A Guide to the Children of Prisoners Partnership for PFI Programme Managers

Through the Children of Prisoners Partnership, Prison Fellowship International seeks to partner with national ministries to increase the quality and scale of ministry to children of prisoners. Together, PFI and national ministries can serve children of prisoners around the world and have a positive impact in their lives.
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INTRODUCTION

This section provides the background and context for why Prison Fellowship International (PFI) is introducing the Children of Prisoners Partnership (CP Partnership) to the global network of affiliate national ministries (NMs). It also describes the mission of the Partnership and the benefits and opportunities it brings to PFI and national ministry partners.

- Glossary of Terms
- Using This Handbook
- Background
- Mission & Goals
- Benefits of Partnership
# GLOSSARY OF TERMS

**CP:** Children of Prisoners

**CP Partnership:** Children of Prisoners Partnership – An initiative by PFI designed to establish partnerships with selected NMs to expand and enhance their CP Programmes.

**CP Partnership Process Diagram:** A visual depiction of the step-by-step process to implement the CP Partnership.

**CP Programme:** Children of Prisoners Programme - A set of activities carried out by an NM to care for children of prisoners.

**Enrolled Children:** Children enrolled in a CP Programme operated by an NM in a CP Partnership.

**Four CP Programme Areas:** The four CP Programme Areas associated with the CP Partnership, including safety, health, education, and resiliency of spirit. Within each of the four programme areas, NMs will carry out specific activities that meet the needs of children of prisoners in the local context.

**Level 1 CP Programme:** NM CP Programmes with activities that address some, but not all of the four CP Programme Areas. At a minimum, a CP Programmes must address children’s safety and health. NMs with Level 1 CP Programmes must have a clear path toward developing a Level 2 CP Programme and incorporate sponsorship within three years.

**Level 2 CP Programme:** NM CP Programmes with activities in all four CP Programme Areas, meet all Partnership Standards, and have the capacity to support sponsorship.

**National Ministry(s) (NMs):** Independently established non-profit organizations located around the world that belong to the PF Affiliate Network.

**NM Selection Tool:** A set of objective criteria that PFI uses to determine NM readiness for forming a partnership. It assesses financial feasibility, operational capacity, market potential, and existing CP Programmes.

**Partnership Standards:** The minimum requirements that must be met for the CP Partnership to be implemented and replicated with integrity and quality.

**PF Affiliate Network:** A network of NMs that belong to the Prison Fellowship International ministry. The network currently consists of 127 NMs.

**PFI Secretariat:** The headquarter offices of PFI in Washington DC, Lausanne, and Singapore.

**Prison Fellowship International (PFI):** An international non-profit organization with a mission to serve prisoners, ex-prisoners, and their families.

**Sponsorship:** A one-to-one relationship between an individual donor or Sponsor and a child enrolled in a CP Programme. A Sponsor makes a monthly donation to support the health, safety, education, and resiliency of spirit of that child.

**Sponsored Children:** Enrolled children that are matched with a Sponsor and are engaged in a one-to-one relationship through an exchange of letters.
USING THIS HANDBOOK

This operations handbook serves as a guide for Prison Fellowship International (PFI) Programme Managers as they develop Children of Prisoners Partnerships (CP Partnership) with national ministries (NMs). Within the handbook, you will find answers to the following questions: 1) Why is PFI introducing this CP Partnership? 2) What is the CP Partnership? and 3) What is my role in implementing the Partnership? The handbook focuses primarily on the Implementation section, where practical, how-to guidance is provided for implementing the key activities of a Partnership. A set of standards is presented with each activity, which represent PFI's requirements for activity completion. Each activity is also accompanied by best practices, tools, and tutorials that support its implementation. All tools and tutorials that support partnership activities can be found at: http://elearning.daremightthings.com/PFIOps. Tool downloads and descriptions can be found in the Tools and Resources section of this manual.

BACKGROUND

PFI represents the world’s largest and most extensive association of Christian ministries working with prisoners, ex-prisoners and their families in over 125 countries worldwide. Prison populations are growing in all continents and PFI affiliates are uniquely positioned to meet their needs. Prisoners suffer from severe overcrowding, lack of medical care, poor nutrition, and terrible prison conditions. Families, and especially children, are too often left without food, shelter, and protection while their loved one is imprisoned. As a Christian organization, PFI has considered the question that the prophet Micah asks: “And what does the Lord require of you?” Micah provides a response to this question which holds special meaning to PFI, as it resounds with the values of the organization: “To act justly, and to love mercy, and to walk humbly with your God.”1 PFI has taken on Micah’s three tenets wholeheartedly, and used them as the foundation for building three signature programmes. Micah’s tenets align with PFI’s signature programme areas in the following way:

1. Do justice and promote humane prison conditions,
2. Love mercy and support the well-being of children of prisoners, and
3. Walk humbly with God through the spiritual formation of prisoners, ex-prisoners, and their families.

PFI’s first signature programme, the CP Partnership, is focused on meeting the needs of children of prisoners - the invisible victims of crime and poverty. More than ten million children around the world have a parent in prison. Prisoners and their families are entitled to justice, but they need something more—they need mercy. Most live with caregivers, and often suffer from neglect and abuse, but one million of these children are homeless and abandoned as there is no one to care for them. In addition, tens of thousands of young children live in prison with their parents because there is nowhere else for them to go. To love mercy by meeting the needs of these suffering children, PFI has created the CP Partnership to respond to their needs in the areas of health, safety, education, and resiliency of spirit. Through this partnership, NMs and PFI will be able to have a greater impact in the lives of children of prisoners and continue to spread the good news of God’s love worldwide.

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1 Micah 6:8 (New International Version).
MISSION & GOALS

The CP Partnership offers an unparalleled opportunity for PFI and NMs to impact the lives of children of prisoners and their families. The mission of the CP Partnership is to help children of prisoners overcome the hardships associated with their parents’ incarceration by offering them safety, health, an education, and spiritual resources. A major focus of the partnership is to strengthen the long-term sustainability of NMs’ children’s ministry to ensure children can continue to benefit for many years to come. The long-term goal of the CP Partnership is to have empowered 175,000 children of prisoners to break the cycle of crime by 2025. Short-term goals include:

- Ensure the safety of children,
- Improve the health of children,
- Support the education of children,
- Build the resiliency of children’s spirits.

BENEFITS OF PARTNERSHIP

The CP Partnership offers the chance for PFI to assist NMs in improving the quality and increasing the scale of existing ministry to children in their countries. Through a CP Partnership with PFI, NMs can strengthen their existing children’s ministry by adding activities in the four areas of health, safety, education, and resiliency of spirit. The scale of children’s ministry can be expanded through generating local and international sustainable revenue. With PFI’s support, NMs will be able to expand their services, enroll more children, and form deeper bonds and connections with the children they currently serve. The CP Partnership also presents an opportunity for PFI and NMs to expand their ministry by reaching into the lives of prisoners and families through their children. Many NMs have discovered that as a result of their work to support children, incarcerated parents have become interested in learning about God’s love themselves and have become motivated to change for their children’s sake. The CP Partnership is designed not only to raise funds for children’s ministry, but also to transform the givers into a committed base of donors, participants, and advocates who may support additional ministries with prisoners, ex-prisoners and their families.

Jesus placed great deal of importance on children. The Gospel of Mark demonstrates the impact that the faith of children can have on the spiritual transformation of a community:

“People were bringing little children to Jesus for him to place his hands on them, but the disciples rebuked them. When Jesus saw this, he was indignant. He said to them, “Let the little children come to me and do not hinder them, for the kingdom of God belongs to such as these. Truly I tell you, anyone who will not receive the kingdom of God like a little child will never enter it.’ And he took the children in his arms, placed his hands on them and blessed them.”

PARTNERSHIP OVERVIEW

This section provides an overview of the CP Partnership Model and its components, including a focus on the four key Programme Areas, a strategy for generating sustainable revenue, and a set of standards to ensure long-term success. It also describes the phases of partnership, funding mechanisms, and responsibilities of partners.

- CP Partnership Model
- Effective Children’s Programmes
- Sustainable Revenue
- Partnership Standards
- Partner Roles
CP PARTNERSHIP MODEL

PFI has developed the Children of Prisoners Partnership with the goals to:

1. Support NMs to ensure their children’s ministry is effective, and
2. Generate sustainable revenue to support NM programmes.

To achieve these goals and ensure the integrity of the Partnership, the CP Partnership Model was developed. As shown in Figure 1, Effective Children’s Programmes, Sustainable Revenue, and Partnership Standards serve as the foundation of the CP Partnership Model.

EFFECTIVE CHILDREN’S PROGRAMMES

Four CP Programme Areas

NMs can help children of prisoners by making sure they grow up in a safe environment, have their basic physical and medical needs met, receive an education, and develop resiliency of spirit. For this reason, the Partnership is focused on providing enrolled children with services in four CP Programme Areas:

- Safety
- Health
- Education
- Resiliency of Spirit

Over time, NMs engaged in a CP Partnership with PFI will be expected to provide activities in each of the four areas. NMs will decide what specific activities to include based on the local context and the unique needs and assets of children of prisoners in their country. For example, NMs can decide on specific services to build a child’s spiritual resiliency, such as Bible study, individual or group counseling, or a character building curriculum.
CP Programme Levels

There are two levels of CP Programmes that NMs may implement under a CP Partnership. The programme levels are defined by the extent to which an NM is providing activities in all four CP Programme Areas. National ministries with CP Programmes that address fewer than the four CP Programme Areas are classified as a Level 1 CP Programme. National ministries with CP Programmes that address all four programme areas and have developed the capacity to support the element of sponsorship are classified as Level 2 CP Programmes. To participate in a CP Partnership, the NM must agree to develop a Level 2 Programme within the timeframe established in their Annual Plan or within a maximum of three years. NMs implementing a Level 1 or Level 2 CP Programme must comply with all applicable Partnership Standards.

Level 1 CP Programmes

At a minimum, Level 1 Programmes must address children’s needs in the areas of safety and health. NMs without activities in these two programme areas will not be considered ‘ready’ for partnership. These NMs will be encouraged to build their ministry to include the minimum activities, with the goal of entering the Partnership when their CP Programme has matured.

NMs with Level 1 CP Programmes must be committed to developing a Level 2 Programme within three years of establishing a CP Partnership. They are also committed to complying with all Partnership Standards that pertain to the launch of the CP Partnership and the ongoing activities of their Level 1 CP Programme. PFI will assist NMs with developing their CP Programme into a Level 2 Programme according to the timeline established in the Annual Plan. NMs with Level 1 Programmes are not eligible to participate in PFI’s sponsorship programme.

