



International Federation of Educative  
Communities (UNESCO)



International Federation of Educative Communities - Africa

# Key considerations in establishing a national association for child and youth care workers

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The guide is dedicated to the memory of Felix Mwale, an active member of the Zambian Association of Child and Youth Care Workers who sadly passed away in 2018.

## Abbreviations and acronyms

AGM	Annual general meeting
BQCC	Basic Qualification in Child Care
CEC	County executive committee
CRC	United Nations Convention on the Rights of the Child
CSO	Civil society organisations
CYC	Child and youth care
CYCW	Child and youth care worker
FETC:CYC	Further Education and Training Certificate: Child and Youth Care
FICE	International Federation of Educative Communities
IMC	Inter-ministerial Committee on Youth At Risk
KACCW	Kenya Association of Child Care Workers
LACCW	Lesotho Association of Child Care Workers
MP	Member of parliament
NACCW	National Association of Child Care Workers
NBM	National board of management
NEC	National executive committee
NQF	National Qualifications Framework
PBCYC	Professional Board for Child and Youth Care
SACSSP	South African Council for Social Service Professionals
SGM	Special general meeting
UNESCO	United Nations Educational, Scientific and Cultural Organisation
UNHCR	United Nations Refugee Agency
UNICEF	United Nations Children's Fund
UNISA	University of South Africa
ZACCW	Zambia Association of Child Care Workers

## Introduction: Key considerations in establishing a national association

These guidelines were produced by four national professional associations for child and youth care workers in Africa. These four associations produced the guidelines in the hope that their work would inspire and assist others to embark on the journey that they are travelling.

A *professional association* exists to promote the interests, quality and integrity of a particular profession. A *profession*, in turn, is a category of people who use a similar system of values, skills, techniques, knowledge and benefits to meet a specific social need, utilising the knowledge and skills gained through theoretical and practical training leading to a recognised qualification.

These guidelines focus on an association for professional child and youth care workers (CYCWs). In 1992, the International Child and Youth Care Education Consortium adopted the following definitions of child and youth care practice:

*Professional Child and Youth Care Practice focuses on infants, children, and adolescents, including those with special needs, within the context of the family, the community, and the life span. The developmental ecological perspective emphasises the interaction between persons and their physical and social environments, including cultural and political settings.*

*Professional practitioners promote the optimal development of children, youth, and their families in a variety of settings, such as early care and education, community-based child and youth development programmes, parent education and family support, school-based programmes, community mental health, group homes, residential centres, day and residential treatment, early intervention, home-based care and treatment, psychiatric centres, rehabilitation programmes, pediatric health care, and juvenile justice programmes.*

*Child and youth care practice includes assessing client and programme needs, designing and implementing programs and planned environments, integrating developmental, preventive, and therapeutic requirements into the life space, contributing to the development of knowledge and practice, and participating in systems interventions through direct care, supervision, administration, teaching, research, consultation, and advocacy.<sup>1</sup>*

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<sup>1</sup> <https://www.cyc-net.org/profession/pro-definitions.html>

A child and youth care worker (CYCW) can be more simply defined as:

*A person who works in the life-space of children and adolescents with both normal and special development needs to promote and facilitate optimum development through the planned use of everyday life events and programmes to facilitate their ability to function effectively within different contexts.<sup>2</sup>*

There is no single route, or recipe, to establish a national association for CYCWs. However, each of the topics summarised briefly in this introduction, and elaborated on in the body of the guidelines, might need to be considered at some point during your journey of establishing such an association. The order in which the topics are considered will differ across countries. You may also find yourself coming back several times to some of the topics.

### **Researching the national situation**

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This topic is discussed first in order to send a strong message that there is no single recipe. What you find in these guidelines and learn from others may give you new ideas, but you and your colleagues will need to consider whether and how the ideas might be useful in your particular country.

### **Defining membership**

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Your association may want to provide for different types of membership. For example, accredited membership could be for professionally registered and/or qualified CYCWs, and associated membership for others who are interested but not practising in the CYC field strictly defined.

### **Defining the functions of the association**

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Ultimately, the purpose of a national association is to promote the provision of quality services that contribute to the development and well-being of children (and their families) who are the beneficiaries of the services. The functions of the association must be aligned to this overall purpose.

The constitution of a national association usually includes clauses similar to the five below as the association's aims and objectives, alongside others specific to a particular country and association:

- To promote the optimum care and development of children and youth who by force of circumstance grow up in environments which place their physical, social, emotional, intellectual and spiritual development at risk.

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<sup>2</sup> Jamieson L. (ed). 2013. Children's Act Guide for Child and Youth Care Workers (2nd edition) Children's Institute University of Cape Town and National Association of Child Care Workers: 3,

- To protect and uphold the rights of all children as outlined in the United Nations Convention on the Rights of the Child, the [country's] Constitution and the African Charter on the Rights and Welfare of the Child
- To liaise, co-operate or affiliate with any stakeholders, both national and international, in matters relating to child and youth care.
- To work towards professional standards in service provision, both for institutions and organisations in the field of Child and Youth Care, and for Child and Youth Care Workers.
- To disseminate information regarding the whole field of Child and Youth Care, to maintain liaison with and be available for consultation with the media in matters relating to Child and Youth Care.

What is not currently explicit in the constitutions, but could be, is the function of promoting the value of child and youth care work. This function underlies those listed above.

### **Developing a constitution**

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Every association needs to have a constitution or similar formal document as its overarching “law”. (An appendix to these guidelines provides a table that compares the clauses that each of the four countries has in respect of each relevant topic.) You will need to decide between a relatively short and simple constitution that is easy to understand and a more complicated legalistic constitution that has provision for everything and anything that might happen. Amendments to the constitution usually require more than a simple majority decision at a general meeting of members.

### **Deciding on the activities of the association**

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The aims and objectives of an association should determine what activities it does. However, the role of the association in respect of a particular aspect, such as training, may change over time as the association develops and as the situation in the country changes. When additional activities are considered, the association needs to assess how these may affect its key roles as a professional association, and also what resources and skills it will need to perform the additional activities.

### **Professionalisation**

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One aspect of professionalisation might involve ensuring that those who do this work have the necessary training, skill and/or qualification. This needs to be done in a way that avoids excluding people who have the desire and ability to deliver good services but might have limited formal education. A second aspect of professionalisation involves raising public awareness of the worth of the work and thus elevating the status of CYCWs. A third aspect involves ensuring that there is an appropriate code of ethics in place, as well as a complaints and monitoring system that ensures that CYCWs adhere to the code.

## **Distinguishing CYC work from other social service professions**

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Efforts to gain recognition of CYC work will need to be informed by the status of other social service professionals in the country concerned. The situation in respect of social workers is especially important. Ideally, other social service professionals should recognise that CYC work is a profession in its own right, with its own theory and ways of working. Reaching this understanding requires that a CYC association engage regularly with other social service professionals and/or their associations, to avoid a situation in which the relationship between the professions is antagonistic instead of synergistic.

## **Registration**

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Most countries have some form of registration or licensing for professional workers.<sup>3</sup> The registration provides recognition, status and some protection to the workers concerned. It also provides protection and a guarantee of adequate and ethical service to beneficiaries. Once a registration system is in place, it is much more difficult for anyone to argue that the cadre and the work it does is unimportant.

## **Financing the organisation**

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Every organisation will need money if it is to function effectively. One likely source of funding is members.

The membership fee amount should be determined by a body elected by members. The amount needs to be sufficient to merit the time, money and hassle costs of collecting it, but not so high that it discourages membership. The fee revenue should ideally be sufficient to cover the regular operating costs of the association. However, this situation is extremely difficult to achieve in a situation where CYCW earnings tend to be low.

Whatever the sources of revenue, the finances must be properly managed. Every cent must be accounted for and reported on a regular basis to the governing body, members and donors.

## **Staffing**

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In the first period of the association, it may not have any paid staff. Instead, the work of the association is done by volunteers. However, as the plans and work of the association grow, the association is likely to want and need to pay some people to do some of the work. When this is done, the roles of the National Executive Committee and staff will - or should - become more differentiated.

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<sup>3</sup> There is usually also a system of registration for organisations and associations.

## **Recruiting and maintaining membership**

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Most associations originate in a small group of people coming together around a common concern. In the first period, they may form a support group to assist each other in respect of their common concern. Although the first members of the group may all live and/or work near to each other, if the members find the group useful, it may grow to include people in other parts of the country as others recognise its usefulness. This group can then form the core of the national association.

Most associations will want to increase their membership so that they have a stronger voice, improved ability to represent the profession and field, and increased funds through membership fees. There is a range of different ways in which associations can attract and the retain members.

## **Regional or branch structures**

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Associations in larger countries will usually need to provide for regional structures of some sort so as to lay the basis for membership recruitment and promote meaningful participation and democracy from members around the country. The role of the regional structures, and how they report to and participate in national activities and decision-making, must be clearly specified.

## **Disseminating information**

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Several of the constitutions provide for specific ways in which the association should disseminate information. These include publication of a journal as well as conducting research.

## **Participating in a regional or global network of associations**

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FICE International is an international network that brings together organisations and people working in the field of child and youth care in more than 35 countries. FICE-Africa is the regional arm of FICE International. By coming together in this and other networks, associations and their members can:

- Learn from each other by sharing knowledge, experience and good practices;
- Design and work together in projects;
- Explore solutions to common problems;
- Engage in advocacy for changes that will make a positive difference for vulnerable children and youth in the different countries.

## **Participating in other networks**

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Networks provide an opportunity to engage with different stakeholders. They also contribute to the objective of liaison with other stakeholders in the CYC field if the network includes such other stakeholders. However, participation requires time, effort and commitment if you want to gain full benefit from it.

## Influencing government

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All associations have roles that require engagement with government. An association needs to take the specific dynamics in a country into account when planning its engagement with government. These dynamics include government's attitude towards civil society organisations (CSOs) as well as its attitude towards and relationship with key donors. An association will also need to consider where the greatest power and influence lie in terms of the issue on which it is advocating.

## Background

The International Federation of Educative Communities (FICE-International) was founded in 1948 under the patronage of United Nations Educational, Scientific and Cultural Organisation (UNESCO). Its vision is to create networks across continents worldwide to promote international exchange of knowledge and experience in the field of childcare. It supports all those working with at-risk children living in their homes, children with special needs and children and young people in out-of-home care. FICE-International is a network of more than 30 countries from Europe, Africa, and the Americas.

FICE-Africa was initiated in February 2014 as a continental chapter of FICE-International. It consists of organisations from African countries who work in the field of child and youth care and provide services to vulnerable, orphaned and at-risk children and families. The vision and objectives of FICE-Africa are drawn from that of FICE-International.

FICE-Africa's objectives are to:

- promote national, regional and international exchange of knowledge and experience in the field of child and youth care work;
- organise on-going capacity building of child and youth care workers through training courses, meetings, seminars, international symposia and projects;
- focus on the rights and development of children, youth and families;
- participate in relief efforts in cases of war, emergency situations and catastrophes;
- promote and advocate for prevention and early intervention; and
- advocate for and promote comprehensive sexuality and reproductive health education and services.

