.

CRPs should be in a position to explain to children and their parents all about child sponsorship without distorting its meaning.
5.3 Relationship with ActionAid Kenya

CRPs play an important role in ensuring a cordial relationship exists between children, communities and AAK. This cordial relationship is essential for the attainment of sponsorship and programme results. CRPs are ActionAid Kenya partners who provide services on behalf of their communities. The success of their work therefore the faith and belief the community has on them. The CRPs’ relationship with ActionAid Kenya should therefore demonstrate this from the outset.

i. CRPs must respect all ActionAid Kenya policies and procedures; especially policies relating to Child protection and respect for rights of women;
ii. CRPs should demonstrate integrity and probity;
iii. They must show responsibility both within and outside AAK; and must not indulge in alcohol or any another drug;
iv. CRPs are partners and therefore not workers and must therefore relate with ActionAid Kenya as such. Their legitimacy and authority to influence is drawn from the important work they carry out on behalf of the community;
v. CRPs can therefore not make contractual commitments or make policy statements on behalf of AAIK; and must not use their association with organization for undue personal gain;
vi. Where or when CRPs attend meetings delegated by ActionAid Kenya staff, they must make it clear in the meetings that they are partners and not employees. Their opinions and contributions must be treated as their own and not as opinions and contributions of AAK. In such meetings, they should not make any commitments or vote on behalf of AAK;
vii. In the eyes of AAIK, all CRPs are equal and must relate and be treated so.

5.4 Relationship with ActionAid Kenya staff

The relationship between staff and CRPs is official and is aimed at facilitating the optimum achievement of the organization’s goals and objectives of ending poverty. The following standards should therefore be observed during interactions.

a. CRPs are partners with specific responsibilities. They should be allowed to perform their responsibilities without undue pressure or intimidation;
b. As partners, CRPs have a right to fair treatment, respect and dignity;
c. Where need arises for CRPs to carry out other duties outside their normal responsibilities as CRPs, these must be discussed and agreed upon;
d. CRPs have many non sponsorship or programme responsibilities. They should be in the ActionAid office only when needed. When there is need for a CRP
to be in the office, this need should be communicated in reasonable time (emergencies exempted);

e. CRPs and staff must avoid unnecessary personal relationships. Unlawful sexual relationships are prohibited;

f. Both CRPs and staff should avoid the temptation to take undue advantage of each party to obtain favours;

g. CRPs and staff must respect each other’s personal space;

h. Any conflicts of interest between staff and CRPs must be declared before hand and documented;

i. As partners, CRPs respect workers’ duty to safeguard the organization’s assets according to the current policies. They should therefore avoid usage of assets in a manner that would contravene this understanding. CRPs are specifically prohibited from driving ActionAid motor vehicles or motor bikes.

CRPs act as links between Actionaid, the children and the community
6.0 How should Child Sponsorship be communicated?

Communicating child sponsorship information to communities: Some do’s and don’ts

Do’s

i. only communicate what you know
ii. communicate in simple language
iii. defer an answer if you are not sure of an issue
iv. be honest and sincere
v. be sensitive to questions asked by parents and children
vi. try to answer them to the best of your ability
vii. call somebody else to assist if necessary

Don’ts

i. do not make commitments on behalf of AAK
ii. do not portray ActionAid in bad light
iii. Do not discriminate based on religion, sex, or politics
The most commonly talked about issue in CRP-Actionaid relationship is the question of how CRPs can benefit directly or indirectly from their involvement in sponsorship and programme activities. In these discussions, most time and energy goes into the argument about why (and why not) CRPs should be paid salaries like workers or staff of the NGO. In these moments, confusion often arises on whom CRPs are serving or even what motivates them to serve. There is no doubt that CRPs are not staff and therefore not entitled to salaries; instead, they are community members who have a right to benefit from programme activities that ensure collective and personal growth in the community. This is where the greater focus should be at all times.

### 7.1 Principles of CRP Growth and Development

In order to optimize benefits, the following principles should guide CRP growth and development:

i. Learning and personal development is an integral part of their engagement. CRPs should both learn and serve at the same time. Efforts should thus be made to afford them optimum opportunities for training, skill development and learning in areas strategic to their service as well as evolution as change agents in the community;

ii. Engagement should be over a specified period of time; no more than five years; after which they should be free to pursue other opportunities;

iii. Efforts should be made to encourage CRPs through their CBOs; to develop sustainable livelihoods programmes; in order to enhance their income and food security; and cushion them from destitution.