Level 2 CP Programmes

NMs with Level 2 CP Programmes must have children’s activities in the areas of health, safety, education, and resiliency of spirit. They must also have the infrastructure and capacity to support child sponsorship-related activities. Accordingly, Level 2 Programmes are expected to comply with all Partnership Standards, including those associated with sponsorship. The inclusion of sponsorship activities into the NM’s programme and compliance with all standards will be outlined in the timeline established in the Annual Plan and agreed to by the NM and PFI. If a Level 2 Programme fails to meet any specific standards related to sponsorship they would no longer be eligible for sponsorship funding from PFI and would be considered a Level 1 Programme until they are able to demonstrate the capacity to support sponsorship.
The purpose of the programme levels is to distinguish the maturity of one CP Programme from another. These levels are also connected to the amount of funding the NM is eligible to receive, with the condition that only Level 2 CP Programmes can introduce sponsorship and access the larger funding stream, as shown in Figure 2.

**SUSTAINABLE REVENUE**

While the primary objective of a CP Partnership is to strengthen and increase children’s ministries, the secondary objective is to ensure that sufficient and sustainable revenue is available to support NM CP Programmes. PFI will support the Partnership by creating an international donor base and raising funds to provide a minimum level of funding, per enrolled child, for all NMs engaged in a CP Partnership. In addition, NMs will contribute locally and/or internationally sourced financial resources to their CP Programmes. The timing and distribution of all known and anticipated financial resources will be defined during a collaborative Annual Plan and Budget process. This process is described in detail in the Implementation section of this handbook.

For any child enrolled in a Level 1 CP Programme, the NM will receive a set amount of general international funds from PFI. NMs that have a Level 2 CP Programme will be eligible for all funding streams, including general international funds and sponsorship funds. NMs will only receive sponsorship funds for children eligible to participate in sponsorship and who are matched with a Sponsor.

**Sponsorship**

PFI is developing multiple international revenue streams to bring financial resources to NM partners, the most important of which is child sponsorship. Sponsorship is when a person or family sponsors an individual child enrolled in an NM’s CP Programme. Sponsors tend to donate on a monthly basis for an average of seven to nine years. When a Sponsor chooses to provide financial support to an individual child, there is an expectation that they will communicate with, and receive updates and progress reports on that specific child.
Being eligible for sponsorship means the NM has the capacity to support activities associated with sponsorship, including facilitating child-Sponsor communication and meeting all standards associated with sponsorship activities. NMs will still be expected to contribute local revenue throughout the duration of the Partnership, as their CP Programmes mature from Level 1 to Level 2, but it is expected that more funding will become available from international sources as NMs mature and children are eligible for sponsorship. PFI gives the majority of sponsorship funds to the NM to serve children and uses the remaining funds to support fundraising and administrative costs.

Sponsorship funding is restricted to enrolled children who meet the Sponsorship Eligibility Criteria and are matched with a Sponsor. The Sponsorship Eligibility Criteria ensure sponsored children are under the age of 13 at the time of sponsorship and can engage in Christian activities as part of the CP Programme. All child eligibility criteria are explained in more detail in the Implementation section of this Handbook. Once an NM becomes eligible for sponsorship, PFI will begin matching eligible children with Sponsors and disburse sponsorship funds according to the timeline established in the Annual Plan and Budget. If an NM fails to comply with any sponsorship related Partnership Standard there will be funding implications.

Sponsorship is not only a valuable funding source, but it also gives children hope by letting the child know there is another person in the world that cares about and believes in them. These positive benefits can impact the child emotionally and spiritually along their life path.

Figure 3 shows different types of international funding available to NMs with Level 1 and Level 2 CP Programmes. The arrows convey that the funding is ongoing and sustainable.

To be enrolled, all children must meet the General Child Eligibility Criteria which includes having a parent in prison, being enrolled in school if of school age, residing in a stable environment, and having the permission of a parent or guardian to participate in the NM’s CP Programme.
PARTNERSHIP STANDARDS

To participate in a CP Partnership with PFI, NMs must comply with all Partnership Standards, which are the minimum requirements that must be met to ensure programmes are effective and sustainable and that donors are engaged long-term. Some standards will be met immediately, or soon after signing an MOU, as they are closely associated with activities that launch the Partnership. Other Partnership Standards, however, will not be met immediately as they pertain to CP Programme activities that will be carried out sometime in the future, or once the NM’s CP Programme has matured. This is particularly true regarding standards associated with child sponsorship.

By signing an MOU and joining the CP Partnership, NMs demonstrate their commitment to upholding the Partnership Standards, and agree to meet all standards within three years. A timeline will be established for meeting sponsorship-related standards once the NM has progressed to a Level 2 Programme. Failing to comply with Partnership Standards at any point in time may impact the NM’s CP Partnership.

PFI will assist NMs in meeting Partnership Standards through capacity building, training on the CP Partnership, and technical assistance. The individual Partnership Standards are presented in detail in the Implementation section. A Checklist of Standards is also included in the Tools and Resources section of this handbook.

PARTNER ROLES

National Ministries

The overall goal of the CP Partnership is to equip 175,000 children of prisoners to break the cycle of crime by 2025. It is through CP Programmes implemented by NMs that the Partnership is able to accomplish this goal. In entering a CP Partnership with PFI, NMs pledge to enhance their children’s ministry to include activities in all four CP Programme Areas and to scale their CP Programmes to serve more children. Through the CP Partnership, PFI invites NMs to design effective, sustainable CP Programmes that meet the specific needs of children of prisoners in the local context. For this reason, NMs take the lead on designing their Annual Plan and Budget.

During the Partnership’s lifecycle, NMs will carry out all activities associated with providing direct services to children and providing them with individualized care management. This includes recruiting and registering children, carrying out activities in the four CP Programme Areas, providing overall CP Programme administration, monitoring and reporting on enrolled children, and facilitating child-Sponsor communications on the local level (once sponsorship has been incorporated). NMs are also tasked with tracking all enrolled children to ensure they are receiving the intended benefits of the CP Programme.

PFI is available to provide support to NMs throughout the Partnership’s implementation, specifically through capacity building and technical assistance. PFI Programme Managers will provide both offsite and onsite technical assistance, giving NMs the chance to ask questions, troubleshoot, and work through any issues they encounter as they work towards Annual Plan goals and executing the Partnership.
PFI

Through the CP Partnership, PFI commits to providing NMs with the financial support and resources required to ensure the Partnership’s success. While NMs are expected to co-fund CP Programmes through additional, local sources of funding, in signing an MOU and approving an NM’s Annual Plan and Budget, PFI makes a firm commitment to honor its financial promises and address the capacity building needs determined during the annual planning process.

PFI manages all responsibilities associated with generating an international donor base. This includes marketing, fundraising, and relationship-building. PFI will lead all donor-facing activities to ensure they are managed, executed, and accomplished in a timely and effective manner.

PFI will also equip NMs with the knowledge, skills, and resources necessary to effectively implement the Partnership. To this end, PFI will conduct capacity building activities for NM staff, including an initial training on the CP Partnership Model, its standards, and how to carry out the CP Programme according to the requirements of the Partnership.
IMPLEMENTATION

The Implementation section details the specific activities that PFI and NMs must complete to carry out a CP Partnership. This section provides detail on the six key activities that PFI will lead and the five key activities that NMs will lead, as shown in Figure 4: The CP Partnership Process Diagram. The NM-led activities include best practices and tools that assist PFI staff in training and supporting NMs in fulfilling their responsibilities.

- Overview
- Select National Ministry (PFI)
- Execute Letter of Intent (PFI)
- Design Annual Plan and Budget (NM)
- Execute Memorandum of Understanding (PFI)
- Prepare to Launch Partnership (NM)
- Conduct Capacity Building (PFI)
- Recruit and Register Children (NM)
- Execute Annual Plan (NM)
- Monitor and Report on Enrolled Children (NM)
- Provide Technical Assistance (PFI)
- Monitor and Evaluate the Partnership (PFI)

All best practice tools and tutorials that support partnership activities can be found within this manual or at: http://elearning.daremightythings.com/PFIOps. Tool downloads and descriptions can be found in the Tools and Resources section of this manual.
OVERVIEW OF NM IMPLEMENTATION

The Process Diagram

The CP Partnership Process Diagram, shown in Figure 4, displays the implementation process for a CP Partnership. This diagram identifies the 15 essential activities that must be completed by both PFI and NM staff. Read the Process Diagram from left to right to follow the order of activities. When an activity is bordered by a dashed line, this means the activity may be carried out multiple times throughout the 12-month cycle. This handbook does not cover implementation of the following activities, which are implemented by the PFI Secretariat: Generate Donor Base, Recruit Sponsors, Match Child and Sponsor, and Manage Donor Relationship.

Roles and Responsibilities

The color key located in the upper left-hand corner of the Process Diagram indicates who will lead each activity. The color blue assigns primary responsibility to National Ministry staff, while the color red assigns primary responsibility to PFI Programme Managers and the Secretariat. Many activities require PFI and NM staff to collaborate, including the following activities: Execute LOI, Execute MOU, and Design Annual Plan and Budget.

Figure 4: CP Partnership Process Diagram
PFI will select national ministries based on a specific set of criteria to achieve short and long-term goals for the number of NMs participating in the partnership and the number of children served. PFI will look closely at the NM’s financial feasibility, capacity, programme readiness, and market potential, using the NM Selection Tool. PFI will select NMs that score high in these areas and will approach them to develop a Letter of Intent to further explore the potential for partnership.

STANDARD
PFI assesses interested national ministries for a CP Partnership using objective criteria to determine their strengths in financial feasibility, capacity, and programme readiness, as well as the market potential of their CP Programme.

PFI Best Practices
- Assess NMs ongoing or at least every six months to establish a sufficient pipeline.
- Adjust the criteria and/or the weights of criteria to reflect current CP Partnership needs.
- Perform the financial feasibility test first to determine NM eligibility for partnership.
- Document each NM’s current state of readiness and inform them of the areas they need to work on to become eligible for partnership.
- Consider the experience of leadership and programme staff relative to CP Partnership needs, as well as the national economy and the strength of donor funds to provide for children.
- Prioritize NMs with high market potential, a high number of children who can be served, stronger capacity, leadership, and dedicated staff, and strong financial records and reporting histories.
- Prioritize NMs located in countries which are ‘friendly’ to PFI’s Christian mission.

SUPPORTING TOOLS
- NM Selection Tool

SUPPORTING TUTORIALS
- Partner Qualifications
EXECUTE LETTER OF INTENT

Lead: PFI
Support: NM

PFI will approach selected NMs to explore the potential of a CP Partnership. Interested NMs will be asked to sign a Letter of Intent (LOI), which serves as the initial commitment between PFI and the NM to work together to form a partnership. PFI is responsible for leading this activity and ensuring that the LOI is executed and agreed to by both parties. Once the LOI is signed, both parties will proceed with the CP Partnership process and its associated activities.

STANDARD
Both parties sign a Letter of Intent committing to work through the planning process with the intent of forming a CP Partnership.