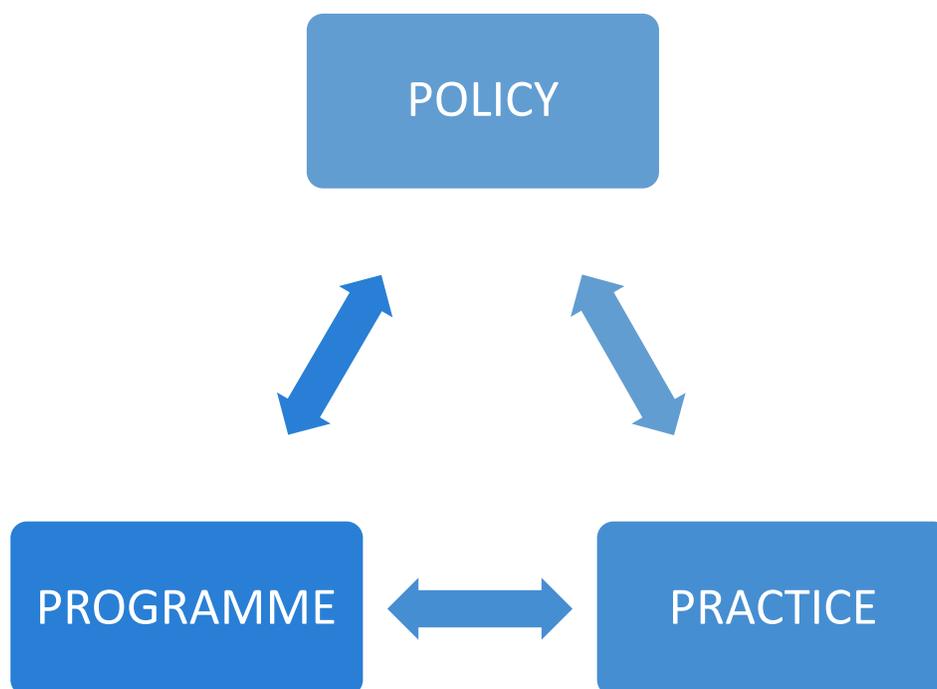
This guideline document was developed in line with the first objective. More generally, the guideline document aims to contribute to strengthening further the nascent realisation among some actors in African countries of the potential of child and youth care work. The document is written in the belief that a strong association made up of people directly involved in child and youth care (CYC) work would be well-placed to build both the profession and public recognition of its value. The need for this work is especially pressing in Africa given the depth of poverty and vulnerability in many communities, and also the substantial proportion of the population that consists of children and youth.

The document draws on the experience of the four national professional associations that are currently (as at early 2019) affiliated to FICE-Africa to provide guidance to workers in the child and youth care field in other African countries who want to establish a professional association.

## FICE-Africa's approach

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The approach of FICE-Africa rests on an agenda that integrates influencing policy, programme design and child and youth care practice, the focus areas demonstrated in the diagram below.



**Policy:** In order to protect the integrity of the CYC approach in Africa, all programmes must be aligned to international and national children's policy and legislation. Where child and youth care **work** and the child and youth care **approach** are not recognised within a country, appropriate advocacy efforts to introduce and integrate child and youth care work into government policy and legislation will be undertaken.

**Programme:** All CYC programmes must integrate and demonstrate child and youth care practice. The methodology of life space work must be expressed in the programme design. Inasmuch as donors, government and any other funders determine and design programmes for implementation, FICE-Africa commits to embedding a CYC approach into these programmes.

**Practice:** The heart of the CYC approach is to ensure that the practice of child and youth care work is preserved, promoted and expressed. The characteristics of CYC practice include working in the moment, meaning making, the developmental and therapeutic use of daily life events, behaviour management, activity programming, and developmental care among others. These characteristics must be embedded in the service delivery. This will allow for the uniqueness of the child and youth care approach to be showcased and understood.

### Different aspects of child and youth care

- The child and youth care **field** represents the multidisciplinary and diverse collection of people, settings and activities relating to the development and wellbeing of young people
  - The child and youth care **discipline** refers to the knowledge, skills and ethos taught and researched in formal education settings in support of CYC professional work
  - The child and youth care **profession** is the formal organisation, governance and collective identity of CYC
  - Child and youth care **work** is the practice of CYC.
- Jim Anglin, International Journal of Child, Youth & Family Studies, August 2016

## The guidelines

### The focus of these guidelines

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These guidelines have a very specific focus, namely the establishment of a national *professional association for child and youth care workers*. The guidelines are based on the following understandings of the purpose of a professional association, a profession, and child and youth care work. This short section briefly explains the understandings, and highlights confusion that can arise.

A *professional association* exists to promote the interests, quality and integrity of a particular profession. It is therefore important that those establishing an association are clear about the definition of the profession - its key characteristics, and the factors that distinguish it from other professions and occupations.

A *profession* is a category of people who use a similar system of values, skills, techniques, knowledge and benefits to meet a specific social need, utilising the knowledge and skills gained through theoretical and practical training evidenced in a recognised qualification.

In line with this understanding, the international definition of a *child and youth care worker* can be summarised as follows:

*A person who works in the life-space of children and adolescents with both normal and special development needs to promote and facilitate optimum development through the planned use of everyday life events and programmes to facilitate their ability to function effectively in different contexts.*

Professional child and youth care practice focuses on infants, children, and adolescents within the context of the family, the community, and the life span. Professional practitioners promote the optimal development of young people and their families in a variety of settings, such as early care and education, community-based child and youth development programmes, parent education and family support, school-based programmes, community mental health, group homes, residential centres, day and residential treatment, early intervention, home-based care and treatment, psychiatric centres, rehabilitation programmes, pediatric health care, and juvenile justice programmes.

The constitutions of the Kenya Association of Child Care Workers (KACCW) and the Lesotho Association of Child Care Workers (LACCW) start by describing what constitutes a child (and youth) care worker. These descriptions could be misleading as they include a wide range of people who work with children, as seen in the KACCW clause that follows:

*Types of child care workers include but are not limited to child care providers, police officers, children's officers, social workers, doctors, nurses and community health care workers, teachers, lawyers, local administrators, area advisory council members, village elders, parents and any person/s having parental responsibility over a child/children, employees of child welfare*

*nongovernmental organisations, employees of child and youth serving agencies, residential home and foster care workers, government employees and all volunteers working with children. All such persons shall have gone through training, accreditation or other process specified by the Association to be recognised as certified members of the Association.*

**Note:** The KACCW constitution and the names of the different associations use the term “child care” worker. However, in the webinar KACCW and the other associations confirmed that they cater for “child and youth care” workers. We therefore use the term CYCW throughout these guidelines except when quoting directly from other documents.

The clause above suggests that the term CYCW might encompass a wide range of different occupations. The common characteristic of the different types of work named in the clause is that all these people work directly with children and youth. However - as implied in the last sentence of the clause - not all those in the named occupations who work with children and youth can be considered as part of the child and youth care “profession”. It is only those who have the necessary skill and knowledge, as evidenced in a qualification, who are professional CYCWs.

### **Routes to establishing a national association**

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The “rivers of life” in Appendix B were prepared by each of the four national associations - in Kenya, Lesotho, South Africa, and Zambia - to illustrate their development to date. The “rivers” illustrate that each of the four associations -has had a unique history. Each started at a different date, and responded to different factors. Further, while there are similarities across countries in steps taken in traversing the river to date, the steps are not necessarily taken in the same order across countries. Expressed differently: There is no single route, or recipe, to establish a national association.

All the topics discussed below will probably be relevant for those establishing or growing a national professional association for CYC workers. However, they will be relevant at different times. The topics are therefore not numbered, and the order in which they are presented does not imply that they must be done sequentially.

#### *Researching the national situation*

It might seem strange for the first content topic covered to be researching the situation in one’s own country. However, as noted above, the order in which the topics are presented does not imply chronology. So having this as the first topic does not mean that the first step you must take when wanting to set up an association is to research the national situation.

The topic is placed first because it is implicit or explicit in virtually every other topic. In order to decide your next steps, you must be confident that you understand your situation. And when trying to learn from the experiences or advice of others, one must know enough about one’s own situation to be able to assess whether the experience or advice is appropriate and, if so, whether and how it might need to be adapted.

Placing this topic first aims to send a strong message that there is no single recipe for establishing and growing an association for CYCWs. What you find in these guidelines may give you new ideas, but it is up to you and your colleagues whether and how you take the different ideas forward.

### *Defining membership*

All four associations provide for different types of membership:

- Accredited membership is open to professionally registered CYCWs in three of the countries, and to those who are trained and practising in Zambia, where there is as yet no professional registration.
- Associate membership is open to those interested in the Association but who are not practising in the CYC field.
- Corporate membership is open in three of the countries to other registered non-profit organisations, institutions and associations involved in CYC work.
- Honorary membership is conferred at the discretion of the National Executive Committee (NEC) on people seen as having an established status and contributing to CYC work
- In Zambia, novitiate membership of the Zambia Association of Child Care Workers (ZACCW) is open to those who are practising but not trained.

Both individual and corporate members can vote at the association’s general meetings. In Kenya, each corporate member is entitled to two votes.

In three of the countries (all except Zambia where there are no accredited members), only accredited individual members may hold office. However, staff members who are also members in their own right may not hold office and may also not vote.

### *Defining the functions of the association*

The table below shows which aims and objectives are found in the constitutions of the associations in Kenya (K), Lesotho (L), South Africa (S) and Zambia.

Aims and objectives	K	L	S	Z
To work towards the total welfare of every child by ensuring professional and optimum care is delivered by all persons offering care to children in [country] (Overall objective)	Y			
To bring together local individuals and stakeholders working in the children’s and youth sectors with the aim of building a supportive and sustainable professional workforce ready to join their forces for provision of improved service delivery for young people		Y		
To promote the optimum care and development of children and youth who by force of circumstance grow up in environments which place their physical, social, emotional, intellectual and spiritual development at risk.	Y	Y	Y	Y
To protect and uphold the rights of all children as outlined in the United Nations Convention on the Rights of the Child, the [country’s] Constitution and the African Charter on the Rights and Welfare of the Child	Y	Y	Y	Y
To support and encourage efforts to eradicate factors which create or contribute to the hardship and suffering of children and youth and the compromising of Children’s Rights.		Y	Y	

Aims and objectives	K	L	S	Z
To liaise, co-operate or affiliate with any stakeholders, both national and international, in matters relating to child and youth care.	Y		Y	Y
To maintain liaison with all relevant stakeholders in the matter of training for Child and Youth Care Professionals, and, where necessary, to provide additional opportunities for training.	Y		Y	
To maintain liaison with all relevant stakeholders and partners to advocate and realise greater investment in child and youth work education and training programmes to help remove constraints that tend to hinder effective service delivery for children and youth.		Y		
To ensure that the [country] child and youth workforce liaises, co-operates, affiliates as well as networks with other professionals, associations and organisations and stakeholders at national, regional and international levels in matters relating to child and youth care.		Y		
To work towards professional standards, both for institutions and organisations in the field of Child and Youth Care, and for Child and Youth Care Workers in respect of their knowledge and skills, their recognition, material circumstances and conditions and conditions of service.			Y	Y
To work towards professionalisation of child and youth care work by: (a) advocating for the recognition and respect of the specialist training, knowledge and skills of Child and Youth Care Workers by public service commissions <sup>4</sup> , civil society and other employing bodies; (b) regulating training and educational requirements of the profession; (c) promoting and protecting the interests of the profession including enhancing the prestige, status, integrity and dignity of Child and Youth Care Workers; (d) regulating competency and qualifications of the profession including determining who can practice, compensation packages, terms and conditions of service; (e) designing a structured career path that will allow individuals to develop and grow; (f) determining and enforcing professional competency standards and ethical codes of practice, for individuals, institutions and organisations in the broader field of Child and Youth Care and, most especially, within the discipline of Child and Youth Care.		Y		
To disseminate information regarding the whole field of Child and Youth Care, to maintain liaison with and be available for consultation with the media in matters relating to Child and Youth Care and to publish a Journal for the Child and Youth Care Profession.		Y	Y	Y
To study, research and disseminate information regarding the whole of child and youth care practice, to maintain liaison with and be available for consultation with other stakeholders in matters relating to child and youth care and to publish a journal for the child and youth care profession	Y			
To operate The Child Care Education Trust <sup>5</sup> in terms of the Trust Deed which is attached to and forms part of this Constitution.			Y	
To work closely with the [national body] in [country] for the furtherance of professional care to all children in [country] who need it.	Y	Y		
To register and accredit persons involved in professional child care work in [country] and to promote and enforce self-regulation of all members based on defined criteria and national and international law governing the welfare of children	Y	Y		
To ensure that the child and youth workforce in [country] is adequately empowered to promote and advocate for the protection of all children and youth against any form of risk and vulnerability.		Y		

<sup>4</sup> Government body tasked with investigating, monitoring, and evaluating the organisation and administration of the public service in Lesotho.

<sup>5</sup> The Trust was established in the 1980s as a financial and tax mechanism, but is no longer relevant for NACCW today.