### 7.2 Stages of CRP’s Growth and Development

CRPs evolve through a three-stage process: recruitment and training, growth and maturity and; graduation.

1. **Recruitment and Training:** This is the first stage and covers the first one year. The bulk of support provided here is aimed at the competencies required to enhance the CRP’s ability to effectively deliver in their roles. For sponsorship CRPs, it will involve training about child sponsorship; child message collection,
photography, case history development, time management and child rights. Other support may include training in child-to-child methodologies, communication, interviewing and report writing skills among others.

2. **Growth and Maturity:** Ideally should take about three years. In this period, CRPs serve while at the same time acquiring other essential skills that can enhance their productivity within and outside the community. Programme support components to CRPs may include leadership training, business skills development, networking and resource mobilization skills; design and management of development programmes and training in strategic areas such as HIV/AIDs, Counseling, etc. In this stage CRPs can also be part of exposure visits and also receive mentoring and coaching support from programme staff. They can also be beneficiaries of programme grants as members of CBOs. It is also here that CRPs can evolve a working structure where they have their own leaders and coordinators.

3. **Graduation: 3-5 years.** In this stage older CRPs jump off the conveyor belt. This stage serves two purposes. First, it frees the CRPs to use the skills and benefits obtained during service to pursue other opportunities within and outside the community. CRPs could for example seek formal employment with other development organizations, pursue personal business interests and even provide consultancy services. Secondly, it allows ActionAid Kenya and CBOs to take on board a new set of CRPs who can then also learn and grow with the process thereby ensuring equity and sustainability. Preparations should begin at least a year earlier. Support required may include referencing and linking with other agencies, provision of letters of service, recommendation letters, counseling and mentoring

7.3 **How Should CRPS Organize Themselves**

To effectively perform their duties, CRPs should organize themselves in such away that they can lead themselves without having to be supervised on a day to day basis by ActionAid Kenya staff. They should elect their leaders who would then take charge of planning and coordinating their activities. The leadership should then be the one that maintains frequent contact with staff unless otherwise agreed. CRPs will select their leaders based on their locality. The leaders will not become bosses of the others but will continue performing their duties as CRPs. The leaders will be expected to be older and more experienced CRPs who can mentor and train others. The leaders will also have the responsibility for final quality checking.
of all sponsorship communication before they are dispatched to ActionAid. The leadership will be expected to keep information flow free and not be a bottleneck to development. The CRPs will develop their own rules and regulations which will govern their operation, coordination and leadership.

It should be noted that having some sort of organization is not equivalent to forming a separate CBO. CRPs from various areas will be expected to be members of other primary groups and CBOs. The CRP coordination team or committee will be for the purpose of communication and coordination.

7.4 Community Resource Persons Motivation

CRPs like all human beings require motivation to be able to excel in their work. Motivation can take various forms of incentives aimed at strengthening their passion for and easing their work. All partners in the development process; and especially the community and ActionAid Kenya should be at the forefront of motivating CRPs.

Examples of possible motivators by ActionAid Kenya

i. Acknowledging the role CRPs play by talking about it during meetings
ii. Giving priority to qualified CRPs when opportunities for casual or contractual work arise;
iii. Making available, essential tools required for CRP work like bags and folders; t-shirts, etc.
iv. Paying reasonable facilitation allowances during child message collection. The allowances should reflect the changes in the cost of living;
v. Writing commendation letters and awarding recognition certificates to outstanding CRPs, especially in the area of child message collection;
vi. Supporting CRPs to tap into other opportunities arising among partner agencies and networks like facilitation and consultancy linkaging;
vii. Taking CRPs on exposure visits to parts of the community;
viii. Providing appropriate support and backstopping during child sponsorship activities;
ix. Providing certificates of service in collaboration with respective CBOs upon graduation.
Examples of possible community motivators

i. Supporting the implementation of livelihood programmes from which CRPs can also benefit;

ii. Rallying around CRPs when opportunities for employment arise in the area e.g. in public service and partner agencies;

iii. Recommendation letters and commendations for outstanding CRPs;

iv. Supporting CRPs during child sponsorship activities e.g. during message collection (especially with mobilization, awareness and availing of children).
8.0 Challenges that may face CRPs and possible solutions