PFI Best Practices

- Verify the ability and willingness of the NM to implement a CP Programme by further assessing financial feasibility, capacity, market potential, and programme readiness through an onsite visit or, at a minimum, remotely through phone calls or virtual meetings.
- Address any questions the NM has about the LOI, NM or PFI responsibilities, or next steps in the process of exploring partnership.
- Provide NMs with tools and resources to ensure they understand the CP Partnership Model and the partnership’s expectations in moving forward with exploring partnership.
- Carry out independent research on the NMs financial status, market potential, etc.
- Research government policies that may affect the programme’s implementation.
NM Best Practices

- Engage in dialogue with PFI onsite and remotely to begin exploring the feasibility of a CP Partnership.
- Schedule an onsite planning meeting with PFI to draft the Annual Plan and Budget.
- Provide documents to PFI related to existing children’s ministry, including programme plans, financial information on revenue and expenses, and case management systems.
- Work with PFI staff to conceptualize possible scenarios for program launch prior to the onsite visit.
- Learn about the importance of child development in your country and explore possible partnerships with local stakeholders to implement a CP Programme.

SUPPORTING TOOLS

- LOI Template
- Intro to CP Partnership PPT
- Intro to CP Partnership Handout

SUPPORTING TUTORIALS

- Why Partner
- Partner Roles
- The Four Programme Areas
Upon execution of the LOI, PFI and NMs will explore whether a CP Partnership is programmatically and financially feasible. During this process, the NM will be responsible for developing an Annual Plan and Budget, which outlines the activities the NM will execute, timelines, and specific quarterly and annual goals. The Annual Plan and Budget must be reviewed and approved by both PFI and the NM before a Memorandum of Understanding (MOU) can be signed. PFI will conduct an onsite planning meeting with the NM to work through the process of developing the Annual Plan and Budget for the first time and will provide guidance and support in subsequent years. Prior to the onsite meeting, PFI will schedule and lead three mandatory virtual meetings or phone calls to 1) learn about the CP Partnership Model, 2) obtain information on existing children’s ministry, and 3) begin preparing for the onsite planning meeting.

Prior to developing the Annual Plan, the NM should complete a Needs Assessment to investigate the circumstances of the local children of prisoners population and explore how to best meet their needs, as well as determine whether they are centralized in urban areas or distributed in rural areas throughout the country. This information helps the NM determine appropriate activities, estimate costs of operating the programme, and identify the potential to scale the programme over the course of three years. The Annual Plan defines the objectives of the CP Partnership, short- and long-term child enrollment targets, activities in each of the four programme areas, key stakeholders, and performance indicators that the NM will report against quarterly and annually. The Annual Plan also includes the NM’s strategy to scale the programme to serve more children, develop a Level 2 CP Programme, and incorporate sponsorship within three years of partnership. The Budget identifies the revenue and expenses necessary to support the CP Partnership for one year of operation. Each quarter, NMs are responsible for securing local revenues, while PFI is responsible for providing international revenues. Any changes to the implementation timeline, programme activities, or budgetary requirements must be reviewed and approved by PFI.
Both parties agree to an Annual Plan and Budget for the first year of the Partnership.

PFI Best Practices

- Schedule an onsite planning meeting within three months of signing the LOI.
- Schedule the three mandatory phone calls and convene the first phone call as soon as possible to kick-off the annual planning process.
- Provide the NM with guidance on how to use the Annual Plan and Budget Templates and the Needs Assessment tool.
- Assist the NM in using the information discussed during the three offsite phone calls to begin to complete the Background and Annual Objectives sections of the Annual Plan and enter baseline budget information in the Budget Template.
- Encourage the NM to complete the Needs Assessment prior to the onsite visit and finalizing the Annual Plan.
- Confirm that adequate facilities and equipment are available to facilitate the onsite meeting.
- Request NM financial, operational, and programme documents ahead of travel to prepare questions and maximize the onsite planning meeting.
- Walk through the Annual Plan, Budget, and MOU Templates with the NM and ensure the documents are completed by the end of the second day of the onsite meeting.
- Encourage the NM to focus the geographic area of the CP Program to facilitate the programme’s management and monitoring, to increase the ease of site visits, and to achieve economies of scale.
- Ensure the Annual Plan includes interventions in all four programme areas and that the established goals, activities, budget, and timelines are achievable for the NM.
- Help the NM anticipate challenges that may be encountered in executing the Annual Plan and Budget to help minimize risks early on and discuss next steps in launching the partnership prior to departure.
- Help the NM develop financial contingency plans in the event they do not receive expected local revenues or are not able to enroll sufficient children during the first year of partnership.
- Present the NMs Annual Plan and Budget to PFI Senior Staff for review and communicate requested changes to the NM. Negotiate adjustments, confirm that changes are made, and ensure the NM re-approves the final Annual Plan and Budget.
- Ensure PFI Senior Staff review and approve the final Annual Plan and Budget within one month of receipt.
NM Best Practices

- Reach out to local constituents and networks to assess the needs of children of prisoners prior to developing the Annual Plan and Budget, and complete a needs assessment within two months of signing the LOI.
- Gather information on existing children of prisoner’s ministry and research financial subsidies available from local or international donors or governments prior to the virtual meetings.
- Use information from the virtual meetings to complete the Background and Annual Objectives sections of the Annual Plan and enter baseline budget information in the Budget Template.
- Schedule an onsite planning meeting with PFI within three months of signing the LOI.
- Work with PFI staff to conceptualize possible scenarios for the CP Programme design, launch, and growth prior to the onsite visit.
- Ensure that adequate facilities and equipment are available to facilitate the onsite meeting, including internet, printing and photo copying services, projector, flip charts, and white board.
- Ensure that a translator is available if NM staff participating in the onsite meeting do not speak English.
- Translate meeting materials to the local language for non-English speaking NM staff prior to the meeting.
- Define targets for child registration and child sponsorship to allow for longitudinal planning.
- Work with PFI to negotiate any changes to the Annual Plan or Budget that are necessary to ensure the feasibility of the CP Partnership prior to signing the MOU.
- Have all programme documents and resources readily available so that any changes to the Annual Plan and Budget can be completed quickly and easily.
- Submit the Annual Plan and Budget to PFI within three months of signing the LOI.
- Present the Annual Plan and Budget to the Board of Directors and/or any local government authorities that need to be aware of the planned CP Partnership or approve plans prior to signing the MOU with PFI.

SUPPORTING TOOLS

- Needs Assessment Tool
- Guide to Annual Planning
- Annual Plan Template
- Budget Template
- Sample Children’s Ministry Activities
- Checklist of Standards
- Onsite Facilitation Guide
- Sample Facilitator’s Onsite Agenda
- Sample Onsite Agenda

SUPPORTING TUTORIALS

- Annual Plan and Budget
Lead: PFI  
Support: NM  

The Memorandum of Understanding (MOU) is a three-year agreement that formalizes and launches a CP Partnership. PFI is responsible for executing the MOU and both parties will be actively involved throughout the process to come to agreement on the terms of the partnership and its established goals. The MOU outlines NM and PFI responsibilities in entering a partnership and states the three-year goals and financial requirements of both parties, as outlined in the approved Annual Plan and Budget. In signing the MOU, the NM agrees to comply with all CP Partnership Standards and commits to develop a Level 2 CP Programme and integrate sponsorship within three years. PFI commits to uphold capacity building, technical assistance, and financial commitments. Once the MOU has been signed, PFI will provide the NM with first quarter funds within 30 days of signing the MOU or 30 days prior to the scheduled launch of the partnership, whichever is later.

**STANDARD**

Both parties negotiate and execute a Memorandum of Understanding which governs the CP Partnership.

**PFI Best Practices**

- Have PFI's attorney review any proposed or necessary changes to the MOU agreement.
- Ensure the MOU is signed by both parties within one month of approving the Annual Plan and Budget.
- Attach the Annual Plan and Budget to the MOU.
- Indicate that the MOU remains valid in the event that the Operational Handbooks and/or the Annual Plan and Budget are updated.
- Communicate the date that the NM can expect to receive the installment of first quarter funds.
- Obtain information from the NM on their preferences in receiving funds from PFI and to what account they should be transferred at the time the MOU is signed.
- Develop and ask the NM to sign a Copyright or intellectual property agreement to ensure that PFI continues to control the CP Partnership brand, which includes funding, ownership of Copyright assets, name, URLs, domain names, etc.
- Review next steps with the NM by identifying the launch date and what activities need to be completed prior to launch according to the Annual Plan and Budget.

**NM Best Practices**
- Discuss the MOU Template with PFI remotely and in person during the onsite annual planning meeting.
- Have a local attorney and/or the NM’s Board of Directors review the MOU prior to signing the agreement.

**SUPPORTING TOOLS**
- MOU Template
- Checklist of Essential Launch Activities

**SUPPORTING TUTORIALS**
- Annual Plan and Budget
PREPARE TO LAUNCH PARTNERSHIP

Lead: NM
Support: PFI

Once the MOU is signed and the CP Partnership commences, PFI and the NM will work together to launch the partnership. This includes completing a Baseline Assessment, hiring required staff, and making necessary infrastructure adjustments. Completing the Baseline Assessment allows NMs to collect data on the performance indicators established in the Annual Plan before new activities are added and will help them measure CP Partnership progress and results. To implement the full range of activities outlined in the Annual Plan, the NM may also need to hire staff and develop the infrastructure necessary to support the Partnership. The NM should work with their PFI Programme Manager to ensure they can comply with all applicable Partnership Standards, monitoring and reporting requirements, and programmatic and financial aspects of their CP Programme.

STANDARD
National Ministry conducts a Baseline Assessment on the performance indicators established in the Annual Plan.

PFI Best Practices
- Provide technical assistance to the NM in completing the Baseline Assessment prior to launching the CP Programme.
- Analyze Baseline Assessment results to assist NM via capacity building and technical assistance.
- Review established performance indicators with the NM and approve any changes that need to be made in the next year’s Annual Plan.

NM Best Practices
- Complete the Baseline Assessment of the performance indicators established in the Annual Plan within three months of signing the MOU, and prior to launching CP Programme activities.
- Use the Baseline Assessment regularly to comply with monitoring and reporting standards.
• Analyze Baseline Assessment results to identify strengths and areas of improvement.
• Refine performance indicators as needed to align with future needs. Minimize changes to performance indicators to ensure consistency in reporting from one year to the next.
• Approve changes to the performance indicators with PFI before making adjustments to the approved Annual Plan for the current year or for inclusion in the Annual Plan for the next year.

STANDARD
National Ministry hires staff and makes organizational and infrastructure changes as necessary to support CP Partnership implementation.

PFI Best Practices
• Review job descriptions developed by the NM and provide guidance on recruiting, interviewing, and selecting qualified candidates.
• Ensure NM recruits and hires staff according to the positions and timelines established in the Budget.
• Assist the NM in procuring facilities, equipment, or technology identified in the Annual Plan to ensure it is purchased within budget and in advance of needed use.