Aims and objectives	K	L	S	Z
To contribute to further expansion of the child and youth social service workforce to address shortages of relevant skilled professionals and current limited numbers of social workers that greatly undermine delivery of services for these age groups.		Y		
To undertake any other activities in the interests of Child and Youth Care and the Child and Youth Care Work in general.	Y	Y		

What is not currently explicit in the constitutions, but could be, is the function of promoting the value of child and youth care work. This function underlies those listed above.

### *Developing a constitution*

Every association requires a constitution. NACCW has a relatively short and simple constitution. The constitution has been amended over time as the situation requires.

The comparison of the constitutions of the four associations in Appendix A shows strong similarities, reflecting the extent to which they have learnt from each other. However, the Appendix also shows enough variation across the four countries to show that those establishing the association took the task seriously and did not simply adopt another country's constitution "as is".

Appendix A does not include every single clause of the four constitutions. In particular, it omits some of the legal jargon in some of the constitutions. The KACCW constitution stands out in this respect, and someone with legal training has clearly played a key role in drawing it up. This careful approach which considers all possibilities can provide protection when there are disputes and other difficult circumstances. The disadvantage of a longer constitution in more difficult language is that it may be less easily understood by some members. A new association will need to discuss what type of constitution best suits their needs.

All four constitutions allow for amendments to be made by the AGM. All but Kenya require that more than a simple majority of members present at the AGM support the amendments. This is a common approach in other organisations as well, reflecting the status of the constitution as the overarching "law" of the association. This "law" will need to change as the organisation grows, adapts to changing circumstances, and/or discovers loopholes in the existing constitution. However, all constitutional changes need especially careful consideration because the constitution defines the nature of the association.

If an association finds that it is facing multiple requests for amendments to the constitution, it may decide to appoint a sub-committee to lead a formal review of the constitution as a whole and come up with proposed amendments. This can avoid making piecemeal changes without recognising how a change in one part of the constitution might affect other parts.

### *Deciding on the activities of the association*

The aims and objectives of an association should determine what activities it does. The table above showing the aims and objectives of the associations reveals that there are several that are identical across all four organisations, namely promotion of optimum care for children and youth at risk, and protecting and upholding the rights of children and youth. Other common aims, although with some wording differences, relate to liaison with other stakeholders in the CYC field, and professionalisation of the CYC workforce. The last-named - professionalisation - spans several different aspects, such as training and working towards recognition and registration.

All four constitutions recognise the importance of training and of the association playing some sort of role in this respect. Training plays an especially prominent role in ZACCW's history as summarised in the webinar. The history included the recognition by government and the United Nations Children's Fund (UNICEF) in 2001 of the need for a child care upgrading programme in the country; training of 24 Zambians, including 10 as trainers, by NACCW in 2004; taking training to the regions; and using training as a route to recruitment of members. (KACCW is similar in its plans to use the training in 2019 as a route to recruitment.) ZACCW has also tried to get a government institution to deliver training, but has not as yet succeeded in this.

Training is important to ensure that the care provided to children and youth is of good quality, and to promote the standing and perceived value of the profession. However, the role of the association in respect of training differs across countries and can also change over time in a particular country. The role can include identifying training needs, through facilitating access of members to training, and encouraging others to provide training, to actually providing the training.

NACCW has gone furthest in the training field. In the early years it provided informal training to members. The association feels that its training role served as a key attraction for new membership and retaining existing members. Some of the other associations hope that their plans in respect of training will similarly attract and retain members. However, their plans do not necessarily involve their providing training themselves.

Today, NACCW is a formally accredited provider of training on the Further Education and Training Certificate: Child and Youth Care (FETC:CYC). Indeed, NACCW initiated the development of this qualification within South Africa's National Qualifications Framework (NQF) and in so doing established the first fully recognised CYC qualification in the country. During the five-year roll-out of the Isibindi model in South Africa, NACCW trained more than 6,000 workers in this qualification. It also provided the mentoring for trainee and newly qualified workers while they implemented what they had learnt. The provincial governments paid NACCW to provide these services, illustrating that training can also serve as a source of revenue for an association.

NACCW is currently playing a key role in further development of this qualification and others. It has persuaded public universities to provide CYC qualifications over the years, although there has been some setbacks in this respect along the way. NACCW also

provides unaccredited training in a range of areas. By charging for training, NACCW has tried to ensure that its training is sustainable in the sense of covering costs.

While there are clear benefits to undertaking training, an association should not take on this task lightly. The association needs to be sure that it has the necessary human and financial resources to take on the task. It needs to know the policy and legislation involved, and what this will mean in terms of bureaucratic and other requirements. It needs to be confident that there is sufficient demand for the training to make it worthwhile for the association. Indeed, the association will usually need to play a lead role in creating this demand by promoting the profession and the need for those working with children and youth to have the qualification.

The association must be confident that it can reach trainees who meet the minimum entrance requirements and have the interest and commitment to sign up for the training, persevere for the full course, and then use what they have learnt. It needs to know further that there are opportunities for using the qualification that will be sufficiently attractive to newly qualified trainees for them to take up the opportunities and remain in them and so provide services to children and youth. It needs the patience, skill and resources to deal with the logistical and personal challenges that inevitably arise during any training course. If - as is ideal - the training includes a practical component in the field - it needs the human and other resources to provide the in-service training and mentorship to ensure that the practical component serves both the trainees and beneficiaries well.

NACCW has also engaged in service delivery to children and youth. In particular, it developed the Isibindi model and co-led with government an ambitious five-year national roll-out of the model across the nine provinces of the country.

You can contact NACCW at [director@naccw.org.za](mailto:director@naccw.org.za) if you would like to discuss organising a training of trainers workshop.

You can also ask for support from NACCW in adapting the Isibindi model - or an element of it, such as the Safe Parks - for implementation in your country.<sup>6</sup>

NACCW's example illustrates the extent to which an association can play a role that might be seen as outside its core role as a professional association. Indeed, NACCW has many

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<sup>6</sup> NACCW's website, [www.naccw.org.za](http://www.naccw.org.za), also provides further information on Isibindi.

similarities to other non-governmental organisations that deliver services or engage in advocacy. There are, however, strong links between the different roles. For NACCW - and probably for other associations - it is their performance as an organisation that delivers quality services that has resulted in its being taken seriously.

There can, in particular, be no doubt that the national roll-out of Isibindi gained recognition of the existence and utility of this previously under-recognised cadre of workers. The increase in the number of CYCWs that accompanied the roll-out gave extra strength to the numerous other ways in which NACCW and its members engaged in advocacy for the cadre to be officially recognised. As a result, CYCWs - from trainees to fully qualified - are now required to register with the South African Council for Social Service Professionals (SACSSP) in order to be able to practise CYC work. In addition, while SACSSP currently regulates both social workers and CYCWs, each of these cadres has a separate professional board that operates under SACSSP's auspices. The professional board's work focuses on the specific profession, with training and qualification as a major emphasis.

At a more practical level, engaging more directly in service delivery has allowed NACCW to demonstrate that CYCWs can deliver services effectively beyond the child and youth care centres (equivalent to children's homes, orphanages and similar institutions in other countries) where they had up until then mainly been employed. Isibindi demonstrated effective service delivery in a community-based setting. Isibindi Ezikoleni is demonstrating delivery of psycho-social services in a school setting. Isibindi Impilo demonstrates how child and youth care work can contribute to addressing health-related challenges, including HIV & AIDS. Isibindi Without Borders has demonstrated how services for children can be delivered in other countries, including in refugee camps.

When additional activities are added, the association needs to assess how these may affect its key roles as a professional association, and also what resources and skills it will need to perform the additional activities.

In the case of NACCW, over time the service delivery component required a gradual but substantial increase in the staff of the association, both in terms of employees such as mentors and in terms of office-based support staff in areas such as human resources, monitoring and evaluation, finance and management. In the first decade the staff consisted of a handful of people, and in the second decade the staff complement doubled. Eventually NACCW had hundreds of staff across the provinces. In addition to its own staff complement, NACCW became indirectly responsible for the performance of thousands of CYCWs who were employed by implementing partners.

The job creation involved in the expansion was itself important in a situation of high unemployment such as prevails in South Africa. As a side-benefit, it provided a capacity building and employment opportunity for many youth, especially women youth, thus adding an element to the way in which NACCW serves youth beneficiaries. But such expansion also brings with it enormous responsibilities for both management and the board. These responsibilities include consideration of how scaling down will be managed

at the organisational level and the personal level of the affected individuals and families in the event that funding for service delivery decreases.

Other associations are also likely to wax and wane over the years, as the situation in the country and profession change and the functions of the association change to address new challenges and/or as some functions fall away as no longer appropriate or needed. These fluctuations are easier to manage if the association has planned in advance as to how it can react flexibly yet impose minimum harm on staff, members and beneficiaries.

NACCW's staff also expanded on the training side. NACCW employed some of the trainers on a permanent basis. Other trainers are not employed permanently, but instead are contracted when a training course is needed. This gives NACCW more flexibility to meet the need when several courses are needed at the same time.

### *Professionalisation*

All the constitutions see the association's role as working towards the professionalisation of CYC work. What does this term "professionalisation" mean? In French, the term "profession" has the same meaning as the English "occupation". In English, the term "profession" means more than this. According to the Cambridge English dictionary, the meaning is "any type of work that needs special training or a particular skill, often one that is respected because it involves a high level of education." The term therefore cannot be applied to each and every occupation.

One aspect of professionalisation might involve ensuring that those who do this work have the necessary training, skill and/or qualification. In the webinar, a participant noted that there is a danger with this understanding if requiring a formal qualification results in the exclusion of poorer and less educated people, some of whom might have been doing the work very effectively for many years. We therefore need to avoid professionalisation resulting in gatekeeping as has happened with some other professions. Instead, the training aspect could provide for "recognition of prior learning", where those who have experience but no formal qualification can get official recognition of what they have learnt on the job. Further, the training should be made as accessible as possible. The association might contribute to this by trying to ensure that training is available around the country, is affordable, and is delivered in a way that accommodates those who do not have strong skills in English. The association could also advocate for recognition of para-professionals.

In South Africa, the NQF provides the basis for comparing the value or level of different qualifications. Professions generally require a qualification at level 8 - equivalent to a four-year university degree- at the least. A person would therefore need this level of qualification to be considered a CYC professional. One of NACCW's most important achievements was the introduction of registration of child and youth care work at this professional level.

However, most of the people whose main job involves CYC work at community level or in institutions do not have this level of qualification. The Further Certificate that

thousands of South African workers achieved during the roll-out of Isibindi is at Level 4 of the NQF, equivalent to Grade 12 in secondary school. These para-professional workers were officially recognised as auxiliary CYCWs, similar to the social auxiliary workers in the social work field. The auxiliary CYCWs are, like full CYCWs, required to register as soon as they start their training.

Another aspect of professionalisation involves raising public awareness of the worth of the work and thus elevating the status of CYCWs - in the words of a webinar participant, combatting the idea that CYCWs are “housemaids”.

A third aspect of professionalisation involves ensuring that there is an appropriate code of ethics in place, as well as a complaints and monitoring system that ensures that CYCWs adhere to the code. The code would typically include the need to abide by internationally recognised child safeguarding guidelines, and might also provide for sanctions to be imposed on any member of the occupation who transgresses the code. The association may also want to establish a system, such as a small membership committee, that screens applications for membership, and the same or another committee that considers alleged cases of unethical practice. The extent to which an association takes responsibility for the code of ethics depends, in part, on whether the country has a professional board or similar statutory body that is allocated responsibility for ensuring professional standards.

In South Africa, the code of ethics embraces six broad areas of responsibility:

1. Responsibility to self
2. Responsible to children, young people and their families
3. Responsibility to colleagues
4. Responsibility to the employer or employing organisation
5. Responsibility to the profession
6. Responsibility to society

#### *Distinguishing CYC work from other social service professions*

In most, if not all, countries social work is recognised as a profession, alongside other professions such as nursing. Efforts to gain recognition of CYC work will need to be informed by the status of social workers in the country concerned, as well as that of other social service professionals. If, for example, social workers feel that their profession does not have sufficient formal recognition, advocates for CYC work might want to mount a joint campaign with social workers.