8.1 Challenges CRPS may face in the course of duty

i. The danger of being attacked by animals e.g. fierce dogs and wild animals in the course of duty;

ii. The risk of being caught in bandit attacks and other community conflicts;

iii. The risk of road accidents;

iv. Risk of arrest during message collection by suspicious public servants like chiefs, assistant chiefs and head teachers;

v. The danger of being unable to provide adequately for family as a result of spending too much time in CRP activities;

vi. Risk of drowning during floods;

vii. The danger of being discriminated by the community

A CRP can be attacked by a fierce dog. To avert such accidents, a CRP must ensure that he or she informs the hosts in advance of his or her visit and obtain confirmation of acceptance for the visit.
8.2 Dealing with the challenges

While the reported challenges cannot be wholly eradicated; all players – the CRPs themselves, ActionAid Kenya and the community - must do everything to minimize the risks and challenges CRPs face in their work. As a principle, the work CRPs undertake must not expose them to extra ordinary risks.

8.3 What ActionAid International Kenya can do to reduce CRPs exposure to risks

a. Providing continuous education and awareness about how ActionAid Kenya works; especially how it approaches child sponsorship activities. Staff must be at the forefront of educating communities and must seize every available opportunity to do so;

b. Making special arrangements e.g. transport, providing appropriate working gear and other safety mechanisms (including provision of bags, umbrellas, and name tags and branded clothes e.g. during emergencies or unavoidable circumstances for ease of identification),

c. Where there is need for long distance travel, money can be availed so that CRPs travel by safe and insured public means of transport rather than riding on the pick up carrier or being pinion passengers on motor bikes;

d. Ensure that CRPs work is balanced in order to avoid overloads; and that staff understand their roles and do not load them on to (unsuspecting?) CRPs;

e. Child message collection days can be made community open days that include not only other children but also other community members;

f. Ensure that communication about upcoming child message collection or photo update work reaches relevant authorities in time and that a response (especially a positive response) is secured beforehand. Its AAK’s duty to ensure that its work is well understood by stakeholders in order to avoid risking the lives of CRPs and other partners.

g. Holding regular meetings will be held with CRPs and CBO leaders to evaluate emerging challenges and coming up with ways to over come the challenges.

8.4 How CRPs can reduce their own exposure to risks

a. CRPs can work in pairs or groups in order to minimize chances and effects of verbal conflicts with parents;

b. They can conduct processes in public places like in schools and other community institutions;
**ActionAid staff, CRPs, parents, children etc can have joint community development activities**

c. CRPs can put special efforts to improve the quality of child messages and photo updates to minimize cases of follow up visits to homes;

d. They should be aware of and be sensitive to local seasonality calendars as well any other local early warning systems. ActionAid Kenya shall ensure that a community seasonal calendar is available and is used for decision making

e. CRPs must be clear about their roles; and must make all efforts to focus primarily on those roles. CRP work is not a full time engagement and it is estimated that they need to set aside only 30 and 40 days per year for this voluntary work i.e. sponsorship and finance work respectively. The rest of the time should be spent on pursuing their other occupations;
f. While every effort should be made to ensure that sponsorship activities take place in agreeable public places, CRPs in collaboration with ActionAid staff, should inform hosts of impending visits and secure appointments accordingly. They should avoid to the full extent possible, unannounced visits to sponsored child households;

g. CRPs should endeavour to remain part of the community by spending more time with them rather than with AAK; remaining members of CBOs rather than forming their own exclusive groups, and should continue to pursue their livelihoods together with the other community members rather than focusing more on how ActionAid Kenya can pay them;

h. CRPs should also conduct themselves with integrity; and maintain transparency and accountability during the discharge of duty. They must avoid behaviours that can drive them away from the community (e.g. having biases in distribution of relief food, t-shirts or in selecting participants to trainings)

CRPs should not use their position to favour or discriminate against members of the community
9.0 Invigorating Child Sponsorship and Ensuring CRP Effectiveness

9.1 Why the new emphasis on Child Sponsorship?

The new emphasis on child sponsorship by ActionAid Kenya and its partner communities is a response to the realization of a gradual decline in sponsorship income. ActionAid and its partners understand that child sponsorship provides the surest way of raising funds for long term development programmes in an environment of declining donor funding and cut throat competition from other organizations. Though raising modest amounts from each supporter at a time, child sponsorship funds can be a lot when lumped together. On the other hand, the funds can also be sustained over a long period of time as long as the supporter is happy with our work. It is the duty of the various players in the fundraising process to keep the supporters contented.