NM Best Practices
• Refer to the Annual Plan and Budget to identify tasks that will need to be executed to launch the CP Partnership.
• Assign CP Partnership responsibilities to existing NM staff members or volunteers to prepare them for their roles.
• Develop job descriptions for each position the NM will be creating. Post job descriptions in enough time to recruit qualified candidates, but do not begin hiring until the MOU has been signed with PFI.
• Hire new staff and secure all facilities and equipment according to the established timeline and budget.
• Create local partnerships (e.g., Universities.) to have a steady source of referrals for open job positions.
• Provide field-based Case Managers with a portable computer to assist with child registration, individualized case management tasks, and reporting on enrolled children.
• Discuss any changes to hiring or equipment needs with your PFI Programme Manager and determine how to adjust the Budget if necessary.

General Best Practices
• Review existing child case files with the NM and begin helping to establishing an individualized case management structure that meets the requirements of the CP Partnership.
• Assist the NM to determine if any currently enrolled children meet the Sponsorship Eligibility Criteria.
• Encourage the NM to collect necessary guardian permissions, biographies, and photos for any currently enrolled children who are eligible for sponsorship. Review initial submissions and make suggestions for improvements during recruitment and registration.
- Encourage the NM to initiate marketing efforts to referral sources to identify children of prisoners for the CP Programme. Share best practices with the NM from other NMs with successful strategies.
- Encourage the NM to share the Child Eligibility Policy with referral sources to help ensure eligible children will be referred to the programme.
- Assist the NM in developing high quality marketing materials that will appeal to potential donors and Sponsors.

**SUPPORTING TOOLS**

- Baseline Assessment Tool
- Checklist of Essential Launch Activities
- Case File Template
- Child Registration Packet

- Guardian Permissions Template
- Child Eligibility Policy
- Photo Guidelines
CONDUCT CAPACITY BUILDING

**Lead:** PFI

**Support:** NM

PFI will support NMs by providing operational and programmatic training on the CP Partnership, with the goal of assisting NMs to build their capacity to develop a Level 2 CP Programme, serve more children of prisoners, and integrate sponsorship. PFI will determine NM training needs based on their Annual Plan, interviews, and surveys and will conduct trainings to ensure that NM staff have the knowledge and skills required to implement the Partnership, comply with Partnership Standards, and meet the commitments established in the MOU and the Annual Plan. Initial CP Partnership training will be conducted during the launch phase. This training is a blended learning event that includes online pre-requisites and a three-day onsite classroom-based workshop at the national ministry. Prior to attending the workshop, NM participants will be required to complete online pre-requisites, including reading the CP Partnership Operations Handbook and completing 11 online tutorials. NMs are also encouraged to review supporting tools and resources and prepare relevant questions ahead of the training.

**STANDARD**

PFI provides training to essential National Ministry staff before the CP Partnership launches.

**PFI Best Practices**

- Determine each NMs unique training needs and tailor capacity building efforts using information in the Annual Plan and interviews or documents collected during the annual planning process.
- Encourage appropriate NM leaders and staff to complete a self-assessment of their knowledge and skills in the areas of financial management, fundraising, service delivery, reporting and planning, and human resources and staffing. This self-assessment can be used to identify training needs and help participant’s identify areas for growth and development.
Complete an objective assessment of the NM’s capacity in the areas of financial management, fundraising, service delivery, reporting and planning, and human resources and staffing.

- Deliver comprehensive training events for NMs on CP Partnership Standards and procedures
- Conduct initial training for NM staff onsite after the MOU has been signed and prior to the scheduled launch of the CP Partnership.
- Provide technical assistance following the initial training via Skype, virtual meetings, etc.
- Establish a process with the NM for maintaining two-way communication for future capacity building needs associated with implementing the partnership.

**NM Best Practices**

- Complete CP Partnership training 1-3 months prior to the launch of the Partnership.
- Establish preliminary training dates during the annual planning process, confirm during the onsite meeting, and finalize dates once the MOU is executed.
- Secure training space and associated costs onsite at the NM or at an alternative venue.
- Make arrangements to host PFI staff members once the training dates have been confirmed.
- Ensure that all staff members who will be involved in the administration or implementation of the CP Partnership attend the training, including full-time and part-time staff and volunteers.

**SUPPORTING TOOLS**

- NM Capacity Building Assessment
- NM Capacity Building Self-Assessment
Recruiting and registering children for a CP Programme is one of the most important activities in the Partnership. Compliance with the CP Partnership Standards when recruiting and registering children protects all parties involved and greatly reduces risks associated with working with children.

NMs are required to follow the partnership’s Child Eligibility Policies to select children to participate in the CP Programme and ensure child enrollment is streamlined, consistent, and fair. At a minimum, children must meet the general eligibility criteria, which require that the child 1) has a parent in prison at the time of enrollment, 2) is enrolled in school or is willing to be enrolled in school if school-aged, 3) resides in a stable environment, and, 4) is granted permission from their parent or guardian to participate in the CP Programme. NMs should also assess children’s eligibility to participate in sponsorship to ensure quarterly enrollment targets are met. These children must meet the sponsorship eligibility criteria, which require that the child 1) meets the general eligibility criteria, 2) is 12 years of age or younger to be matched with a Sponsor, and 3) has additional permission from their parent or guardian to participate in Christian activities and receive Christian messages from a Sponsor.

NMs should use the Child Registration Packet and consistent case management files to effectively enroll children and report on their individual progress and growth. In addition, NMs must comply with the partnership’s Child Protection and Confidentiality policies, as well as international child rights policies. NMs are required to provide children with a positive and safe environment where they can learn and play, engage the active commitment of caring adults, and prevent and/or reduce the risk of the incidence of abuse through enforcing child protection policies, strategies, and procedures. This includes protecting all forms of child information, including the child’s home address, phone number, email address, photos, or any other personally identifiable information. If a child is matched with a sponsor, NMs must ensure communication is appropriate and complies with the Partnership’s Letter Writing Standards.
STANDARDS

National Ministry follows approved General Eligibility Criteria throughout the child enrollment process, ensuring enrolled children have a parent in prison, are enrolled in school if school-aged, reside in a stable environment, and have permission from a parent or guardian to participate in the CP Programme.

National Ministry follows approved Sponsorship Eligibility Criteria when screening enrolled children for sponsorship by ensuring they are under the age of thirteen and have permission to participate in Christian activities.

PFI Best Practices

- Verify how many children the NM will recruit per quarter and how many must be sponsorship-eligible.
- Provide training to NMs on the Child Eligibility Policies and ensure staff understand both the general and sponsorship-specific policies.
- Confirm that submitted Child Scorecards align with eligibility policies.
- Ensure the NM maintains a waitlist of eligible children to build a recruitment pipeline.
- Share best practices from other NMs who have been successful in marketing their CP Programme.
- Review and approve marketing materials created by the NM.

NM Best Practices

- Use the Annual Plan and Budget to determine how many children to register per quarter and how many of these children must be eligible for sponsorship.
- Do not exceed the total number of children planned for in the Annual Plan and Budget each quarter, with the exception of children eligible for sponsorship.
- Enroll 10% more than the planned number of children eligible for sponsorship to ensure Sponsors will have a choice in which child they can be matched with.
- Market the CP Programme to all referral sources identified in the Annual Plan, which may include local government authorities, social service departments, prison staff, prisoners, NM partners, churches, volunteers, non-profit organizations, and community members.
- Distribute a brochure or newsletter in prisons that contains information about your children’s ministry and the CP Programme.
- Share information about the CP Programme on your website or by email.
- Post the Child Eligibility Policies in a clear and central location for NM staff and volunteers.
- Share the Child Eligibility Policies with prospective parents/guardians and referral sources.
- Maintain a list of children who have been referred to the programme and that meet general eligibility requirements and also indicate sponsorship eligibility prior to registration.
- Maintain a wait-list of eligible children who will be invited to register for the CP Programme when a space becomes available.
- Explain why a child is not eligible to participate in a kind and clear manner.
# STANDARDS

National Ministry completes child registration forms for each child enrolled in the CP Programme.

National Ministry obtains Guardian Permissions for all enrolled children.

National Ministry completes a Child Scorecard and obtains a child photo and biography for each enrolled child who is eligible for sponsorship and sends them to PFI.

National Ministry maintains individual case files for each enrolled child.

## PFI Best Practices

- Assist the NM in developing a process for child registration, such as hosting a registration event.
- Review Child Registration Packets to ensure they are being completed correctly and provide NMs with feedback.
- Review child photos and child biographies to ensure they are appropriate and in compliance with Confidentiality Policies, Sponsor Communication Guidelines, Photo Guidelines, and Letter Writing Standards.
- Collect Child Scorecards completed during registration for all enrolled children from the NM.
- Collect Child Scorecards, child photos, and child biographies from the NM for each sponsorship-eligible child immediately following registration and in an electronic format.
- Use the information provided by the NM to develop the Sponsorship Welcome Packet that will be shared with matched Sponsors.
- Review NM child case files, data collection processes, and procedures for updating case files.
- Provide technical assistance and training to the NM on individualized case management.
- Share child registration and case management best practices.

## NM Best Practices

- Translate the Child Registration Packet in native languages and keep a version of the forms in English to share with PFI. Have these forms reviewed by an attorney prior to use.
- Hold a registration event to facilitate the registration process.
- Share the Guardian Permissions Forms early-on to ensure required permissions will be granted. Distribute child registration forms to each parent or guardian ahead of the registration event and encourage them to begin to collect the information.
- Review the information captured in the Child Registration Packet with guardians to ensure accuracy.
- Obtain child photos and ensure child biographies are collected for sponsorship eligible children.
- Keep original copies of child registration forms in the child’s case file. Provide a copy of the registration forms to the parent/guardian.
- Obtain a copy of the parent or guardian’s form of identification and keep it in the child’s case file.
- Scan registration forms and upload them to an electronic folder.
- Secure private information by using locks for physical case file storage and firewalls or password protection for virtual files.
Update case files every time contact is made with either the child or his/her parent or guardian and whenever the child and/or care giver participates in a CP Programme activity.

Send completed Child Scorecards, photos, and biographies for each sponsorship-eligible child to PFI electronically. PFI will use this information to create child profiles, match children with Sponsors, and create the Sponsorship Welcome Packet.

STANDARDS

National Ministry and PFI follow Child Protection Policies and the Confidentiality Policies at all times.

National Ministry and PFI follow International Child Protection laws at all times.

PFI Best Practices

- Have all staff sign a confidentiality agreement.

NM Best Practices

- Ensure staff read and understand the Child Protection Policies and the Confidentiality Policies.
- Have all staff sign a confidentiality agreement.

SUPPORTING TOOLS

- Child Eligibility Policy
- Guardian Permissions Template
- Child Registration Packet
- Child Scorecard
- Sponsorship Welcome Packet
- Sponsor Communication Guidelines
- Letter Writing Standards
- Photo Guidelines
- Case File Template
- Staff Confidentiality Agreement
- Child Protection Policies
- Confidentiality Policies

SUPPORTING TUTORIALS

- Child Eligibility
- Child Enrollment
- Individualized Case Management
EXECUTE ANNUAL PLAN

Lead: NM
Support: PFI

NM's will develop and execute an Annual Plan and Budget each year of the partnership, which will be approved by both the NM and PFI and allows both parties to set achievable goals, which take into account past NM performance and environmental or capacity related developments that impact the NM. The Annual Plan specifies the day-to-day operations that the NM will carry out under the Partnership, including data collection, sharing updated programmatic and financial information with PFI, and preparing and submitting Quarterly and Annual Reports to PFI. Sharing up-to-date information helps PFI monitor the progress of the programme, measure the growth of the CP Partnership globally, and share best practices, lessons learned, and frequently asked questions with partner NMs.