In some countries, other social service professionals might not all support the idea of CYC work being recognised as a profession. They might feel that CYCWs will compete with them, or that CYCWs will lower the perceived value of their own work, or that CYCWs will offer sub-standard services. They might feel that the work that CYCWs do should be done only by workers in their profession. Potential resistance by social workers is an especially serious consideration as social workers tend to dominate among the leadership in ministries responsible for social welfare services.

The view above reflects a lack of understanding that child and youth care is a profession in its own right, with its own scope, theory and practice. These equip CYCWs to deliver particular services and meet particular needs more effectively than social workers, just as social workers can deliver other services and meet other needs more effectively than CYCWs. Ideally, other social service professionals and CYCWs should be working together in multi-disciplinary teams, and should refer beneficiaries to each other when the beneficiary's needs will be better met by their colleague.

Further, all countries in Africa probably have a shortage - often severe - of social workers when measured against the need, including the need arising from child abuse, neglect and/or exploitation. Advocates for CYC work can point out that CYCWs can help reduce the pressure placed on social workers if appropriate parts of current social worker responsibilities are shifted and become the responsibility of CYCWs. Such shifting of responsibilities between different cadres is sometimes referred to as "task-shifting". It can happen between cadres at different levels within the same profession or, as proposed here, between cadres at the same level but within different professions. By taking on these tasks, CYCWs can contribute to the efficiency of social workers as well as the efficiency of social services as a whole.

To achieve this efficiency and effectiveness as well as mutual understanding, a CYC association will need to engage regularly with other social service professionals and/or their associations.

### *Registration*

Most countries have some form of registration, or licensing, for professional workers. This registration provides recognition, status and some protection to the workers concerned. For example, there may be regulations in place that prevent anyone who is not registered (licensed) from practising or being employed in specific positions and for specific tasks. This prevents competition from unregistered people who may not be properly qualified. Registration also provides protection and a guarantee of adequate and ethical service to beneficiaries. Once a registration system is in place, it is much more difficult for anyone to argue that the cadre and the work it does is unimportant.

Currently only South Africa has legal provision, through regulations, for registration of CYCWs. (In Lesotho, the constitution provides for the association to register and accredit CYCWs.) Registration is required from the time a person is enrolled as a trainee CYCW on the FETC qualification. NACCW achieved its goal of an official registration system for CYCWS after more than two decades of advocacy. Before this was achieved, NACCW introduced its own non-government system of registration. CYCWs who registered in this system were required to commit to following a code of ethics. Approximately 600 did so voluntarily. NACCW used this non-government "shadow" system to show how such a system would work. This strengthened advocacy for a formal system.

### *Financing the organisation*

NACCW's main source of funding has always been project funding from foreign and local donors for delivery of services, including both training and other services to service providers and beneficiaries. In Zambia, foreign donors are the main source.

All of the four associations provide for membership fees. All provide further that membership and the related rights lapse if a member is not paid up i.e. has not paid their fees.

Kenya's annual membership fee is 1,000 Kenya shillings, equivalent to about USD 10. In Zambia the annual fee is 100 Kwacha, also equivalent to about USD 10. NACCW has an annual individual membership fee of 50 rand while corporate membership is 100 rand - equivalent to about USD 4 and 8 respectively.

Lesotho's membership fee is 350 Maloti annually - about USD 25. This is the Lesotho association's only regular source of revenue although the association has started to respond to calls for proposals. In Lesotho, those attending FICE Africa, FICE international and NACCW biennial conferences have generally paid for themselves although in 2017 the Ministry of Justice and Correctional Services financed a court Intermediary to attend NACCW's biennial conference in Kimberley.

The fee amount is determined by the National Executive Committee (NEC) elected by members. In some cases the NEC might provide differential rates. In particular, membership fees might be reduced for trainees and are likely to be higher for corporate than for individual members. The amount needs to be sufficient to merit the time, money and hassle costs of collecting it. However, it should not be so high that it discourages membership. Finding this balance is a challenge in the situation - common in many of our countries - where CYCWs are often paid a stipend or allowance rather than a salary. In Lesotho, many CYCWs are volunteers who are paid a stipend or allowance only when they are employed on an ongoing project.

The fee revenue should ideally be sufficient to cover the regular operating costs of the association. However, this is unlikely to be possible given the generally low earnings of CYCWs. The association may seek donor funding to supplement the membership fee revenue. However, donors are much less likely to be willing to fund recurrent operating costs. Instead, they will usually be more open to funding a particular event or project. If they do agree to fund recurrent operating costs, they are very unlikely to agree to do this long-term. When they stop, the association will once again be searching for donors. Reliance on donors thus inevitably requires that ongoing effort be put into ensuring that existing donors see their support as producing valuable outcomes and attracting new donors.

Selling services such as training is a further potential source of revenue. The limitations here include that there are costs attached to training, and that many trainees may not be able to pay much in fees. If the trainees are members of the association, they may feel that the training should be provided as a free or low-cost benefit of membership.

Training works well as a revenue-maker when the employers of the trainees and or a donor pays for the training rather than the trainees themselves.

Whatever the sources of revenue, all the constitutions are clear that the finances must be properly managed. Every cent must be accounted for and reported on a regular basis to the NEC and - ultimately - the AGM. Members who contribute fees must know how these fees are used if they are to continue paying. Donors and other funders - including government - also need to know that the funds they have donated for the ultimate benefit of children and youth are being used responsibly.

In addition to reporting to members and donors, if the association is registered with government, it may be required to submit regular financial reports to the registration agency. The secretariat or equivalent in the association needs to keep a record of when all financial (and narrative) reports are due as failure or delay in submitting reports sends a signal that the association is not well-run.

### *Staffing*

As noted above, NACCW's staff numbers in the hundreds. At the other end of the scale, Lesotho currently has no staff as it is still in the process of registering as an association under the Societies Act of 1966. Kenya also has only volunteers at this point. Zambia's organogram provides for six staff members. However, in early 2019 there were only three staff due to shortage of funds.

In the first period of the association, it is common for there to be no paid staff. Instead, the work of the association is done voluntarily by the people who feel that the association is important enough for them to donate their time. In particular, those who accept positions on the NEC must recognise that in doing so they are committing to do some unpaid work for the association. However, as the plans and work of the association grow, the association is likely to want and need to pay some people to do some of the work. When this is done, the roles of the NEC and staff will - or should - become more differentiated.

Some of the constitutions explicitly provide for a director who is tasked with implementing the decisions of the NEC. The person who does this work will probably need to be paid. In the first period, the person may need to work only part-time. In the NACCW case, the first person to be paid was employed on a part-time basis and agreed to be paid less than he would have earned elsewhere for the same work. However, over time, a full-time director was needed as well as other staff. NACCW's NEC decided that staff should receive reasonable pay and conditions of work if they wanted the work to be done properly.

The constitutions task the director, and the secretariat under the director, with implementing the decisions of the NEC. This implies that the NEC has the ultimate authority and power. However, in reality, the director and those who work with the director will start to know more about the association and its work than the NEC does. Because knowledge is power, this can shift the balance of power between the staff and the NEC.

The association therefore needs to put thought and effort into establishing a system that ensures that the staff is accountable to the NEC, but that also recognises and respects the knowledge and skill of the staff, considers the suggestions of the staff seriously, and does not micro-manage. After all, it is the NEC that appoints the director - and they should then trust the person they have chosen. Conversely, the director must recognise the authority of the NEC.

### *Recruiting and maintaining membership*

In early 2019 Lesotho had only four paid-up members and 16 who had not paid their membership fees. This situation reflects the informal nature of the organisation at the time, with the registered Bahlabani Initiative still in the process of advocating for the association to be registered. At this time, Kenya had no paid-up members as the association had been inactive and was still in the process of re-activating itself.

In early 2019 ZACCW estimated that it had between 300 and 500 paid-up members, with an even larger number of members who were not paid-up. The association was in the process of updating its database and thus unable to give exact numbers.

Most associations originate in a small group of people coming together around a common concern. In Zambia, a committee was established in response to a concern around duplication of services in some geographical areas in the response to the HIV & AIDS epidemic. The committee subsequently formed the core for the association. In South Africa, managers of child care institutions came together in an informal organisation to address common concerns. The informal organisation was later formalised as a national association.

Most associations will want to increase their membership as much as possible. Size has many advantages. These include a potentially stronger voice, improved ability to represent the profession and field, and increased funds through membership fees. The voice is only “potentially” strong because a large membership is not useful unless members participate in a meaningful way.

All associations are likely to find that membership numbers fluctuate over time. For example, when the association is taking up a burning issue that affects members, membership is likely to increase. When jobs are threatened, for example, by a particular funder withdrawing, then membership may initially grow as people come together to highlight the problem, but may subsequently dwindle after people have lost their jobs in the field.

Associations can use several strategies to recruit and maintain membership.

The (annual) general meeting (AGM) provides an ideal opportunity to keep members excited about the association. The fact that election of office-bearers happens at these meetings will attract some members. However, this aspect will not be attractive to everyone. Many people will also not be very interested in discussions about possible amendments to the constitution and other more bureaucratic matters. Something else is needed to attract these other people.

Bringing everyone together for the AGM costs money. Someone needs to pay to cover transport costs, refreshment and possibly accommodation costs, and also the costs of organisation and administration. Some of these costs are fixed. For example, transport costs are paid only once to and from the venue if a person lives far away even if the event lasts more than one day. The association can therefore take advantage of the opportunity to offer other attractions.

The possibilities include:

- Offering training before or after the event
- Including educative sessions during the event
- Providing opportunities for members to report on their activities
- Providing opportunities for members who are studying or doing research to share their findings
- Inviting well-known people to speak at the event or even run a workshop
- Including special sessions for networking with members from other areas
- Including sessions for special interest groups, for example separate sessions for those working in institutions, those doing community-based work, those in training, and so on.

### **Growing a new leadership and hearing young people's voices**

In 2013, NACCW held its first youth conference. The conference was held parallel to the NACCW AGM, and the youth participants participated in some sessions of the conference. They were given an opportunity during the conference to report back on what they had done, and also to send "messages from the field" i.e. to give NACCW members a sense of how CYC work was perceived and experienced by beneficiaries. The youth conference served several purposes, including developing new leaders among CYC's beneficiary population and exposing potential future members - the youth participants - to NACCW's working. It was also an example of meaningful beneficiary and youth participation.

### *Regional or branch structures*

Associations in larger countries will usually need to provide for regional structures of some sort so as to lay the basis for membership recruitment and promote meaningful participation and democracy from members around the country. Regional structures also increase the number of opportunities for development of new leadership. They allow natural leaders to emerge through people volunteering and/or being elected to positions of responsibility.

The KACCW constitution provides for county executive committees and KACCW hopes, over time, to have such committees in all 47 counties of the country. The constitution further provides for appointment of county directors where these are needed. Lesotho hopes to have regional structures in all ten districts of the country.

NACCW has 12 regional associations, each with their own executive committee. There are 12 regions, as against the nine provinces of the post-1994 country. This apparent anomaly is a historical legacy of the way in which the association grew, with new branches being established in areas where there was strong leadership and where distances were too large for the new members to attend existing branches. The regional biennial general meetings are held in years in which the national biennial conference is not held. This means that members have the opportunity to attend a general meeting and, among others, elect their leaders every year despite the “AGM” being held only every two years. Each regional committee is given the power to establish interest groups that report to it.

ZACCW’s constitution provides for provincial chapters and also foresees the establishment, over time, of district committees. ZACCW’s constitution specifies the functions of the chapters, as follows:

- Mobilise child and youth care workers for strategic activities.
- Co-ordinate and implement activities in their chapter as agreed with the Secretariat.
- Identify the training and support needs of the membership in the province.
- Support the Secretariat to identify regional trainers and venues for training in the region.
- Contributing to policy formulation.
- Mobilise resources for the running of the chapters.
- Progressively establish District Committees.

#### *Disseminating information*

Several of the constitutions provide for specific ways in which the association should disseminate information. These include publication of a journal as well as conducting research.