This means we have to make child sponsorship appealing and interesting for them to work with us for as long as they can, are willing and are able to do so. Our conduct of sponsorship work must therefore not provide an excuse for unhappiness, monotony and in efficiency. Our communication with the supporter must also demonstrate real change in the lives of the supported children and their communities.

9.2 Common challenges in managing child sponsorship

While everybody is aware that the success of AAK’s sponsorship work lies in the delivery of quality and timely messages, photos and reports, this has not been easy to attain in practice. More often than not there are delays right from the community through to DIs which ultimately spill over to the National Office. It is not easy to tell where the actual blame lies because each player is in many cases armed with “a solid excuse” for why he/she cannot get it right and on time. In this section we look at some of the common problems associated with quality and timeliness in child sponsorship activities.

The effect of such problems is many supporter complains, drop outs and ultimately a reduction both in funding and in the number of programmes implemented in the community.

But what are some of the reasons given for submitting delayed and poor quality sponsorship communication?
One fact that is clear is that we cannot have excuses for not doing what is expected; unless of course we are all prepared to live with the consequences: a reduction in programme funding and therefore a decrease in the anti-poverty activities undertaken in the community.

Since ActionAid Kenya, Community Resource Persons and the community - all have a role to play; each must pose the question “how do I contribute to the problem?” Once the answer is clear; then it must be followed immediately by the question “what can I do to improve?”

Common challenges in child sponsorship communications

i. Delays in submitting child messages;
ii. Messages that do not convey anything;
iii. Messages with mistakes like spelling and grammatical errors on comments;
iv. Comments that do not add anything to (and sometimes just repeats) the child message;
v. Messages that are “begging”;
vi. Messages with harsh words;
vii. Messages with inappropriate photos;
viii. slow or even lack of follow up on queries;
ix. Messages that do not seem to have been written by children;
x. Use of outdated photos in photo updates;
xi. Reports that do not explain our work and processes adequately;
xii. Case studies that do not demonstrate change and how our work touches people’s lives;
xiii. Reports that have too many development jargons that are difficult to understand

Common reasons for non-compliance to child sponsorship standards

i. Message collection materials delivered late from the DI office;
ii. National Office does not give us reminders on due dates;
iii. Migration and absenteeism of communities due to conflicts and disasters make children difficult to find;
iv. Lack of adequate message collection skills like photography and writing;
v. Poor infrastructure that makes communication difficult and time consuming;
vi. Lack of motivation for CRPs;

vii. Lack of motivation for children, parents and the community;

viii. Competing organizations that provide direct benefits;

ix. Mismatch of photos at Head Office;

x. Procrastination by CRPs;

xi. Too much repeat work;

xii. Sometimes reports are translated into languages we do not understand;

xiii. Materials are sometimes inadequate.

xiv. ActionAid Kenya will address above issues when realized or reported upon.

Some CRPs forge child messages. This is equal to fraud and will not be tolerated.
9.3 **How to overcome challenges and ensure compliance to required standards**

i. Plan early to get all the required materials in time;

ii. Inform the children and their parents well in advance of activities;

iii. Work with other stakeholders and share responsibility;

iv. Carry out required quality control activities at the point of collection and make corrections;

v. Begin in reasonable time and do not wait until the last minute.

*ActionAid staff and CRPs must always educate communities about child sponsorship and endeavor to plan with the children and their teacher’s child sponsorship activities*
10.0 New changes in child sponsorship work in ActionAid Kenya

Changes have been necessitated by the need to improve child sponsorship in order to increase and retain sponsors; and thereby increase and broaden our funding base. We need to make our child sponsorship livelier, more exciting and outstanding in order to manage competition from other child sponsorship based organizations. Recent changes include changes in photography, photo updates and in information management processes.

10.1 Changes in photography

In the past, photos were taken using analogue cameras. With new changes, photos are now taken using a digital camera. The aim is to improve the quality of photos.

Photo updates

The period of photo updates has been reduced from three to two years. This means child photos will now be taken after every two years. The updates enable us to demonstrate to the supporter, the physical changes in the supported child. This way they can relate the support they provide to the actual improvements in the child’s own life. This is why the update card now also has the message “This is my latest photograph”. The photos demonstrate our genuineness because through them the sponsors can consistently confirm if indeed those are the children they have been supporting. The more regularly all these happen, the more fulfilled our supporters will feel. Photos can now also be sent via electronic mail in addition to postal mail.