STANDARD

Both parties design and agree to an Annual Plan and Budget each year.

PFI Best Practices

- Provide technical assistance on executing the Annual Plan and Budget.
- Establish a process with the NM to identify issues that may affect the implementation or the cost of the CP Programme.
- Review and approve changes to the NM’s Annual Plan or Budget.
- Ensure the NM is on track with child recruitment and enrollment activities.
- Determine adjustments to planned international revenue in the event that activities are performed ahead of or behind schedule.
- Develop each year’s Annual Plan and Budget onsite, at the time of the annual audit.
NM Best Practices

- Fully implement activities in the approved Annual Plan on time and within budget.
- Maintain open channels of communication with PFI and seek the support of the PFI Programme Manager regularly.
- Notify the PFI Programme Manager if issues arise that would prevent the achievement of planned goals or change the timeframe or budget required for the completion of activities.
- Discuss changes to CP Programme activities, enrollment numbers, hiring of staff, facilities and equipment, or other aspects of the CP Partnership with PFI and determine how to adjust the Annual Plan and Budget.
- Inform PFI if the NM expects to perform a task ahead of or behind schedule and adjust the Annual Plan and Budget accordingly.
- Inform PFI if more or less enrolled children are eligible for sponsorship than identified in the Annual Plan and Budget to ensure the appropriate number of Sponsors are available and the appropriate amount of international funds are disbursed to the NM.
- Plan an onsite meeting to develop the Annual Plan and Budget for the next year to coincide with the annual onsite audit.

STANDARD

National Ministry submits quarterly and annual reports to PFI within ten working days of the end of each performance period.

National Ministry submits a child census to PFI every 90 days as part of the quarterly report, including the number and names of children enrolled and actively participating in the CP Programme.

PFI Best Practices

- Encourage the NM to create a Reporting Calendar to track key due dates.
- Send a reminder to the NM within 30 days of each report’s due date.
- Review programmatic and financial information and the child census to ensure the NM is on track to achieve planned goals, verify the execution of activities, enrollment of children, and use of funds, and identify gaps in performance.
- Provide timely reviews of reports and address issues with the NM within two weeks of receipt.
- Disburse international funds to the NM within 20 days of receipt.
- Use the Quarterly Reports to identify technical assistance or capacity building needs and identify strengths or best practices that may be shared with other NMs.
NM Best Practices

- Submit Quarterly Reports on time. PFI will not disburse funds for the next quarter until 20 days after receiving the Quarterly Report to ensure the NM is on track with expected goals established in the Annual Plan and Budget.
- Submit Quarterly Reports early if funds are needed sooner, but not before all information has been received to ensure the quarterly report is complete.
- Submit the Annual Report within 10 days of the end of the fourth quarter. This report must include aggregated data from Q1-Q4. Do not complete a Quarterly Report for the fourth quarter.
- Save Quarterly and Annual Reports to aggregate data easily for future reports.
- Post the Reporting Calendar so that NM staff are aware of planned reporting timelines.
- Collect data on the performance indicators established in the Annual Plan on a quarterly basis.
- Assign sections of the Quarterly and Annual Reports to staff that have the most accurate knowledge associated with that work. For example, assign children’s health activities to the case manager who records a child’s progress on a quarterly basis.
- Reviewing the initial goals, milestones, and results that were established in the Annual Plan compared to the progress you reported in your Quarterly and Annual Report. Identify and make any needed adjustments to remain on-track and seek the support of PFI if necessary.

STANDARD
National Ministry monitors donor visits according to all donor visitation policies.

PFI Best Practices

- Conduct a background check for donors who request a visit.
- Request NM approval for the donor visit.
- Share the Donor Visitation Guidelines with donors.
- Develop a process for scheduling and coordinating donor visits with NMs.

NM Best Practices

- Develop a process for field staff to schedule and monitor donor visits.
- Share Donor Visitation Guidelines with all NM staff and the parent or guardian of the child whose Sponsor plans to visit so that all parties involved understand the rules and policies for the meeting.

SUPPORTING TOOLS

- Annual Plan Template
- Budget Template
- Annual Report Template
- Quarterly Report Template
- Reporting Calendar
- Donor Visitation Guidelines
- Child Protection Policies
- Confidentiality Policies
MONITOR AND REPORT ON ENROLLED CHILDREN

Lead: NM
Support: PFI

The monitoring and reporting process ensures that children receive intended services, the donor promise is fulfilled, and that the child-Sponsor relationship is maintained. The NM is responsible for monitoring each child’s participation in the Four Programme Areas and maintaining up-to-date information on the child’s progress in their Case File. The NM is also responsible for reporting the overall child participation rates in the Four Programme Areas and submitting a child census every 90 days as part of the quarterly report that includes the number and names of enrolled children actively participating in the CP Programme. NMs are also required to prepare additional documents and reports for sponsored children on an annual basis, including the Child Progress Report and the Annual Letter to Sponsors.

STANDARD
National Ministry provides programme services to enrolled children at least monthly.

PFI Best Practices

- Monitor programme services by reviewing Quarterly Reports and requesting regular updates during monthly technical assistance calls.
- Compare enrollment targets and actuals in the child census reported on a quarterly basis.
- Identify challenges in child participation that must be addressed to uphold Partnership Standards and provide technical assistance as needed.
- Review updated Child Scorecards quarterly to determine if children are participating in the four CP Programme Areas and to verify that the case file is being updated at least monthly.
NM Best Practices

- Provide programme services to enrolled children by executing the activities in each of the four CP Programme Areas that are identified in the Annual Plan.
- Ensure that each enrolled child is actively participating in the CP Programme by maintaining monthly contact in-person and virtually with the child and guardian.
- Develop a process for field staff to schedule and monitor field visits.
- Monitor and document each child and guardian’s participation in CP Programme activities by recording the event in the child’s case file.
- Ensure each child’s case file is updated at least monthly.

STANDARDS

National Ministry monitors, reviews and translates all communications between child and Sponsor to ensure that they follow communication standards.

National Ministry ensures that children respond to Sponsor letters and gifts within thirty days of receipt.

PFI Best Practices

- Distribute Sponsor Communication Guidelines to Sponsors to ensure appropriateness of letters.
- Monitor all Sponsor letters at the PFI Secretariat prior to sending to the NM.
- Train NM staff in quality control and monitoring of Sponsor-child communications.
- Ensure the NM has the capacity to monitor and translate all letters, distribute them to sponsored children, and prepare and send a response within 30 days of Sponsor letter receipt.

NM Best Practices

- Translate Sponsor letters received from PFI and review them for appropriateness before delivering to the sponsored child.
- Facilitate letter writing activities monthly and review all child letters for appropriateness.
- Ensure children and/or case manager’s hand write all child letters.
- Have the child draw a picture if they are too young to write and have a guardian or case manager write the child’s thoughts down on his or her behalf.
- Translate child letters and send both versions to PFI within 30 days of receiving the Sponsor letter. Sponsors will receive both the original child letter and the translated version.
- Adhere to the child Photo Guidelines.
- Send child photos in an electronic format to PFI at the same time Sponsor letters are sent.
- Take updated photos of children in their natural environment to include in Sponsor letters. It is acceptable to batch all child letters monthly and send them to PFI at the same time, rather than sending them individually. Send letters to:
  - PFI Secretariat – Washington D.C.
  - PO Box 17434
  - Washington, DC 20041
STANDARDS

National Ministry submits a Child Progress Report 30 days prior to the child’s anniversary of sponsorship.

PFI Best Practices

- Help NMs develop a system to track Child Progress Reports deadlines to ensure they are completed on the anniversary date of each sponsorship.
- Train NM staff on how to complete the Child Progress Report.
- Review Child Progress Reports and provide the NM with constructive feedback for future reports.

NM Best Practices

- Submit Child Progress Reports and updated child photos to PFI electronically, including updated child photos, and mail hand-written child letters to PFI, 30 days prior to the anniversary of sponsorship.
- Post the Reporting Calendar so that NM staff are aware of reporting deadlines.

STANDARD

National Ministry submits an Annual Letter to Sponsors, written by the Executive Director, to PFI at least sixty days before the end of the calendar year.

PFI Best Practices

- Review the Annual Letter to Sponsors with the NM Executive Director in advance of the reporting deadline.
- Share examples of satisfactory letters and best practices with the Executive Director.

NM Best Practices

- Focus the Annual Letter to Sponsors on the CP Programme, its activities, and achievements during the year.

STANDARD

National Ministry immediately alerts PFI in the event that a child leaves the programme or enters a special situation.

PFI Best Practices

- Obtain updates on enrolled children’s status during technical assistance calls.
- Review the Child Notification Form with the NM.
- Discuss special situations with appropriate PFI leaders to determine whether the child may continue to participate in the CP Programme or sponsorship.
- Notify the Sponsor of any child who has left the programme or is no longer eligible for sponsorship and arrange for the Sponsor to be matched with another child.
- Notify the Sponsor of any child who has entered a special situation, but who will remain in the programme and request the Sponsor’s continued support of the child.
NM Best Practices

- Document a child’s departure or a child entering a special situation by using the Child Notification Form and submit it to the PFI Programme Manager.
- Discuss special situations with the PFI Programme Manager to determine whether or not the child may continue to participate in the programme.

SUPPORTING TOOLS

- Sample Children’s Ministry Activities
- Annual Letter to Sponsors Template
- Child Progress Report
- Photo Guidelines
- Reporting Calendar
- Child Notification Form
- Letter Writing Standards

SUPPORTING TUTORIALS

- The Four Programme Areas
- Routine Sponsor Communication
- Child Progress Report
PROVIDE TECHNICAL ASSISTANCE

Lead: PFI
Support: NM

PFI is responsible for providing onsite and remote technical assistance to NMs. PFI will contact NMs monthly to assess potential management and implementation issues. For technical assistance to be effective, it is important that the NM be transparent with PFI about CP Partnership implementation and is willing to work with PFI to troubleshoot issues.

STANDARD
PFI provides National Ministries with onsite and remote technical assistance to support CP Programme management and implementation.

PFI Best Practices
- Contact NMs monthly to identify management and implementation issues.
- Discuss CP Partnership systems, reports, or programme elements that are relevant to the NM’s performance and how the NM will be assessed during the onsite audit.
- Review budget actuals and programme data to identify inconsistencies with what has been reported.
- Document technical assistance needs and record solutions to streamline future assistance.

NM Best Practices
- Be transparent with PFI regarding all aspects of CP Partnership implementation.
- Request assistance early on if a problem or issue is anticipated or has been identified.
- Provide up-to-date and complete CP Partnership data as requested by PFI.
- Participate in technical assistance provided by PFI, whether through a webinar, phone call, virtual meeting, or onsite visit.
- Implement action items that PFI identifies and requires as part of technical assistance.