ZACCW uses the chapter quarterly meeting, annual conferences, and mentorship meetings to disseminate information. Lesotho has partnered with other CSOs to provide training, has invited others to join them in attending NACCW’s biennial conference, and is active in a range of different national bodies and processes. All these engagements are used to raise awareness of both the association and child and youth care work more generally.

#### *Participating in a regional or global network of associations*

All of the four associations are linked to FICE-Africa. FICE-Africa, in turn, is the regional arm of FICE International. FICE International is an international network that brings together organisations and people working in the field of child and youth care in more than 35 countries.

FICE International brings together CYCWs broadly defined. It includes practitioners alongside academics and researchers in fields such as pedagogy, social work, youth work, psychology, and education. The overall aim - like that of the associations - is to improve the quality of child and youth care. By coming together, members can:

- Learn from each other by sharing knowledge, experience and good practices;
- Design and work together in projects;
- Explore solutions to common problems;
- Engage in advocacy for changes that will make a positive difference for vulnerable children and youth in the different countries.

All of the four associations already have experience of learning from others. NACCW, the first association in Africa, drew on Canadian theory and academic knowledge and combined this with indigenous South African knowledge and experience of organising on the ground. The other three African associations have drawn on NACCW's experience, and Kenya also drew on the experience of Zambia. The four countries hope, through FICE-Africa, to learn further from each other.

The establishment of a regional branch of FICE in the form of FICE-Africa is helpful from several perspectives. First, it is easier and less costly to bring people together from within one continent than to bring them together from all corners of the world. Second, given the many historical and current similarities in the countries, the challenges faced by a new association in an African country are more likely to resemble those faced in other African countries than challenges faced in countries in other continents. Third, governments may be more open to copying the good practice of another country in Africa than good practice of countries further away and seen as more foreign, at a different level of development, and with a different culture. Fourth, it is often easier to raise funding for a multi-country project than for a project in a single country.

Meanwhile, the fact that FICE-Africa is part of an international organisation has its own advantages. These include possible access to financial or other types of support and resources (as in the case of Lesotho), as well as an opportunity - for the lucky few - to travel to international events and learn from peers in other countries. While the countries may be very different from our own, they can sometimes make us see our own situation with new eyes.

### *Participating in other networks*

During the webinar, participants emphasised the importance of a multi-stakeholder approach. Networks provide an opportunity to engage with different stakeholders.

However, participation in any network requires time, effort and commitment if you want to gain full benefit from it. If there is a range of different network opportunities available, the association will want to choose which to prioritise so that it can avoid spending so much time networking that there is insufficient time to do the association's core work. To make decisions about prioritisation, you will need to ask about both the

costs and benefits of joining the network, the current and potential effectiveness of the network, and what the association can offer the network.

Donors often encourage the organisations that they fund to join networks. They may see this as a way in which their funding can reach a greater number of people. They may also see it as a way of avoiding duplication of services. In the HIV & AIDS field, leading funders such as PEPFAR and Global Fund have seen networking between the implementing organisations as a way of facilitating “layering”, where a single beneficiary receives a range of different services, with each organisation specialising in particular services. All of these motivations may be valid considerations. The key question for the association is weighing up the costs and benefits for itself and how this will affect the association’s ability to deliver on its own core mandate.

If we look back at the common aims and objectives of the associations, participation in other networks could contribute to:

- recognition of the profession, by increasing the visibility of CYC work and understanding of what it entails
- promotion of optimum care for children and youth at risk, and protection of their rights by providing a platform for raising awareness and sharing knowledge on these issues

Networking obviously also contributes to the objective of liaison with other stakeholders in the CYC field, such as FICE-Africa and the Global Social Services Workforce Alliance<sup>7</sup>, if the network includes such other stakeholders.

### *Influencing government*

All associations have roles that require engagement with government. Such engagement is required if the association aims to have CYCWs registered and formally recognised. It is required if the association wants government to play a role in accrediting or even providing training. It is also required if the association wants to influence policy and legislation more broadly. For example, in South Africa after the end of apartheid NACCW played a role in introducing a non-punitive and rights-based approach to child care and protection, including development of the Children’s Act and Child Justice Act, and an initiative - not yet fully achieved two decades later - to transform child care institutions. In Lesotho, the team is engaging with government around allowing CYCWs to organise themselves in an association as well as around participation in the drafting of legislation that aims to strengthen social services through the establishment of a social services council.

An association needs to take the specific dynamics in a country into account when planning its engagement with government. These dynamics include government’s

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<sup>7</sup> [www.socialserviceworkforce.org](http://www.socialserviceworkforce.org)

attitude towards civil society organisations (CSOs) as well as its attitude towards and relationship with key donors.

The United Nations Children's Fund (UNICEF) is active in virtually all countries in Africa. Development of CYC work can fit neatly into UNICEF's current interest - an interest shared with some other global players - in development of the social service workforce. In some countries UNICEF has a lot of influence with government, and the influence may be reinforced by government reliance on funding from UNICEF for work in the child protection area. However, some governments may resent or resist what they see as donors forcing their own agendas on them. In this situation, an association would need to position itself very carefully.

Similarly, an association will need to think carefully before engaging with internal political actors such as members of parliament (MPs) and political parties. Which MPs and parties are likely to support your cause? How powerful are those who support you? How will allying yourselves with them affect your success? What arguments are likely to gain the support of different actors?

A national association will usually want to avoid aligning itself with a single political party, whether the ruling party or one in opposition. Such alignment is likely to undermine its standing as an association that represents all in the profession as CYCWs who support other parties might not feel comfortable or welcome. Non-alignment does not, however, mean that the association cannot state clearly which policies it supports and which it opposes.

An association will also need to consider where the greatest power and influence lie in terms of the issue on which it is advocating. In particular, should advocacy focus primarily on government officials or on MPs? And what will be the most effective advocacy messages for the different audiences? The advocacy toolkit<sup>8</sup> developed by the Global Social Services Workforce Alliance can assist the association in considering these questions.

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<sup>8</sup> <http://www.socialserviceworkforce.org/resources/global-advocacy-toolkit-social-service-workforce>

## The way forward

This guide is intended as a living document - as a document that will be revised and “grown” as more countries contribute the lessons from their experience of establishing national associations for CYC workers and, through so doing, contributing to the well-being of the children and youth of the African continent.

We would love to receive feedback on this guide, whether in the form of the story of your experiences, or the form of suggestions on ways to improve this guide. Please contact:

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We hope that the guide will grow the number of countries in Africa that have national associations and that this, in turn, will contribute to delivery of quality services to address the needs of vulnerable children and youth on our continent.

In addition to using this guide, those interested in promoting CYC work in their country can:

- Contact NACCW about arranging a training of trainers in their country
- Ask for support from NACCW in adapting the Isibindi model - or an element of it, such as the Safe Parks - for implementation in their country.

## Appendix A: Comparison of the constitutions of the four associations

The table below presents a comparison of how each of the four constitutions deals with the various topics that they cover. For the most part the table records the wording as it appears in the constitution concerned. However, we have simplified in some cases by removing some of the legal jargon and details. This was done, in particular, in the case of KACCW's constitution. We have also changed the wording of some clauses to make it gender-neutral. For example, we use "chairperson" rather than "chairman".

Topic	Kenya	Lesotho	South Africa	Zambia
<b>Name</b>	Kenya National Association of Child Care Workers	Lesotho Association of Child and Youth Care Workers	National Association of Child Care Workers	Zambia Association of Child Care Workers
<b>As at</b>	Proposed 2015	Undated	2013	2016
<b>Aims &amp; objectives</b>	<p><b>Main objective</b></p> <p>To work towards the total welfare of every child by ensuring professional and optimum care is delivered by all persons offering care to children in Kenya.</p> <p><b>Specific objectives</b></p> <p>To promote the optimum care and development of children and youth who by force of circumstance grow up in environments which place their physical, social, emotional, intellectual and spiritual development at risk.</p> <p>To protect and uphold the rights of all children as outlined in the United Nations Convention on the Rights of the Child, the African Charter on the Rights</p>	<p>To bring together local individuals and stakeholders working in the children's and youth sectors with the aim of building a supportive and sustainable professional workforce ready to join their forces for provision of improved service delivery for young people .</p> <p>To ensure that the child and youth workforce in Lesotho is adequately empowered to promote and advocate for the protection of all children and youth against any form of risk and vulnerability.</p> <p>To uphold the rights of young people as entrenched in the United Nations Convention on the Rights of the Child, African Charter on the Rights and</p>	<p><b>Aims and Objects</b></p> <p>To promote the optimum care and development of children and youth who by force of circumstance grow up in environments which place their physical, social, emotional, intellectual and spiritual development at risk.</p> <p>To protect and uphold the rights of all children as outlined in the United Nations Convention on the Rights of the Child, the South Africa Constitution and the African Charter on the Rights and Welfare of the Child</p> <p>To support and encourage efforts to eradicate factors which create or contribute to the hardship and suffering of children and youth and the</p>	<p>To promote the optimum care and development of children and youth who by force of circumstance grow up in environments which place their physical, social, emotional, intellectual and spiritual development at risk.</p> <p>To protect and uphold the rights of all children as outlined in the United Nations Convention on the Rights of the Child and other international instruments.</p> <p>To liaise, co-operate or affiliate with any other bodies, both national and international, in matters relating to child and youth care.</p> <p>To work towards professional standards, both for institutions and organisations in the field of</p>

Topic	Kenya	Lesotho	South Africa	Zambia
	<p>and Welfare of the Child, the Kenya Constitution and the Children's Act, 2001 (Kenya).</p> <p>To work towards professional standards, both for institutions and organisations in the field of child and youth care, and for child and youth care workers in respect of their knowledge and skills, their recognition, material circumstances and conditions of service.</p> <p>To study, research and disseminate information regarding the whole of child and youth care practice, to maintain liaison with and be available for consultation with other stakeholders in matters relating to child and youth care and to publish a journal for the child and youth care profession.</p> <p>To liaise, cooperate or affiliate with any stakeholders, both national and international, in matters relating to child and youth care.</p> <p>To maintain liaison with all relevant stakeholders in the matter of training for child and youth care professionals, and where necessary, to provide additional opportunities for</p>	<p>Welfare of the Child, the Lesotho Constitution, the Children's Protection and Welfare Act (2011), and other relevant national legal and policy frameworks.</p> <p>To promote optimum care and development for all children and youth who by force of different and multiple circumstances grow up in environments which place their physical, social, emotional, intellectual and spiritual development at risk.</p> <p>To support and encourage efforts aimed at eradicating factors that create or contribute to various types of hardships and sufferings children and youth endure and, consequently, compromise the fulfilment of their rights.</p> <p>To work towards professionalisation of child and youth care work by:- advocating for the recognition and respect of the specialist training, knowledge and skills of Child and Youth Care Workers by public service</p>	<p>compromising of Children's Rights.</p> <p>To liaise, co-operate or affiliate with any stakeholders, both national and international, in matters relating to child and youth care.</p> <p>To work towards professional standards, both for institutions and organisations in the field of Child and Youth Care, and for Child and Youth Care Workers in respect of their knowledge and skills, their recognition, material circumstances and conditions of service.</p> <p>To disseminate information regarding the whole field of Child and Youth Care, to maintain liaison with and be available for consultation with the media in matters relating to Child and Youth Care and to publish a Journal for the Child and Youth Care Profession.</p> <p>To maintain liaison with all relevant stakeholders in the matter of training for Child and Youth Care Professionals, and, where necessary, to provide additional opportunities for training.</p>	<p>child and youth care, and for child and youth care professionals in respect of their knowledge and skills, their recognition, material circumstances and conditions of service.</p> <p>To disseminate information regarding the whole field of child and youth care, to maintain liaison with and be available for consultation with the media in matters relating to child and youth care.</p>

Topic	Kenya	Lesotho	South Africa	Zambia
	<p>training or facilitate such training.</p> <p>To work closely with the National Council for Children's Services in Kenya<sup>9</sup> for the furtherance of professional care to all children in Kenya who need it.</p> <p>To register and accredit persons involved in professional child care work in Kenya and to promote and enforce self-regulation of all members based on defined criteria and national and international law governing the welfare of children</p> <p>To undertake any other activities in the interests of child and youth care and child and youth care work in general</p>	<p>commissions<sup>10</sup>, civil society and other employing bodies;</p> <p>regulating training and educational requirements of the profession;</p> <p>promoting and protecting the interests of the profession including enhancing the prestige, status, integrity and dignity of Child and Youth Care Workers;</p> <p>regulating competency and qualifications of the profession including determining who can practice, compensation packages, terms and conditions of service;</p> <p>designing a structured career path that will allow individuals to develop and grow;</p> <p>determining and enforcing professional competency standards and ethical codes of practice, for individuals, institutions and organisations in</p>	<p>To undertake any other activities in the interests of Child and Youth Care and the Child and Youth Care Work in general.</p> <p>To operate The Child Care Education Trust in terms of the Trust Deed which is attached to and forms part of this Constitution.</p>	

<sup>9</sup> The National Council was established in 2002. Its main mandate is to exercise general supervision and control over planning, financing and coordination of child rights activities and to advise government on all aspects related to children. It has Area Advisory Councils in seven counties and 227 sub-counties of the country to help ensure that services reach the children who need them.