10.2 Child Messages

The format has been changed to include the child’s school or village as opposed to only name and reference number before. The children, CRPs and families also have a chance to suggest changes in the child message format to make them relevant to children of various ages and backgrounds.

The children can also use various media for writing including pens, pencils, crayons and water colours.

Children are not restricted to write on a specific topic. They can now write on any topical development or social issue around them provided it is suitable and adhere to the communications standards. i.e. not begging or obscene or offensive

There are also many proposals to improve the process of collecting child messages and photo updates including organizing fun days and conducting the processes during education days in schools.
Children can use crayon colours or pencils to draw or write a message to the sponsor

Examples of invigorated child messages from children
Sponsors consider child messages invaluable
11.0 Minimum standards in ActionAid Kenya’s child sponsorship work

The minimum standards ensure that we attain uniformity in the quality and content of information we provide to our supporters. They have been developed after consideration of the supporter needs and our local environment.

11.1 Child messages

Should include:

a. The child’s name and reference number.

b. Village or school.

c. A drawing or writing from the child.

d. A CRP comment.

e. Apart from above, the message should also:

f. Be inviting and appealing to the supporter;

g. Answer some queries if raised previously if any;

h. May also include a photo of child or the child’s family if requested by supporter.

A child message should not contain direct or indirect begging information either from the child or person commenting. Begging messages make supporters anxious and invite complains and queries which can lead to drop out. The messages should include the children’s names at the end to confirm their existence.

Ensure the same child whose name appears on the form is the same one writing the message.

When commenting, ensure comments reinforce the child’s message. Where drawings are used or where child is still too young to communicate clearly or even where the child uses mother tongue; use the comments to explain what the child is trying to communicate. The CRP comments can also tell the supporter something new about the child’s community.

11.2 Tips for ensuring children write quality child messages

• conduct the exercise in a child friendly environment e.g. in class in the presence of other children and engage their teachers

• make the day full of fun activities e.g. play and songs

• provide sufficient materials for the children to play with and exercise before doing the final message

• allow the children to express themselves; do NOT hurry them unduly

• request the children to share what they want to write
• let older children assist the younger children to write or draw but check that they or adults don’t do everything for the children
• encourage children to have writing clubs

How to make children relaxed during photo updates and during child message collection

a. identify children who are afraid of taking photos
b. start by taking photos of children who are not afraid to encourage the ones who are afraid
c. take the photos in an open and nice background which is safe
d. take several photos before settling on the best
e. provide refreshments to the children during the child message and photo updates collection sessions
f. Award the children who have been photographed or completed message with simple presents e.g. pencils, books, crayons etc

Let children write on their own what they would like to communicate to their sponsor who is a friend to them and the whole community
CRPs should be able to explain to children and their parents about the purpose and content of a child message.

Sponsors are just like us and they can tell a child’s message from an adult’s. Do not therefore struggle to change the message, even if you do not find it very exciting!

When facilitating child message writing and collection CRPs should avoid the following:

i. Illegible comments
ii. Comments that are not in step with message
iii. Messages that contravene values e.g. support FGM, Widow Inheritance; emphasis should be on commenting what we are doing to stop the bad things etc.
iv. Messages that sound arrogant (e.g. if you do not reply next time I will not write to you)
11.3 Photo updates

Sometimes Child messages are submitted without photo updates of the children when they are due. This creates suspicion about the child’s existence and the message collection process. To standardize the process, the following practices are recommended:

a. Photo updates will be taken at the same time of message collection to ease the problem especially, in the year updates are required;

b. There will be proper planning and consultations with children, CRPs, parents, schools, local leaders, communities and other stakeholders to ensure maximum support to the process. This will reduce cases of child or authority refusal to grant photo sessions.

c. To ensure high quality of photos, all children photos will be taken using a digital camera;

d. Each child should receive a copy of a photo taken

The key to quality and timely messages and photos lie in the active involvement of all the players – staff, children, CRPs, schools, parents, local leaders and the wider community – in the activities from the outset. Always find time to do this and you will never have a problem!

11.4 Tips for Enhancing quality of photographs

Sponsorship CRPs require knowledge and skill to effectively perform their duties. While other opportunities for training and skill development exist, the following tips have been provided to remind and refresh CRPs during child sponsorship work.