SUPPORTING TOOLS
- Technical Assistance Log Form
MONITOR AND EVALUATE THE PARTNERSHIP

Lead: PFI
Support: NM

NMs are required to submit Quarterly and Annual Reports to PFI that contain programmatic and financial information. PFI will review these reports and conduct an annual onsite audit to assist with any mid-course corrections and to ensure the NM is compliant with the terms established in the MOU. PFI will confirm that NMs execute CP Programme activities according to the established Annual Plan and Budget, track enrollment targets, and monitor whether NMs develop Level 2 CP Programmes, integrate sponsorship, and meet standards.

STANDARD

PFI conducts an onsite audit each year to ensure full compliance of National Ministries with their Annual Plan and Budget and CP Partnership Standards and policies.

PFI Best Practices

- Schedule the onsite audit at least two months in advance of the fourth quarter.
- Conduct the onsite visit at least sixty days prior to the end of the fourth quarter.
- Review child case files and Child Scorecards to determine how regularly case files are updated.
- Assess the NM’s process for collecting and storing child information.
- Meet with NM staff and volunteers, enrolled children, guardians, family members, teachers, and other individuals who regularly interact with enrolled children.
- Visit CP Programme sites to observe service delivery and activities.
- Review financial records and accounting systems.
- Confirm data sources used to prepare programmatic and financial information in reports.
- Verify information in Quarterly and Annual Reports and evaluate progress against targets.
- Review the results of the onsite audit with NM leaders and staff prior to departure, work together to identify best practices and lessons learned, and brainstorm solutions to challenges.
- Suggest changes for the next Annual Plan and Budget to ensure continued success of the CP Partnership.
- Identify capacity building and technical assistance needs.

**NM Best Practices**

- Maintain up-to-date case files on each enrolled child to facilitate data collection and reporting.
- Schedule the onsite audit with PFI at least two months in advance of the last quarter.
- Review the process and expectations with PFI and send relevant data and reports by email at least one month prior to the onsite audit.

**SUPPORTING TOOLS**

- Case File Template
- Quarterly Report Template
- Annual Report Template
- Annual Letter to Sponsors
- Onsite Audit Protocols
- Reporting Calendar

**SUPPORTING TUTORIALS**

- Monitoring and Evaluating the Partnership
# TOOLS AND RESOURCES

The following tools are best practice resources that can be used to support the implementation of CP Partnership activities. The related activities for which the tool can be used and the purpose of each tool is described below. All tools can be accessed through the links below or at [http://elearning.daremightythings.com/PFIOps](http://elearning.daremightythings.com/PFIOps).

## NM SELECTION TOOL

### Activities
- Select National Ministries

### Purpose
- Analyze the NMs financial feasibility, capacity, programme readiness, and market potential

## LETTER OF INTENT TEMPLATE

### Activities
- Execute Letter of Intent

### Purpose
- Demonstrate a commitment to developing a CP Partnership with PFI, and to be able to continue down the path of the CP Partnership process

## INTRODUCTION TO THE CP PARTNERSHIP PPT

### Activities
- Execute Letter of Intent

### Purpose
- Present the CP Partnership model, activities, and standards to selected NMs

## INTRODUCTION TO THE CP PARTNERSHIP HANDOUT

### Activities
- Execute Letter of Intent

### Purpose
- Use as supporting materials for the Introduction to the CP Partnership PPT presentation
NEEDS ASSESSMENT TOOL

Activities
- Design the Annual Plan and Budget

Purpose
- Provide to NMs to assess the needs of children of prisoners to assist in programme design

GUIDE TO ANNUAL PLANNING

Activities
- Design the Annual Plan and Budget

Purpose
- Track activities associated with the annual planning process and initiating a CP Partnership

ANNUAL PLAN TEMPLATE

Activities
- Design the Annual Plan and Budget
- Execute Annual Plan and Budget

Purpose
- Provide to NMs to define program operations, goals, and objectives for each year of the CP Partnership

BUDGET TEMPLATE

Activities
- Design the Annual Plan and Budget
- Execute Annual Plan and Budget

Purpose
- Provide to NMs to define the planned revenue and expenses for a full year of partnership operations
- See the impact on overall NM revenue depending on the number of enrolled children and the type of international funding the NM receives from PFI

SAMPLE CHILDREN’S MINISTRY ACTIVITIES

Activities
- Design the Annual Plan and Budget
- Monitor and Report on Enrolled Children

Purpose
- Provide to NMs to identify activities to implement in the programme areas
- Report against the defined number of hours that children need to spend in all four programme areas
CHECKLIST OF STANDARDS

Activities
◆ Design the Annual Plan and Budget

Purpose
◆ Determine how many standards are currently being met
◆ Shape Annual Plan goals for the next year

ONSITE FACILITATION GUIDE

Activities
◆ Design the Annual Plan and Budget

Purpose
◆ Guide for conducting the onsite Annual Plan and Budget process with NMs

SAMPLE FACILITATOR’S ONSITE AGENDA

Activities
◆ Design the Annual Plan and Budget

Purpose
◆ Develop an agenda for the onsite planning meeting

SAMPLE ONSITE AGENDA

Activities
◆ Design the Annual Plan and Budget

Purpose
◆ Provide to NM’s to define the structure and identify participants for the onsite planning meeting

MEMORANDUM OF UNDERSTANDING TEMPLATE

Activities
◆ Execute Memorandum of Understanding

Purpose
◆ Understand the responsibilities and commitments that NMs and PFI make in entering a CP Partnership
◆ Establish a CP Partnership for three years
### Checklist of Essential Launch Activities

**Activities**
- Execute Memorandum of Understanding
- Prepare to Launch Partnership

**Purpose**
- Prepare for the steps associated with launching the CP Partnership

### Baseline Assessment Tool

**Activities**
- Prepare to Launch Partnership

**Purpose**
- Provide to NMs to collect data on established performance indicators prior to programme launch
- Identify areas of strength and areas that require improvement
- Monitor progress by comparing quarterly and annual results against baseline results

### Case File Template

**Activities**
- Prepare to Launch Partnership
- Recruit and Register Children
- Monitor and Evaluate the Partnership

**Purpose**
- Provide to NMs to manage case history, maintain up-to-date child information, and monitor the child’s participation in CP Programme activities

### Child Registration Packet

**Activities**
- Prepare to Launch Partnership
- Recruit and Register Children

**Purpose**
- Provide to NMs to ensure enrolled children complete all necessary forms and provide sufficient information
- Track enrollment and eligibility requirements
PHOTO GUIDELINES

Activities
◆ Prepare to Launch Partnership
◆ Recruit and Register Children
◆ Monitor and Report on Enrolled Children

Purpose
◆ Provide to NMs to ensure child photos are appropriate and effective

GUARDIAN PERMISSION TEMPLATE

Activities
◆ Prepare to Launch Partnership
◆ Recruit and Register Children

Purpose
◆ Provide to NMs to create customized guardian permission forms that address all liability issues, such as permission for the child to participate in the programme, to travel with NM staff, and to participate in voluntary Christian activities
◆ Create additional forms to obtain guardian permission to seek medical attention on behalf of the child, and to obtain medical or school records if necessary

CHILD ELIGIBILITY POLICY

Activities
◆ Prepare to Launch Partnership
◆ Recruit and Register Children

Purpose
◆ Provide to NMs to ensure enrolled children meet eligibility requirements for participation in the programme

NM CAPACITY BUILDING ASSESSMENT

Activities
◆ Conduct Capacity Building

Purpose
◆ Conduct objective assessments of NM knowledge and skills in the areas of financial management, fundraising, service delivery, reporting and planning, and human resources and staffing
NM CAPACITY BUILDING SELF-ASSESSMENT

Activities
◆ Conduct Capacity Building

Purpose
◆ Provide to NMs to conduct a self-assessment in the areas of financial management, fundraising, service delivery, reporting and planning, and human resources and staffing

CHILD SCORECARD TEMPLATE

Activities
◆ Recruit and Register Children

Purpose
◆ Provide to NMs to collect and track information about enrolled children and update progress in the four programme areas

SPONSORSHIP WELCOME PACKET

Activities
◆ Recruit and Register Children

Purpose
◆ Develop a welcome packet at the start of each sponsor relationship to thank and encourage the Sponsor

CONFIDENTIALITY POLICIES

Activities
◆ Recruit and Register Children
◆ Execute Annual Plan

Purpose
◆ Provide to NMs to monitor and screen child and sponsor communication

CHILD PROTECTION POLICIES

Activities
◆ Recruit and Register Children
◆ Execute Annual Plan

Purpose
◆ Provide to NMs to ensure the safety of all children involved with the programme
### STAFF CONFIDENTIALITY AGREEMENT

**Activities**
- Recruit and Register Children

**Purpose**
- Provide to NMs to ensure NM staff comply with confidentiality policies

### SPONSOR COMMUNICATION GUIDELINES

**Activities**
- Recruit and Register Children

**Purpose**
- Provide Sponsors with guidelines for communicating with children

### LETTER WRITING STANDARDS

**Activities**
- Recruit and Register Children
- Monitor and Report on Enrolled Children

**Purpose**
- Provide to NMs to monitor all Sponsor-child communications to ensure the information exchanged is appropriate and in compliance with Child Protection Policies and Child and Sponsor Confidentiality Policies

### REPORTING CALENDAR

**Activities**
- Execute Annual Plan
- Monitor and Report on Enrolled Children
- Monitor and Evaluate the Partnership

**Purpose**
- Provide to NMs to define timelines for required reports and assign accountability to NM staff

### QUARTERLY REPORT TEMPLATE

**Activities**
- Execute Annual Plan
- Monitor and Evaluate the Partnership

**Purpose**
- Provide to NMs to report CP Partnership progress to PFI on a quarterly basis
ANNUAL REPORT TEMPLATE

Activities

- Execute Annual Plan
- Monitor and Evaluate the Partnership

Purpose

- Provide to NMs to report CP Partnership progress to PFI on an annual basis

DONOR VISITATION GUIDELINES

Activities

- Execute Annual Plan

Purpose

- Provide to NMs to develop donor visitation policies that are customized to their local culture
- Ensure the safety of all children during donor visits

CHILD PROGRESS REPORT TEMPLATE

Activities

- Monitor and Report on Enrolled Children
- Monitor and Evaluate the Partnership

Purpose

- Provide to NMs to report on the sponsored child’s progress since participating in the programme

ANNUAL LETTER TO SPONSORS TEMPLATE

Activities

- Monitor and Report on Enrolled Children
- Monitor and Evaluate the Partnership

Purpose

- Provide to NMs to develop a letter for Sponsors that reflect the local culture, progress, and important milestones of the programme

CHILD NOTIFICATION FORM

Activities

- Monitor and Report on Enrolled Children

Purpose

- Provide to NMs to document a child’s departure from the programme or when a child enters a special situation
## TECHNICAL ASSISTANCE LOG FORM

### Activities
- Provide Technical Assistance

### Purpose
- Document and track NM technical assistance needs and solutions

## ONSITE AUDIT PROTOCOLS

### Activities
- Monitor and Evaluate the Partnership

### Purpose
- Prepare for the onsite audit
APPENDIX A – SAMPLE CP PROGRAMME MODELS

There are three best practice CP Programme models as defined by the PFI Asian Commission Report. Over time, as the new CP Partnership expands, PFI expects to broaden and add to this list.