<sup>10</sup> Government body tasked with investigating, monitoring, and evaluating the organisation and administration of the public service in Lesotho.

Topic	Kenya	Lesotho	South Africa	Zambia
		<p>the broader field of Child and Youth Care and, most especially, within the discipline of Child and Youth Care.</p> <p>To contribute to further expansion of the child and youth social service workforce to address shortages of relevant skilled professionals and current limited numbers of social workers that greatly undermine delivery of services for these age groups.</p> <p>To ensure that the Lesotho child and youth workforce liaises, co-operates, affiliates as well as networks with other professionals, associations and organizations and stakeholders at national, regional and international levels such as the SSDL [Situating and Supporting Distance Learning]<sup>11</sup> and Pastoral Care and Counselling graduates in matters relating to child and youth care.</p> <p>To disseminate information regarding the whole field of Child and Youth Care, to maintain liaison with and be</p>		

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<sup>11</sup> SSDL is a certificate-level training programme.

Topic	Kenya	Lesotho	South Africa	Zambia
		<p>available for consultation with the media in matters relating to Child and Youth Care and to publish a Journal for the Child and youth Care Profession.</p> <p>To maintain liaison with all relevant stakeholders and partners to advocate and realise greater investment in child and youth work education and training programmes to help remove constraints that tend to hinder effective service delivery for children and youth.</p> <p>To work closely with the Lesotho Council for Social Service Professions for the furtherance of professional care of all children and youth in Lesotho.</p> <p>To register and accredit persons involved in professional child care work in Lesotho and to promote and enforce self-regulation of all members based on defined criteria and national and international standards governing care of children.</p> <p>To undertake any other activities in the interests of strengthening Child and Youth Care Work in general.</p>		

Topic	Kenya	Lesotho	South Africa	Zambia
<b>Membership</b>	<p>Associate membership is open to persons who have an interest in the Association but are not practising in the field of child and youth care</p> <p>Accredited membership is open to professionally registered child and youth care workers</p> <p>Honorary membership may be conferred at the discretion of the National Executive Committee on persons who are regarded by that committee to have an established status in the field of child and youth care and to have substantially contributed to the field</p> <p>Corporate membership is open to non-profit organisations as registered under the NGOs Coordination Act (1990), institutions or associations which are involved in child and youth care and who have an interest in the Association.</p> <p>All members (Individual or corporate) may exercise a vote in the affairs of the Association.</p> <p>Only accredited individual members may hold office in the affairs of the Association.</p> <p>Staff members of the Association who are members</p>	<p>Membership to the Association will be divided into the following categories, with duly paid membership fees as determined by Annual General Meeting or the National Executive Committee:</p> <p><b>Associate Membership:</b> open to persons who have an interest in the Association but are not practising in the field of Child and Youth Care.</p> <p><b>Accredited Membership:</b> open to professionally registered Child and Youth Care Workers (as defined by the Professional Board for Child and Youth Care or a similar structure once established).</p> <p><b>Corporate membership:</b> open to other non-government not for profit organisations registered under the Societies Act, institutions or associations which are involved in child and youth care work and are interested in the Association.</p> <p><b>Honorary Membership:</b> may be conferred at the discretion of the National Executive Committee on persons who are regarded by that committee to have an</p>	<p>Associate Membership is open to persons who have an interest in the Association but are not practising in the field of Child and Youth Care.</p> <p>Accredited Membership is open to professionally registered Child and Youth Care Workers (as defined by the Professional Board for Child and Youth Care).</p> <p>Honorary Membership may be conferred at the discretion of the National Executive Committee on persons who are regarded by that committee to have an established status in the field of Child and Youth Care and to have substantially contributed to the field.</p> <p>Corporate Membership is open to Non-Profit Organisations (as registered in terms of the Non-Profit Organisations Act of 1997), institutions or associations which are involved in the field of Child and Youth Care and who have an interest in the Association.</p> <p>Corporate membership does not confer any level of individual membership upon the</p>	<p><b>Associate Membership</b> is open to persons who have an interest in the Association but are not practising in the field of child and youth care.</p> <p><b>Novitiate Membership</b> is open to persons who are practising in the field of child and youth care but are not trained in Basic Qualifications of Child Care (BQCC).</p> <p><b>Accredited Membership</b> is open to those trained in BQCC and are practicing professionals.</p> <p><b>Corporate membership</b> does not confer any level of individual membership upon the members or employees of an organisation.</p>

Topic	Kenya	Lesotho	South Africa	Zambia
	<p>of the Association are not eligible for election to any office in the Association and may not exercise a vote in the Association.</p> <p>The conditions for continued associate and accredited membership will be;</p> <ul style="list-style-type: none"> <li>• Membership fees are duly paid</li> <li>• The member is in good standing with the Association and has not (in the case of accredited membership) been deleted from the register of professionals as recognised by the Association.</li> </ul> <p>Application for membership shall be made on the prescribed application form</p>	<p>established status in the field of Child and youth Care and to have substantially contributed to the field and have interest in the Association.</p> <p>All members (individual or corporate) may exercise a vote in the affairs of the Association.</p> <p>Only accredited individual members may hold office in the Association.</p> <p>Corporate members shall be entitled to two votes in the affairs of the Association on behalf of its members.</p> <p>Staff members of the Association who are members of the Association are not eligible for election to any office in the Association and may not exercise a vote in the Association.</p> <p>All members of the Association including corporate members shall subscribe and adhere to the Association's established quality standards for service delivery; Code of Conduct; Principles; and Values.</p> <p>Corporate members shall also be guided by their own quality standards, Code of Conduct, Principles, and values which</p>	<p>members or employees of an organisation.</p> <p>All members (individual or corporate) may exercise a vote in the affairs of the Association.</p> <p>Only accredited individual members may hold office in the Association.</p> <p>Staff members of the Association who are members of the Association are not eligible for election to any office in the Association and may not exercise a vote in the Association.</p> <p>Application for membership shall be made on the prescribed application form.</p>	

Topic	Kenya	Lesotho	South Africa	Zambia
		should be consistent with those of the LACCW.		
<b>Termination of membership</b>	<p>Membership may be terminated if:</p> <p>Membership fees are not duly paid</p> <p>A member voluntarily resigns membership</p> <p>As a result of a finding of the National Executive Committee (NEC) that the member has displayed conduct that brings the Association into disrepute.</p> <p>A member who has had his/her membership cancelled/terminated can appeal to a special Committee nominated by the NEC for that purpose.</p>	<p>A member may be terminated from membership of the Association if:</p> <p>membership fees are not duly paid;</p> <p>a member voluntarily resigns membership;</p> <p>a member is found by the National Executive Committee to have committed any act which puts the Association into disrepute, and</p> <p>The Association shall by all means afford a member a hearing before making a decision to terminate their membership.</p> <p>A member who has had his/her membership cancelled or terminated can appeal to a Special Committee nominated by the National Executive Committee.</p>	<p>Membership may be terminated:</p> <p>if membership fees are not duly paid;</p> <p>if a member voluntarily resigns membership;</p> <p>as a result of a finding by the National Executive Committee that the member has displayed conduct that brings the Association into disrepute.</p> <p>A member who has had his/her membership cancelled/terminated can appeal to a Special Committee nominated by the National Executive Committee.</p>	<p>De-registration by the Government for any offences committed that are against the law of the land.</p> <p>Inability of the member to renew their membership by paying of the subscription fee.</p> <p>Death of individual members or resignation.</p> <p>Dissolution of an Association (in the case of Association membership).</p>
<b>Structure of the Association</b>		<p>The structure of the Association shall consist of the following:</p> <p>Annual General Meeting</p> <p>National Executive Committee</p> <p>Special General Meeting</p> <p>District Operational Committees</p>		

Topic	Kenya	Lesotho	South Africa	Zambia
		Commissioned Teams		
<b>General meetings</b>	<p>The Association shall be governed by its Annual General Meeting (AGM) which shall be held no later than December each year and no more than 12 (twelve) months apart.</p> <p><b>Functions</b></p> <p>To receive reports of the National Chairperson, the Director, and the Honorary Treasurer; which shall include the financial statement of the Association</p> <p>To receive reports of the regional associations, any standing committees or sub-committees which may have been appointed by the AGM or the NEC</p> <p>To elect a National Chairperson who shall be an accredited member of the Association and who shall hold such office until the next AGM. Nominations for the position of National Chairperson shall be duly proposed and seconded by accredited members and</p>	<p>The AGM shall be the highest decision-making body of the organisation.</p> <p>The AGM shall be held every year. Immediately when it becomes clear that it is not feasible to have AGM in the current year, Chairperson shall notify membership and the reasons thereof;</p> <p>The meeting date and venue of the AGM shall be determined by the National Executive Committee. Notification to members shall be by email, mail, organisation's social media groups or hand delivered at least three weeks before the AGM;</p> <p>The quorum of the AGM shall be two-thirds (2/3) of the paid up membership;</p> <p><b>Functions</b></p> <p>To elect the National Executive Committee.</p>	<p>The Association shall be governed by its Biennial General Meeting which shall be held no later than October in odd-numbered years.</p> <p><b>Functions</b></p> <p>to receive the reports of the National Chairperson, the Director and Treasurer which will include the financial statement of the Association</p> <p>to receive the reports of the Regional Associations and any Standing Committees or sub-committees which may have been appointed by the Biennial General Meeting or the National Executive Committee.</p> <p>to elect a National Chairperson who shall be an accredited member of the Association and who shall hold such office until the next succeeding Biennial General Meeting.</p> <p>to elect an Auditor.</p>	<p>The Annual General Meeting (AGM)<sup>12</sup> shall take place every 3 years in the form of the Tri-Annual Conference.</p> <p>The composition of the Tri-Annual Conference shall be for all the members of the Association and invited group/individuals.</p> <p><b>Powers &amp; functions:</b></p> <p>To elect the National Board comprising of the Chairperson, the Treasurer, and the Secretary.</p> <p>To receive from the National Board audited accounts, Secretary's report and provincial reports.</p> <p>To amend the Constitution when necessary.</p> <p>To debate and agree on major shift in the operations of the Association.</p> <p>To review the overall performance of the Association and structures within the Association.</p>

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<sup>12</sup> This is therefore not strictly speaking an “annual” meeting.