The characteristics of a good quality photograph(s) are:

i. Are taken with camera at eye level;

ii. Capture their objects full length;

iii. Have interesting backgrounds;

iv. Are taken outdoors;

v. Taken either in the morning or early evening;

vi. Taken when the children are relaxed;

vii. Have the children normally dressed;

viii. Are in focus.

ix. The background should be warm and not crowded. Child should not be taken a photo in front of a solid dull background e.g. stone or mud wall

x. Child photos should be taken at portrait position
Characteristics of poor quality child photographs are:

i. Out of focus;
ii. Taken in a studio or formal background;
iii. Taken when the child is anxious, stiff and nervous;
iv. Taken either at too low or too high angle;
v. Taken with the camera facing the sun;
vi. Have blank backgrounds;
vii. Taken when it is cloudy;
viii. Taken when it is too dark or too bright

A good quality child photo

A poor quality child photo

The camera used will also determine the quality of photograph you get. So examine it before hand and be sure that it is working, has the right capacity or output, and has required battery strength and memory to enable you to complete your photo session. When you get a new camera, read the user’s manual carefully in order to understand its function. Also practice with it before going to the field.
Basic rules of photography

1. Before you take a photo, stay still, hold your breath then press the button (do not jab) to avoid shaking (that leads to blurred pictures);
2. Take pictures in the morning between 8 and 11 am, or late in the afternoon when it is not too hot (around 4 or 5 pm). The worst time to take a photo is when the sun is overhead!
3. Position of the sun: Ensure the object faces the sun and the sun is behind you. This will make the object illuminated;
4. When using the flash, avoid external lights behind the objects by curtaining. The flash can be used both indoors and outdoors;
5. Ensure proportionate object distribution in the frame by using the rule of thirds. Imagine that the photo will be divided into 3 vertical and horizontal sections;
6. Those pictures speak: try and get expressions (facial) that speak positively (e.g. no crying children)
7. Use the pictures to demonstrate how people are benefiting from activities by focusing on action pictures especially for reports. These are more interesting and informing;
8. Avoid clustered background. They divert attention from the main object of the message;
9. Switch off dates in the camera, they prevent reuse of good photos.
10. Set the camera resolution of to VGA for photo updates and new case histories
11. Set the camera to the highest resolution for project photos

Remember the following golden rules when taking photographs of sponsored children

a. Always make sure that the child is in the middle;
b. Ensure that the child stands in an upright position, is relaxed;
c. Make the child the prominent object of the photo; covers ¾ to 2/3 of the space
d. Ensure that all the child’s front features like feet, legs, eyes, hands and nose are visible;
e. Be careful for time, sunlight, focusing and shadows.
f. At all times, avoid stiff postures, crying children, children pressed against walls, children dressed artificially (either positive or negative) and unnatural or even no backgrounds.
11.5 **Tips for writing good quality reports**

The reports we submit inform our supporters of the work we are doing and how it helps to improve people’s lives. All efforts must therefore be put in ensuring that we generate good and timely reports. It does not matter whether they are community or annual reports.

**Qualities of good reports**

a. Good reports demonstrate that change is taking place

b. Good reports demonstrate that due process has been followed in needs identification, implementation and therefore that responses are legitimate;

c. Good reports provide sufficient detail to help the supporter visualize work done. They address the “six questions of reporting - who (target community, CBO implementing, partners supporting, etc.); why (rationale for the action); where (the place, location of action); what (the action/ what is being done); When (when did it occur/ reporting period); and how (the methods and strategies employed and their justification).

d. Should have relevant case studies accompanied by photos

e. As a good practice, include quotations or anecdote evidence in your reports to give them a lively taste. Such quotes are voices of the community and not of the person writing the report. They thus enable
f. The supporter to understand the community's views about the work he or she is supporting.
g. Quotations also qualify the broad statements made by CRPs or staff in the reports.