KINSHIP CARE

Kinship care is where children are cared for within the immediate or extended family of the child. This usually involves supporting the family that cares for the child. This model would be chosen if the NM believed that the family is the best place for a child to be raised. It can typically ensure longer-term care and is more cost-effective than other models, especially if family situations can be improved to enable self-reliance.

A kinship program might provide provision of basic needs (such as food, medical care, clothing, etc.), school support, vocational training, visits between children and their parents in prison, ongoing healthcare for children and family, income generation programmes, counseling, events during festivals, transfer of one care-giving situation to a better one, and facilitating referrals to relevant organizations.

FOSTER CARE

Foster care is where a child is cared for in a family that is not related to them. This may be used as a short-term care option while a child waits for their long-term care to be arranged. Foster care may also be used on a long-term basis if there are no other long-term options available and is also a cost-effective intervention.

Like a kinship care programme, foster care might provide provision of basic needs, such as food, medical care, and clothing. It may also support schooling, vocational training, visits to parents in prison, and transfer of one care-giving situation to a better one.

RESIDENTIAL CARE

A residential care program is where children are cared for within a group home. If the extended family is unable or unwilling to provide a safe environment and foster care is unavailable, NMs might choose this type of program.

Because children living in residential care are not able to experience the benefits of living in a home environment and often struggle to re-integrate into the community, residential care is only considered a best practice when kinship or foster care are unavailable. The high cost of residential care is another reason to avoid this kind of model if possible. Nonetheless, residential care presents a solution when no other options are available to a child in need.

Residential care may be short- or long-term and may include regular meals, shelter, clothing, and medical care, as well as schooling or vocational training. In addition, it may include counseling, access to creative arts programs and extra-curricular activities, chores to support the sustainability of the center; devotions and church attendance, contact with incarcerated parents, and visits to extended family during the year.
APPENDIX B – CP PARTNERSHIP FAQS

The following are a series of frequently asked questions related to the CP Partnership.

BACKGROUND INFORMATION

Why did PFI start the Children of Prisoners Partnership?
The children of prisoners are the invisible victims of crime. Ninety-five percent of PF affiliates have responded to this need by starting programmes to care for their needs. The CP Partnership is a way for PFI to collaborate with NMs operating effective ministries by providing technical assistance and international funding to supplement the NM’s expertise and financial resources.

What is the mission of the Partnership?
The mission of the CP Partnership is to help children of prisoners overcome the hardships associated with their parents’ incarceration by offering them safety, health, an education, and spiritual resources. A major focus of the partnership is also to strengthen the long-term sustainability of NM’s children’s ministry to ensure children can continue to benefit for many years.

What are the goals of the Partnership?
The long-term goal of the Partnership is “by 2025 to have empowered 175,000 children of prisoners to break the cycle of crime.”

The short term goals are to ensure the safety, improve the health, advance the education, and build the spiritual resiliency of these children.

How will NMs benefit from joining the partnership?
National ministries will have the opportunity to expand their children of prisoner’s programmes to reach more children and to address more areas of need, while receiving technical, financial, and other support for the CP Programme through PFI.

How will PFI benefit from the Partnership?
This is a wonderful way for PFI to pursue its mission of equipping NMs in accomplishing their mission, which includes caring for the children of prisoners. It also opens up the opportunity for PFI to discuss its full mission with donors and potentially receive additional donations.

How long will the Partnership last?
As long as both the NM and PFI are willing. The Memorandum of Understanding (MOU) signed by PFI and an NM establishes a three-year partnership, which may be renewed by both parties when the agreement expires. The NM will also develop an Annual Plan and Budget each year for the Partnership that will be reviewed and approved by both parties, and sets annual goals and timelines that PFI and NMs are responsible for meeting.
DETAILS OF THE PARTNERSHIP

What are the four CP Programme Areas?
Safety, health, education, and resiliency of spirit.

Can an NM be a partner if it has a programme that deals with only some of the CP Programme Areas?
Yes. CP Partnerships can be formed with NMs with Level 1 or Level 2 CP programmes. A Level 1 Programme means the NM is working toward implementing activities in all four programme areas and/or does not yet have the capacity to support sponsorship. However, at a minimum, Level 1 Programmes must provide services in the areas of safety and health. A Level 2 Programme means the NM implements activities in all four programme areas and is capable of supporting sponsorship. NMs without activities in the areas of safety and health will not be considered ‘ready’ for partnership and will be encouraged to first build their children’s ministry with a goal of eventually establishing a CP Partnership.

What does an NM have to do to move from Level 1 to Level 2?
A national ministry will begin by implementing activities in the areas of health and safety, as these are the most crucial. PFI will work with each NM to build its capacity to develop and offer activities and services which focus on education and resiliency of spirit. PFI will also assist the NM to develop the capacity to incorporate sponsorship and execute sponsorship activities. Throughout the process, PFI will provide the training and technical support necessary for the NM to develop a Level 2 Programme, integrate sponsorship, and comply with CP Partnership Standards.

Where can I find more information on the Quarterly and Annual Reports?
Information on the Quarterly and Annual Reports may be found in the Implementation section under Execute the Annual Plan. National ministries are required to submit a Quarterly Report that includes both programmatic and financial information within 10 days of the end of the quarter. These reports must be submitted for the NM to receive continued funding from PFI and NMs will not receive funds for the next quarter until the report has been received and reviewed. The Annual Report takes the place of the fourth quarter report and provides an overview of programme activities and child data over all four quarters. Templates for these reports can be accessed at http://elearning.daremightysthings.com/PFIOps.

How many reports will NMs submit to PFI by the end of the year?
NMs will submit a total of four reports to PFI in any given year. NMs will submit three Quarterly Reports at the end of the first, second, and third quarter, and will submit one Annual Report at the end of the fourth quarter. These reports are due within 10 working days of the end of the quarter.

What is the child census and why must it be included in the Quarterly and Annual Reports?
When preparing the Quarterly and Annual Report, the NM is required to include a child census as a means of communicating enrollment numbers to PFI and accounting for all children enrolled in the programme. The child census includes the overall number of enrolled children, numbers of sponsored and non-sponsored children, and a list of all first and last names and Child IDs for all enrolled children.
FUNDING

When will NMs receive funding during the Partnership process?

NMs will receive international funds detailed in the agreed-upon Budget for the first quarter within 30 days of signing the MOU or 30 days prior to launching the Partnership, whichever is later. NMs will continue to receive funds from PFI on a quarterly basis in accordance with planned international revenue for that quarter. PFI will disburse funds for the next quarter within 20 days of receipt of the quarterly report. If the NM wishes to be paid earlier in the month, they should submit the report earlier than the required deadline.

How much funding will NMs receive?

The amount of funding will depend on the need of the NM and the economy of their current country. The amount and type of funding the NM will receive from PFI will be detailed and approved by both parties in the Annual Plan and Budget. Funding amounts will be set annually and PFI commits to these amounts for the year. Funding amounts may change the following year depending on child enrollment, child sponsorship, NM performance, and other factors. In general, the NM will receive funding relative to the number of children enrolled in the programme and the number of children matched with sponsors.

Can NMs receive general international funds for sponsored children as well?

No. The NM’s total enrollment number is what drives international revenue and NMs cannot double-count enrolled children to increase funding. NMs will receive a set amount of PFI funds for each sponsored child and a set amount of funds for each non-sponsored child. These funds are meant to be combined and used along with other revenue sources to finance the overall operations of the Partnership.

What happens if we enroll more or less children than we planned for?

If the NM enrolls more or less children than was originally planned for each quarter, the amount of funding the NM will receive from PFI for the following quarters will be adjusted. For example, if the NM enrolls fewer children than planned during the second quarter, enrollment targets may be increased for the third quarter, but funding from PFI may be decreased by the amount that was provided in excess during quarter two. The opposite is true in the case of over-enrollment. In general, the number of children the NM seeks to enroll in any given year should be equal to the number of children agreed to with PFI during the annual planning process. Similarly, the overall amount of international funds disbursed by PFI for the year should be equal to the total amount planned for in the approved Budget. Any changes to enrollment targets and therefore funding requirements must be discussed with and approved by PFI.

Will NMs still have to do their own fundraising?

Yes. The funds provided by PFI are for expanding existing children’s ministry, growing the CP Programme, and implementing all facets of the Partnership. NMs are expected to contribute an agreed-upon amount of local resources to support the CP Partnership.

Will PFI fund other ministries or initiatives that NMs currently host?

At this time, PFI will only fund the Children of Prisoners Partnership.
SPONSORSHIP

What is sponsorship?
Sponsorship is a funding mechanism whereby a person or family sponsors an individual child.

What determines whether an enrolled child is eligible for sponsorship?
To be eligible for sponsorship, the child must meet both the General Child Eligibility Criteria and the Sponsorship Eligibility Criteria. Sponsorship Eligibility Criteria stipulate that the child must be 12 years of age or younger at the time of sponsorship and have consent from their guardian to participate in voluntary Christian activities, including receiving Christian communications from a Sponsor.

If an enrolled or sponsored child’s parent is released from prison can he/she continue to participate?
As long as the child had an incarcerated parent at the time of enrollment he or she can continue to participate in the NM’s CP Programme. PFI will explain to donors that children’s needs do not diminish when their parent is released from prison and request ongoing support.

What happens if a sponsorship eligible child turns 13 before being matched with a Sponsor?
Children who are 13 years old are not eligible to participate in sponsorship. This standard is in place to ensure that children receive the greatest benefits of sponsorship through a long-term relationship with the Sponsor.

What happens if a sponsored child leaves school before completing secondary school?
It is the hope that all children enrolled in a CP Programme will complete secondary school; however, PFI and NMs understand that not all children excel in the traditional school setting. Enrolled and sponsored children can continue to participate in the CP Programme so long as they remain engaged in some type of formal educational programme, such as organized vocational education or career training. NMs must inform PFI of any children who leave formal education altogether, as they may not continue to be eligible for sponsorship.

How much money will NMs receive from sponsorship?
This will be negotiated with PFI and determined annually. NMs will receive a set amount of sponsorship funds per child sponsored. This means that the child must be both eligible for sponsorship and matched with a Sponsor before the NM will receive these funds.

Who manages the Sponsors?
PFI is responsible for coordinating and managing the relationship with the Sponsors, including sending child letters and child reports. The NM will prepare Child Progress Reports and send to PFI, and also review and translate correspondence from the Sponsor to the child, help the child prepare responses to Sponsor letters and gifts, and make arrangements if the Sponsor wants to visit the child.