Topic	Kenya	Lesotho	South Africa	Zambia
	<p>accepted by the nominee and shall be in the hands of the Director 1 (one) month before the AGM for circulation to members. The National Chairperson may hold office upon re-election annually for a maximum of five years consecutively or otherwise.</p> <p>To elect an Auditor</p> <p>To transact any other business as provided in this constitution</p> <p>All members shall be given at least 2 (two) months notice of the AGM.</p> <p>Any member in good standing, whether accredited, associate or corporate shall have one vote at the AGM.</p>	<p>To adopt reports, regulations, resolutions, policies and codes of the organisation.</p> <p>To amend the constitution where it deems necessary.</p> <p>To elect an Auditor</p> <p>To transact any other business as provided for in this constitution.</p>	<p>to transact any other business as provided for in this Constitution.</p> <p>All members shall be given at least 4 (four) months notice of the Biennial General Meeting. The Notice of Meeting shall include a call for nominations for the position of National Chairperson.</p> <p>The Biennial General Meeting may at the discretion of the National Executive Committee be linked to a National Conference organised under the direction of the National Executive Committee.</p>	<p>To exercise any other powers incidental to or connected to the foregoing.</p> <p>To dissolve the Association in accordance with the dissolution terms and articles set forth in this Constitution.</p>
<b>Sub-structures</b>	<p>Members of the Association at county level shall meet annually to elect a County Executive Committee (CEC) to liaise with the NEC on behalf of the County. The CEC shall consist of a Chairperson, Treasurer and Secretary and two other members from within the County.</p> <p>The Association shall cause every county to hold a CEC Meeting at least a month before the AGM so that matters arising</p>		<p>The National Executive Committee may from time to time approve the establishment of Regional Associations to promote the Aims and Objects of the Association in such areas as it may determine.</p> <p>Except as otherwise provided for hereunder, the rules regarding the election of National Chairpersons, Aims and Objects, Membership, Subscriptions, Finance, procedures at meetings and</p>	<p>The Provincial Chapters shall have the following responsibilities:</p> <p>Mobilise child and youth care workers for strategic activities.</p> <p>Co-ordinate and implement activities in their chapter as agreed with the Secretariat.</p> <p>Identify the training and support needs of the membership in the province.</p> <p>Support the Secretariat to identify regional trainers and</p>

Topic	Kenya	Lesotho	South Africa	Zambia
	<p>in the County level are properly articulated for ventilation by the county representation at the AGM.</p> <p>The Association shall have regional structures at the County level. These structures shall reflect the national structure of the Association. There shall therefore exist County Executive Committees (CEC) which shall run the affairs of the County in line with guidelines agreed at the national level.</p> <p>The Association shall appoint County Directors, if need be, to assist the CEC implement policies and decisions of the Association. All matters of the Association shall be articulated through the National Director and the County Directors, where they shall have been appointed by the Association.</p>		<p>voting rights of the Association shall apply mutatis mutandis to Regional Associations.</p> <p>Each Regional Association shall hold its Biennial General Meeting no later than October in the years alternate to the National Biennial General Meeting.</p> <p>At such Regional Biennial General Meetings a Regional chairperson, Vice Chairperson, Secretary, Treasurer and Membership Secretary shall be elected.</p> <p>Chairpersons or nominees of any Social Workers' Group, Child and Youth Care Workers' Forum or Administrators' Group established in terms of Clause 9.6 shall serve on the committee. Further members may be elected so that the committee shall consist of no fewer than 5 (five) or no more than 10 (ten) members.</p> <p>Failure to attend 3 (three) consecutive meetings without prior apologies shall lead to termination of Regional Committee membership.</p> <p>Vacancies on Regional Committees shall be filled by</p>	<p>venues for training in the region.</p> <p>Contributing to policy formulation.</p> <p>Mobilise resources for the running of the chapters.</p> <p>Progressively establish District Committees</p> <p><b>Chapter/provincial elections</b></p> <p>There shall be elections for Provincial Chapters at the Provincial level.</p> <p>Nominations shall come from paid up members within the Provincial Chapter.</p> <p>The Elections shall be supervised by the Board Members elected at the Annual General Meeting.</p> <p>The elections shall be held 4 months before the Annual General Meeting</p>

Topic	Kenya	Lesotho	South Africa	Zambia
			<p>co-option and vacancies amongst office bearers other than the Chairperson shall be filled from amongst the members of such committees. In the event of a vacancy occurring in the post of Regional Chairperson, a new Regional Chairperson shall be elected at a Special Regional Meeting. The Regional Chairperson so elected shall hold office until the next succeeding Regional Biennial General Meeting.</p> <p>Regional Committees may authorise the establishment of a Social Workers' Group, a Child and Youth Care Workers' Forum, and an Administrator's Group. Activities of such groups shall be approved and monitored by the Regional Executive Committee.</p> <p>Regional Committees shall be responsible for the organisation of regional programmes of activities which will include full meetings of each Regional Association at least once every quarter.</p> <p>Not less than 10 (ten) days' notice shall be given to members of any business</p>	

Topic	Kenya	Lesotho	South Africa	Zambia
			<p>meeting of a Regional Association and a quorum at such meetings shall be half plus one of the membership of that Regional Association.</p> <p>In the event of the non-functioning of a Regional Association for whatever reason the National Executive Committee shall have the authority, after consultation with the Regional Committee, to suspend the operation of that Regional Association until such time as its operation may be resumed. If such suspension is prolonged the National Executive Committee shall have the authority to terminate the existence of the said Regional Association.</p>	
<b>Executive committee</b>	<p>The affairs of the Association shall be managed by the National Executive Committee which shall exercise the functions of the AGM between meetings and which shall meet at the request of the National Chairperson as necessary but at least four times a year. The secretary to the NEC shall be the National Director of the Association.</p>	<p>There shall be the NEC which shall be the highest administrative authority of the organisation.</p> <p>The NEC shall be elected by the AGM from amongst the members with paid up membership.</p> <p>The NEC shall be composed of seven members, and with due notice having been given, at any meeting of the NEC, a</p>	<p>The affairs of the Association shall be managed by a National Executive Committee which will exercise the functions of the Biennial General Meeting between meetings and will meet at the request of the National Chairperson as necessary but at least twice a year.</p> <p>The National Executive Committee shall consist of not fewer than 5 (five) members</p>	<p>Shall be chaired by the Chairperson, in whose absence an Executive member shall be appointed.</p> <p>Shall meet at the request of the National Chairperson at least 3 times a year.</p> <p>The quorum shall be 50% of the embers plus one.</p> <p><b>Composition</b></p> <p>The National Chairperson</p>

Topic	Kenya	Lesotho	South Africa	Zambia
	<p>The NEC shall consist initially of not fewer than 5 (five) members and may grow to at least 47 (forty seven) when the association gains membership and representation in each of the 47 (forty seven) counties of Kenya.</p> <p>The National Chairperson and the Treasurer shall be nominated by members of the NEC from among its membership through a process agreed by a majority of the NEC members.</p> <p>The National Director of the Association shall automatically be the Secretary to the NEC and shall implement all such decisions as shall be made by the NEC. Every County shall automatically be represented at the NEC by the chairperson of the CEC.</p> <p>The National Executive Committee shall elect a Vice-Chairperson from its own members. All members of the NEC, save for the Director, shall serve for a renewable term of 1 (one) year renewable for a maximum of five years.</p>	<p>quorum shall consist of 50% of the members plus one. In the absence of the National Chairperson the remaining members shall elect a Chairperson from their own number.</p> <p><b>Structure:</b></p> <p>Chairperson Deputy Chairperson Secretary General Deputy Secretary General Treasurer Two members</p> <p>The term of office for the NEC shall be three (3) years. No member shall hold office for more than two consecutive terms.</p> <p>In the event of a vacancy occurring in the post of Chairperson the NEC shall appoint a Chairperson from amongst its own members or at its discretion call a Special General Meeting to fill the vacancy. The Chairperson so appointed or elected shall hold office until the next succeeding Annual General Meeting.</p> <p>Upon the written request of 20 (twenty) members in good</p>	<p>and shall be constituted as follows: The National Chairperson, the Treasurer, together with the Chairperson or a representative of each Regional Association.</p> <p>The National Executive Committee shall elect a Vice-Chairperson from its own members. The National Executive Committee shall nominate a Treasurer to serve for a two-year period. Such nomination shall be confirmed by the Biennial General Meeting.</p> <p>The National Executive Committee shall have the power to co-opt individuals with specific expertise. Such persons shall have no vote.</p> <p>The National Executive Committee shall appoint a Director who shall be responsible for the Professional Services and day-to-day administration of the Association. The Director shall be responsible and accountable to the National Executive Committee of the Association. Staff shall be responsible and accountable to the Director.</p>	<p>The National Secretary The National Treasurer Association Executive Director Chairpersons of the Chapters Line Government Ministry ex-officio Co-opted experts</p> <p><b>Duties</b></p> <p>Shall oversee the implementation of resolutions from the Tri-Annual General Meeting and/or Extra Ordinary General Meetings.</p> <p>Shall be responsible for policy formulation and implementation.</p> <p>Shall approve annual work and financial plans</p> <p>Shall recruit and terminate the Association Executive Director</p> <p>Shall have the power to co-opt individuals with specific expertise.</p> <p>Shall consult member(s) to sit in meeting when need arises.</p> <p><b>National Board members</b></p> <p>The AGM shall elect the following positions; National Chairperson, National Secretary and National Treasurer.</p>

Topic	Kenya	Lesotho	South Africa	Zambia
	<p>The National Executive Committee shall have the power to co-opt individuals with specific expertise. Such persons shall have no vote</p> <p>The National Executive Committee shall appoint a Director who shall be responsible for the professional services and day-to-day administration of the Association. The Director shall be responsible and accountable to the National Executive Committee which shall be represented between meetings by the National Board of Management. The NEC shall also set the terms and conditions of service for the National Director who shall have no vote in the NEC but shall record all proceedings of meetings and implement any decisions made thereof.</p> <p><b>Powers</b></p> <p>The National Executive Committee shall directly or through delegated powers be empowered to;</p> <p>acquire, lease, sell hire such property and erect such buildings as are necessary to</p>	<p>standing or when any matter arises for decision as provided for in this Constitution which cannot in the opinion of the National Executive Committee wait for the next Annual General Meeting a Special General Meeting shall be called by the Chairperson. All members shall be given at least six weeks' notice of such meeting and the notice of meeting shall lay out clearly the proposals which are to be presented.</p> <p><b>General functions:</b></p> <p>To administer the Association in between the Annual General Meetings (AGM).</p> <p>To facilitate development and updating of strategic plan for the Association, aimed at informing Association's programs and activities.</p> <p>To implement the resolutions, programmes or any other decision of the Association.</p> <p>To do any other function as may from time to time be directed by the AGM.</p> <p>To establish Sub-Committees, Task Teams, and Commissions as and when necessary.</p>	<p>The National Executive Committee in consultation with the Director shall have the authority to approve staff appointments as may be deemed necessary and upon such terms as it may decide.</p> <p>Due notice having been given, at any meeting of the National Executive Committee a quorum shall consist of 50% of the members plus one. In the absence of the National Chairperson the remaining members shall elect a Chairperson from their own number.</p> <p>In the event of a vacancy occurring in the post of National Chairperson the National Executive Committee shall appoint a National Chairperson from amongst its own members or at its discretion call a Special General Meeting in terms of clause 6.9 to fill the vacancy. The National Chairperson so appointed or elected shall hold office until the next succeeding Biennial General Meeting.</p> <p>Upon the written request of 20 (twenty) members in good standing or when any matter arises for decision as provided</p>	<p>The voting shall be by secret ballot to be conducted by a neutral office.</p> <p>One person one vote.</p> <p>This will be by simple majority.</p> <p>No one shall be allowed to hold two positions.</p> <p>Any full paid up member from the Chapter is eligible to stand at any position.</p> <p><b>Term of office</b></p> <p>The executive members shall be in office for three (3) years unless re-elected for the second final term.</p> <p>National Board Members shall only serve consecutively for two (2) terms.</p>