Some writing tips
i. Avoid words that do not add value to the document; (verbose)
ii. When you have to use abbreviations and acronyms put the full meaning at the first instance of use for example Kenya Revenue Authority (KRA) and ActionAid Kenya (AAK);
iii. Put number one to nine in words (one to nine) and use numerals when you reach ten; (12, 102 etc)
iv. When numbers are used in headlines, always have them in words.
v. Case studies should be real and relevant
vi. Case studies should be presented either first party (direct report) or third party (reported)
One of the causes of poor quality messages or photos is attributed to lack of motivation and involvement of stakeholders including children, parents, CBOs and even community leaders like chiefs, elders and School Management Committees (SMC) members. Children produce the messages half heartedly and without conviction. For many of them, message production is a requirement from ActionAid Kenya staff and CRPs without direct relevance and bearing on their own lives or the lives of their families. Parents and the other stakeholders on the other hand feel alienated from the process and are happy to watch from the sidelines as CRPs and staff struggle with the pressures of sponsorship.

Some parents and children do not understand the importance of sponsorship and are unable to relate the sponsorship activities they see with the development programmes they benefit from. To many, sponsorship looks like work between CRPs, ActionAid Kenya staff at the very most; children. They at times even undermine the success of the sponsorship efforts by for instance, threatening and withdrawing children; demanding personal inducements before allowing child message collection and refusing to provide support the process.

Sponsorship just like programming is a partnership between the community and AAK. The community in the widest sense possible must participate in the process as a matter of responsibility. By so doing, they play a role in the resource mobilization for their programmes and therefore develop ownership and entitlement. Participation must take the shape of active involvement in execution of tasks. It therefore includes getting stakeholders to play key roles not only during actual message collection but right from training, awareness and planning of activities.

12.1 Enhancing the participation of Children

Experience has shown that children produce better messages when they believe that the exercise is relevant and useful not only to their communities but to them as children as well. Once relevance has been achieved, children also need to be adequately prepared for message collection. CRPs and staff should also ensure that they carry out the exercise voluntarily; and in a relaxed atmosphere if they have to produce quality messages. Efforts should be made to motivate children to participate in sponsorship activities.
How to enhance the participation of children in child sponsorship.

- Children should enjoy writing the messages
- Explain the importance of quality messages to the children; and do so in a way they understand;
- The messages should be authentic and timely

12.2 How to invigorate child sponsorship in our programme work

i. Encourage the implementation of programmes in areas where sponsored children come from to create a visible link between sponsorship with programmes. Specific DIs could even develop livelihood programmes that target the most vulnerable children households;

ii. Involve children in the planning for message collection – they could help identify venues, accompanying activities and themes for example;

iii. Make efforts to implement programmes that directly benefit children; i.e. ensure there are child centered programmes e.g. in education and health based programmes;

iv. Combine child message collection activities with child fun days that benefit many children including non-sponsored ones;

v. Support clubs and initiatives in schools where children can develop creativity and talents as part of programme work. Such clubs could include drama, writing, girls and boys clubs. Children can even be allowed to develop proposals for grants that support their activities in such clubs;

vi. Involve children during community education and awareness on sponsorship;

vii. Involve children in learning and planning sessions in themes important to them like education so that issues and problems important to them are brought to the forefront during these exercises. Conducting children sessions can easily enable us to effectively do this;

viii. Support the publication and circulation of child based newsletters and magazines; e.g. Voices of the Lake Child from Usigu

ix. Create opportunities for children to make suggestions on sponsorship for example on how to make child message writing more interesting;
x. Provide playing equipment to schools with sponsored children;

xi. Disclose to children during child sessions, message collection and using pictorials and children-friendly transparency boards how resources are being used to improve their families, school, etc.;

xii. Develop programmes that reward outstanding children in school and community service.

12.3 Enhancing the participation of parents; especially parents of sponsored children

Parents have a responsibility at two levels. At the first level, they have a responsibility to support sponsorship as community contribution towards fundraising for programmes. On the second level, they must play a role as parents of children and prepare them for sponsorship tasks like message collection. What can we do to enhance the participation of parents in this important activity?

i. There should be continuous awareness and education about child sponsorship. Staff should use part of the time during follow ups and even programme visits to do this;

ii. Parents should be involved in the planning of sponsorship activities just the same way they are involved in programme planning;

iii. Supporting of community development programmes in areas with sponsored child parents should amplify the link between sponsorship and programmes;

iv. Sponsored child parents should be included in DI exposure visits to further enlighten them;

v. Qualified parents of sponsored children should be recruited as CRPs to support fundraising instead of focusing mainly on youths and teachers;

vi. Parents should be involved in planning and execution of activities during child message collection fun days. They should also be invited to participate in the fun days and to provide any in-kind support during the fun days.

vii. Establish and regularly update transparency boards to ensure accountability of activities to all