What responsibilities will the sponsored children have?
It is important for the sponsored children to respond to letters from their Sponsors and write thank you notes to the Sponsor for their support and any gifts.
How much time does a sponsored child have to respond to a Sponsor letter?

The NM must ensure that children respond to Sponsor letters within 30 days. Sponsors will be looking forward to hearing from their matched child and this will also encourage them to continue to be engaged in the child’s life.

What additional tasks will be required of national ministries to manage the sponsorship programme?

As part of the overall CP Partnership, NMs will be required to practice individual case management for each enrolled child to ensure that the appropriate information is collected and passed along to Sponsors, that photographs and videos are taken, and that annual Child Progress Reports are prepared.

What additional tasks will be required from PFI to manage the sponsorship programme?

PFI will be responsible for recruiting and managing Sponsors, passing along child information, and managing the receipt and transfer of funds to the NMs.

ACTIVITIES

What activities will PFI be responsible for completing?
- Select National Ministries
- Execute Letter of Intent
- Execute Memorandum of Understanding

What activities will NMs be responsible for completing?
- Design Annual Plan and Budget
- Prepare to Launch Partnership
- Recruit and Register Children

TOOLS, TRAINING, AND TECHNICAL ASSISTANCE

Will PFI provide NMs with tools to help them complete their responsibilities?

Yes. See the Tools and Resources section of the Operations Handbook.

What kind of training will PFI provide?

PFI will provide a CP Partnership operations manual, along with numerous tools and resources and online tutorials. PFI will also provide training and technical assistance, on and offsite.

Are NMs required to accept the training PFI provides?

Yes. Training is a required element of the MOU.

What are the methods for receiving technical assistance?

An NM can receive technical assistance through onsite visits, phone calls, webinar, virtual meetings, and by email.
APPENDIX C – ORGANIZATIONAL CHARTS

The following organizational charts are designed to encourage efficiency and collaboration between PFI and NMs. Each organizational chart represents the roles necessary to achieve the Partnership’s overall goals.

PFI STAFF ROLES AND RESPONSIBILITIES

At the international level, PFI will maintain a department dedicated to the Children of Prisoners Partnership. This office will function as a support office for NMs, providing partnership management, financial management, training and technical assistance, and IT support. In addition, this office will interface with the Development Team, who is responsible for marketing, generating a donor base, and working with and supporting the needs of Sponsors.
<table>
<thead>
<tr>
<th>ROLE</th>
<th>RESPONSIBILITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finance</td>
<td>This individual is responsible for budget development, management, and monitoring, as well as currency exchange. The Finance role commits, obligates, and transfers funds to NMs, while monitoring the financial reports from the NMs and is responsible for the legal review of all contracts and procurement requests.</td>
</tr>
<tr>
<td>Programme Director</td>
<td>This individual is responsible for developing the Annual Programme Plan and Budget for the entire Partnership effort. This role will supervise all PFI Partnership Office staff and enforce standards, policies, and procedures. The Programme Director is responsible for opening up new markets, providing overall quality assurance, and integrating the Partnership office with the PFI Secretariat ministries and offices.</td>
</tr>
<tr>
<td>Training Manager</td>
<td>This individual is responsible for benchmarking best practices in the field, conducting needs assessments of the NM and Secretariat, and designing and developing comprehensive training. In addition, this role will train PFI Programme Managers to train NM staff that are involved in implementing the Partnership.</td>
</tr>
<tr>
<td>IT Manager</td>
<td>This individual is responsible for designing and administering the sponsorship system and infrastructure and is responsible for all database-related analysis and reporting. They will troubleshoot with the field to ensure connectivity and functionality, track sponsorship delinquency, and generate reports.</td>
</tr>
<tr>
<td>Programme Manager</td>
<td>This individual is responsible for identifying NMs that are candidates for Partnership and negotiating LOIs and MOUs. This role will provide training and technical assistance, perform quality assurance, and conduct annual onsite audits of NM programmes and finances. Finally, this role will coordinate and monitor any Sponsor or donor trips to NMs and provide support to a maximum of 10-15 NMs.</td>
</tr>
<tr>
<td>Development</td>
<td>This individual is responsible for overseeing the development and implementation of the marketing and communications strategies. In addition, this role will monitor and guide all internal and external communication.</td>
</tr>
<tr>
<td>Communications</td>
<td>This individual is responsible for receiving and reviewing letters from children and forwarding them to Sponsors. This role will oversee development of the website and manage website content, while creating and managing the newsletter and other communications materials. In addition, this role is responsible for all social media accounts and media outlets and for producing the annual Child Sponsorship Programme Report.</td>
</tr>
<tr>
<td>Marketing</td>
<td>This individual is responsible for donor acquisition, leading internal marketing, and managing major donor relationships. In addition, this role will design and oversee direct mail campaigns.</td>
</tr>
<tr>
<td>Database Manager</td>
<td>This individual is responsible for supporting the administration of the sponsorship system and infrastructure, entering data, and managing Sponsor information. In addition, this role communicates between the IT and Development teams to ensure that data needs are met. This individual will also track sponsor-side progress, generate reports, conduct database-related analysis and reporting, and generate sponsor and child alerts.</td>
</tr>
</tbody>
</table>
NM STAFF ROLES

To support the CP Partnership, each NM will assign roles and responsibilities to staff or volunteers. These roles are necessary to support, manage, implement, and operate the Partnership. NMs should establish a distinct CP Programme team to avoid confusion in the roles and responsibilities associated with various NM programmes. A sample NM staffing chart for a CP Programme office is presented below. This team would support a Level 2 CP Partnership that includes sponsorship and would rely heavily on support from the NM’s general finance and information technology staff or contractors, as well as the leadership provided by the Executive Director.

It is important to note that the roles and descriptions below refer to areas of responsibility, not necessarily full-time staff positions. Each NM will determine how to best distribute tasks associated with the administration of the Partnership and CP Programme. In some cases the NM will decide to delegate responsibilities to existing staff. In other cases the NM will decide to create new positions and hire new staff. The roles detailed here are suggestive, but the responsibilities will be required of all NMs with Level 2 CP Programmes.
<table>
<thead>
<tr>
<th>ROLE</th>
<th>RESPONSIBILITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive Director</td>
<td>This individual is the face of the ministry, a promoter of the children of prisoners programme, and a primary fundraiser. In addition, this role is responsible for relationship management and writing annual letters to Sponsors.</td>
</tr>
<tr>
<td>Finance</td>
<td>This individual is responsible for leading annual budget development, handling contracts and procurement, monitoring monthly revenue and expenses, and generating quarterly and annual financial reports. In addition, this role will disburse funds and manage payroll.</td>
</tr>
<tr>
<td>IT</td>
<td>This individual is responsible for managing the sponsorship database, performing quality assurance of multimedia, and transmitting data to PFI. In addition, this role will provide general IT and network support.</td>
</tr>
<tr>
<td>Programme Manager</td>
<td>This individual is responsible for developing the Annual Plan and Budget and overseeing programme implementation. In addition, this role will ensure that policies and procedures are followed, manage and supervise Case Workers and sponsorship-focused staff, produce quarterly and annual reports, and ensure quality assurance and the expansion of the programme.</td>
</tr>
<tr>
<td>Sponsorship Manager</td>
<td>This individual is responsible for managing and tracking the PFI and sponsorship reporting cycle and alerting staff of upcoming reports within thirty days. In addition, this role is responsible for all quality control of child-Sponsor communication and multimedia. This role is responsible for translation of child and Sponsor letters, coordinates Sponsor and donor visits, and coordinates with all programme and PFI staff. Finally, this role will respond to all data calls.</td>
</tr>
<tr>
<td>Case Managers</td>
<td>These individuals are responsible for enrolling eligible children, collecting Child Scorecard data, and collecting Sponsorship Welcome Packet information. This role will maintain monthly contact with all assigned children, perform necessary home visits, and ensure that children participate in activities in all four programme areas. Each Case Manager will oversee a caseload of 50-300 children. Finally, this role will conduct a census of enrolled children every ninety days, facilitate communication between the sponsored children and Sponsors, and produce Annual Child Development Reports on the sponsored children.</td>
</tr>
</tbody>
</table>
APPENDIX D - ISSUES AFFECTING CHILDREN OF INCARCERATED PARENTS

The Prison Fellowship International Asian Commission conducted a study exploring the issues that face children of incarcerated parents. This report was designed to explain that there are many children of incarcerated parents facing difficulties which require intervention. The PFI Asian Commission conducted a meta-analysis of research from Africa, Asia, China, the UK, North America, and the Pacific Region, as well as research with a global focus. As a result of their analysis, they discovered five major categories of issues that affect children with incarcerated parents:

1. Risk of Deprivation of Basic Necessities and Opportunities
2. Risk of Danger of Secondary Victimization and Depersonalization
3. Risk of Deterioration of Overall Situation of a Child
4. Risk of Distance from Incarcerated Parent
5. Risk of Descent into Antisocial Behavior

For each category, there were 9-16 specific issues identified. The following table shows each major category with the top three issues affecting children with incarcerated parents worldwide.

<table>
<thead>
<tr>
<th>CATEGORY</th>
<th>ISSUES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deprivation of Basic Necessities and Opportunities</td>
<td>• Basic necessities (competent care, finances, food, nutrition, shelter, warmth)</td>
</tr>
<tr>
<td></td>
<td>• Parental relationship (with incarcerated parent)</td>
</tr>
<tr>
<td></td>
<td>• Social relationships/support</td>
</tr>
<tr>
<td>Danger of Secondary Victimization and Depersonalization</td>
<td>• Shame/Social Stigma/Discrimination</td>
</tr>
<tr>
<td></td>
<td>• Abuse (physical, sexual, mental)</td>
</tr>
<tr>
<td></td>
<td>• Trauma experienced during arrest and trial phase</td>
</tr>
<tr>
<td>Deterioration of Overall Situation of a Child</td>
<td>• Destructive behaviors</td>
</tr>
<tr>
<td></td>
<td>• School performance</td>
</tr>
<tr>
<td></td>
<td>• Regressive behaviors</td>
</tr>
<tr>
<td>Distance from Incarcerated Parent</td>
<td>• Long distances from prison location</td>
</tr>
<tr>
<td></td>
<td>• Transportation difficulties</td>
</tr>
<tr>
<td></td>
<td>• Prison visitation facilities unpleasant and cause visiting issues</td>
</tr>
<tr>
<td>Descent into Antisocial Behavior</td>
<td>• Criminal Activity</td>
</tr>
<tr>
<td></td>
<td>• Substance abuse</td>
</tr>
<tr>
<td></td>
<td>• Aggression</td>
</tr>
</tbody>
</table>

The PFI Asian Commission drew two major conclusions from the study. The first is that even in the countries where the development and religious context is challenging, there seems to always be some form of access possible to both prisoners and the communities in which their families and children are located. Second, it appears that prisoner reintegration and child services are generally inadequate or nonexistent.