12.4 Enhancing CBO participation

CBOs are the main beneficiaries of the funds raised through child sponsorship. The CBOs are made of and on behalf of the vulnerable community members. They must therefore play a central role in the resource mobilization process. CBOs and especially their leaders should be involved in the following ways;
i. Active involvement in the planning of sponsorship activities;
ii. Assign CBO members roles to play like mobilization, actual message
collection and quality control;
iii. Make sponsorship an integral part of the CBO structure and make it one of
the domains; especially in integrated CBOs;
iv. Obtain CRPs from CBO membership;
v. Make sponsorship part of plans and budgets activities and involve CBO
members in the process;
vi. Provide continuous education, sensitization and awareness creation on
sponsorship to CBOs;
vii. Support relevant CBO programmes to create a link between sponsorship
and programmes;
viii. Provide general sponsorship training to all partner CBOs;

CRPs should always educate parents about sponsorship and be ready to answer the
questions the parents raise
12.5 Enhancing the participation of Local Leaders

i. Ensure that all local leaders are familiar with the child sponsorship mechanism

ii. Involve local leaders e.g. village elders, Assistant Chiefs etc in planning and implementation of sponsorship programmes; and let them provide support for example with mobilization, invitation of official guests, etc.;

iii. Invite them to participate in fun message collection fun days and assign them relevant responsibilities;

iv. Support them to benefit from relevant programmes like leadership training, training on women rights, conflict resolution, etc.;

v. Provide continuous update and education on sponsorship issues;

vi. Maintain respect and contacts through frequent briefings, courtesy calls, etc.

CRPs should foster a good working relationship with local leaders such as chiefs, village elders etc.
12.6 Enhancing the participation of School Management Committees and Teachers

i. Provide continuous awareness and education;

ii. Support for school based development programmes;

iii. Recruit qualified teachers and SMC members as CRPs;

iv. Involve teachers in the planning and execution of sponsorship activities;
13.0 Quality Standards for Community Resource Persons

CRPs shall be measured against their performance based on agreed standards. This will form the basis for continued engagement and recognition in any manner whereof.

Agreed standards are as follows:

<table>
<thead>
<tr>
<th>Agreed standard</th>
<th>Means of verification</th>
<th>Target</th>
</tr>
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<tbody>
<tr>
<td>1. At the beginning of each period (maximum three weeks), each CRP must ensure that they have received all the necessary materials and master list from the ActionAid office</td>
<td>Master list and materials collected</td>
<td>Within 3 weeks</td>
</tr>
<tr>
<td>2. each CRP will attend a refresher training cum planning meeting at the beginning of each period</td>
<td>Training attended</td>
<td>At least 3 days</td>
</tr>
<tr>
<td>3. All CRPs will visit and find out the status of each sponsored child at least twice in a year, especially during the child message collection period and give a report to the ActionAid office within one month</td>
<td>Number of children visited</td>
<td>100%</td>
</tr>
<tr>
<td>4. Ensure all the children they are responsible for are accounted for at the end of each period</td>
<td>Children accounted for</td>
<td>100%</td>
</tr>
<tr>
<td>5. Facilitate all children they are responsible for to write or draw quality messages and ensure they make appropriate comments for each message before submitting to ActionAid</td>
<td>Number and quality of child messages</td>
<td>100%</td>
</tr>
<tr>
<td>6. If a CRP is the group leader, he or she, shall ensure 100% quality check of all child messages and ensure they are authentic and relevant before they are submitted to ActionAid.</td>
<td>Number and quality of child messages</td>
<td>100%</td>
</tr>
<tr>
<td>7. CRPs shall ensure that a notice of absent or migrated children under their care is given to ActionAid immediately after the end of a message collection period, giving a clear explanation for the absence of the child</td>
<td>Number of absent children reported</td>
<td>All absent children</td>
</tr>
<tr>
<td>8. Report child deaths</td>
<td>Report received</td>
<td>Within 1 week of occurrence</td>
</tr>
<tr>
<td>9. CRPs assigned to do follow ups shall be expected to do so expeditiously</td>
<td>Follow up done</td>
<td>Within 1 week</td>
</tr>
</tbody>
</table>

CRPs shall only be paid after meeting the targets above. CRPs who consistently fail to meet the agreed standards will be reprimanded and even dismissed by their CBOs and/or leadership structure.
ActionAid is a unique partnership of people who are fighting for a better world—a world without poverty.

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