Topic	Kenya	Lesotho	South Africa	Zambia
	<p>further the aims or administration of the Association and to maintain the same. All immovable property will be vested in and registered in the name of the Association.</p> <p>appoint such attorneys or agents or persons for permanent, temporary or special services and to invest them with such powers as they think expedient and to determine their duties and to fix or value their salaries or emoluments</p> <p>iii. borrow money for purposes or mortgage any of the property or assets of the Association as security for the repayment of such money</p> <p>determine policy, procedures or rules for the better management or administration of the Association</p> <p>ensure that Association funds available for investment are only invested in registered and recognised financial institutions under Kenyan law</p> <p>determine subscriptions by members and vary them from time to time to suit the needs of the Association.</p>	<p>The NEC shall have the power to co-opt individuals with specific expertise. Such persons shall have no vote.</p> <p><b>Basic responsibilities:</b></p> <p>Protect the mission and purpose of the Association as determined by the AGM;</p> <p>Select the Executive Director who shall be responsible for the professional services and day-to-day administration of the Association. Further the NEC shall develop the Executive Director's terms of reference (Job Descriptions);</p> <p>Support and evaluate the Executive Director;</p> <p>Ensure effective planning;</p> <p>Monitor and strengthen programmes and services;</p> <p>Ensure adequate financial resources;</p> <p>Protect Association's assets and provide financial oversight;</p> <p>Build a competent board by among others identifying potential board members with diverse skills; providing adequate training to board members etc.;</p>	<p>for in this Constitution which cannot in the opinion of the National Executive Committee wait for the next Biennial General Meeting a Special General Meeting shall be called by the National Chairperson. All members shall be given at least six weeks' notice of such meeting and the notice of meeting shall lay out clearly the proposals which are to be presented.</p> <p>Voting procedures at the Biennial General Meeting and Special General Meeting shall be as follows:</p> <p>Only members in good standing at the time of the meeting shall be permitted to vote.</p> <p>Current membership cards shall be the only proof of membership.</p> <p>Proxy votes are acceptable provided that the voter completes the prescribed proxy form and hands his membership card to another member to vote on his behalf.</p> <p>In the case of a Special General Meeting, at the discretion of the National Executive Committee</p>	

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	<p>ratify upon application by County members, the existence of a County Association chapter and a County Executive Committee.</p> <p>At any meeting of the National Executive Committee, a quorum shall consist of 50% of the members plus one. In the absence of the National Chairperson and their assistant, the remaining members shall elect a chairperson from their own number.</p> <p>In the event of a vacancy occurring in the post of National Chairperson, the NEC shall appoint a chairperson from amongst its own members, or at its discretion call a Special General Meeting (SGM) to fill the vacancy. The National Chairperson so elected or appointed shall hold office until the next AGM.</p> <p>Upon written request of 20 (twenty) NEC members in good standing or when any matter arises for decision which cannot in the opinion of the NEC wait for the next AGM, a Special General Meeting shall be called by the National Chairperson. All members shall be given at least</p>	<p>Ensure legal and ethical integrity of the Association;</p> <p>Enhance the Association's public standing.</p>	<p>provisions may be made for members to vote in their Regions.</p> <p>The Director shall attend meetings of the National Executive Committee.</p> <p>A quorum at such meetings shall be 50% of its members plus one.</p>	

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	21 (twenty one) days' notice of such meeting and the notice of meeting shall lay out clearly the proposals to be presented.			
<b>Chairperson</b>	The chairperson shall chair all meetings of the AGM, NEC, NBM and all general meetings. They shall provide general guidelines related to the affairs of the Association. In their absence the Vice-chairperson shall chair the meeting.	<p>Chair all meetings of the Association;</p> <p>Sign all official documents of the Association;</p> <p>Represent the Association in any activities which require his/her participation;</p> <p>Allocate duties to other members of the NEC where and when required;</p> <p>Oversee management in relation to day-to-day running of the Association;</p> <p><b>Deputy Chairperson</b></p> <p>Assist and deputise the Chairperson in his/her duties at all meetings;</p> <p>Carry out the duties of the chairperson in his/her absence;</p> <p>Carry out any other duties that may be assigned to him/her by the Chairperson or the NEC from time to time;</p>		<p>Shall preside over all the business meetings of the Association and the National Board.</p> <p>Shall represent the National Board between meetings.</p> <p>Shall cast a deciding in addition to the ordinary vote.</p> <p>Shall supervise the Secretariat on behalf of the National Board.</p> <p>Shall represent the Association at bilateral and multilateral meetings and agreements.</p> <p>Shall sign all funding documentations and agreements on behalf of the Association.</p>
<b>Secretary</b>	The Secretary or Director of the Association shall:	<p><b>Secretary General</b></p> <p>Keep records or documents or files of the Association;</p> <p>Take minutes during meetings;</p>		Shall be responsible for keeping records of the Association.

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	<p>Keep minutes of the meetings of the Board of AGM, NEC, NBM and all General Meetings</p> <p>Carry out all correspondence and publicity on behalf of the Association.</p> <p>Arrange for meetings of the Association on instructions of the NBM, and, in special circumstances, on the instructions of the AGM</p> <p>Conduct the day to day administration and management of the Association</p>	<p>Make available such minutes to the chairperson as an when needed;</p> <p>Accept any correspondence of the Association</p> <p>Do any other work that may be assigned by the chairperson from time to time;</p> <p><b>Deputy Secretary General</b></p> <p>Deputise the Secretary General in his/her duties;</p> <p>Assist in the preparations for meetings and taking of minutes in meetings;</p> <p>Keep register of members who attend meetings and those that are absent in meetings;</p> <p>Assist in the keeping of records or files of the Association;</p> <p>Do any other work that may be assigned by the Chairperson and Secretary General from time to time</p>		<p>Shall take all Board meeting minutes and circulate to the members.</p> <p>Shall in consultation with the National Chairperson develop meeting agenda</p> <p>Shall send meeting notices.</p> <p>Shall be the administrative officer of all General Meetings.</p>
<b>National Treasurer</b>	<p>The Treasurer shall in general ensure that proper accounting procedures are adhered to, and shall:</p> <p>Keep on a proper accounting basis all the financial records of the Association;</p> <p>Open a bank account on the advice of the Board and ensure</p>	<p>Collect and keep all monies of the Association;</p> <p>Keep proper records of the monies and maintain correct books of accounts;</p> <p>Sign financial documents such as the Association's receipt books and bank cheques;</p>		<p>Shall prepare and present financial reports to the National Board and General Meetings.</p> <p>Shall head the Finance Sub Committee.</p> <p>Shall recommend appropriate auditors to the National Board for approval.</p>

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	<p>that all drawings from the account are countersigned either by the Director Executive or their deputy;</p> <p>Provide reports on the financial statement of the Association and audited accounts to the AGM.</p>	<p>Prepare quarterly and annual financial statements and make them available when required;</p> <p>Protect movable and immovable property of the Association;</p> <p>Do any other work that may be assigned by the Chairperson from time to time;</p>		<p>Shall work with the Secretariat on sourcing for funding and other support.</p> <p>Shall ensure that all receipts and assets registers are properly maintained.</p>
<b>Executive director</b>	<p>The Director of the Association shall be the head of the secretariat and all employees of the Association shall work under their direction.</p>			<p>Shall be the leader of the Secretariat</p> <p>Shall be the official spokesperson of the Association.</p> <p>Shall ensure that all Board and General meetings are provided for</p> <p>Shall provide relevant support to all Board members in discharging their duties.</p> <p>Shall execute the decisions and resolutions of the Board.</p>
<b>Other roles &amp; responsibilities</b>		<p><i>NEC Members</i></p> <p>Assist in organising and fulfilling activities of the Association;</p> <p>Assist with liaison with the media as per the instruction of the Chairperson or Secretary General;</p>		<p>Chapter chairperson</p> <p>Government line ministry ex-officio</p>

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		<p>Assist with sensitising the public about the activities of the Association;</p> <p>Do any errands that the Chairperson may order from time to time;</p>		
<b>Secretariat/ Board of management</b>	<p>The Association shall cause to exist the National Board of Management (NBM), which shall have the National Director as its secretary. The NBM shall consist of between 5 (five) and 9 (nine) members and shall exercise the functions of the NEC in between NEC meetings. The Chairperson, Secretary and Treasurer of the NEC shall automatically be the Chairperson, Secretary and Treasurer of the NBM. The rest of the membership of the board shall be elected from among the NEC of the Association.</p> <p>The NBM shall have the full authority of the NEC to exercise the decisions of the Association on a day to day basis, and shall meet as often as is necessary to ensure the actualisation of the aspirations of the Association.</p> <p>The Board may at any time appoint any member of the</p>			<p>Shall be led by the Association Executive Director.</p> <p>Shall be responsible for daily operations of the Association including the administration, finance, implementation of activities and reporting to the National Board through the Chairperson.</p> <p>Shall be the contact point for all members and the general public.</p>

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	<p>Association, in case of vacancy, or by way of addition, to the board; provided that the prescribed maximum is not thereby exceeded.</p> <p>Any member of the Board may appoint another member to be their alternate to act in their place at any meetings of the Board at which they are unable to be present. Such appointees shall be entitled to exercise all the rights and powers of a member of the Board and, where they are members of the Board, shall have a separate vote on behalf of their appointers in addition to their own votes.</p> <p>The National Board of Management shall create such procedures as to guide its smooth exercising of the mandate given it by the NEC, and shall set such rules as it shall deem appropriate for all its meetings. No such rules or procedures shall contradict any provisions of this constitution.</p>			
<b>Other structures</b>	The NBM may delegate any of their powers to Committees consisting of such members of the Association as they think fit.			<p><b>Disciplinary Committee</b> Shall be constituted by the National Board to attend to all disciplinary matters.</p>

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				<p>Shall receive terms of reference from the appointing authority.</p> <p>Shall receive issue based petitions or complaints from members</p> <p>Shall investigate complaints received accordingly and report to the appointing authority.</p> <p><b>Taskforces</b></p> <p>There shall be different task teams appointed by the National Board to respond to emerging needs.</p>
<b>Meetings</b>	<p>Only members in good standing at the time of the meeting shall be permitted to vote</p> <p>Current membership registers as produced by the National Director and approved by the NBM by way of signatures of Chairperson, Secretary and Treasurer of the NBM shall be the only proof of membership. This register shall be continually made available by the Director for perusal by members at the County level and any changes formally approved by dated and signed addendums as received from the Counties through the CEC.</p> <p>Proxy votes are acceptable provided that the voter</p>	<p>Only members in good standing at the time of the meeting shall be permitted to vote.</p> <p>Approved membership cards shall be the only proof of membership.</p> <p>Proxy votes are acceptable provided that the voter completes the prescribed proxy form and hands his membership card to another member to vote on his behalf.</p> <p>In the case of a Special General Meeting, at the discretion of the National Executive Committee provisions may be made for members to vote in their districts.</p>	<p>Any member in good standing, whether individual or corporate, shall have one vote at the Biennial General Meeting.</p>	<p><b>Motions</b></p> <p>Shall be submitted by any member or structure within the Association to the National Board or provincial executive committee in writing.</p> <p>Shall be given two weeks before meeting notices are distributed.</p> <p><b>Quorum</b></p> <p>Shall comprise of 50% plus 1 member of the Board or Committee.</p>

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	<p>completes the prescribed proxy form and an accompanying authorisation letter duly signed, empowering another member to vote on their behalf.</p> <p>A proxy need not be a member of the organisation provided that no person shall be entitled to be appointed a proxy for more than two absent members.</p> <p>Every member shall have one vote, provided that when any matter affecting a member personally comes before the meeting, they shall not be entitled to vote on the question and the Chairperson may require them to withdraw during the discussion.</p> <p>At any General Meeting a resolution put to the vote of the meeting shall be decided by a show of hands unless a poll is (before or on the declaration of the result of the show of hands) demanded by at least two members.</p> <p>A poll demanded on the election of a Chairperson, or on the question of adjournment, shall be taken forthwith. A poll demanded on any questions</p>	<p>The Executive Director shall attend meetings of the National Executive Committee.</p> <p>A quorum at such meetings shall be 50% of its members plus one.</p>		

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	<p>shall be taken at such time as the Chairperson of the meeting directs.</p> <p>In case of an equality of votes, whether on a show of hands or on a poll, the Chairperson of the meeting at which the show of hands takes place, or at which a poll is demanded, shall be entitled to a second or deciding vote.</p> <p>Provisions may be made, in the discretion of the NEC, for members to vote at the County level</p>			
<b>Removal of executive member</b>	<p>The NEC may by two-third resolution remove any member of their body from office, but if such a member should be aggrieved at his removal he may appeal to a Special General meeting to be called for this purpose.</p> <p>The office of a member of the NEC or CEC shall be vacated:</p> <p>If a receiving order is made against them or they make an arrangement with their creditors;</p> <p>If they become of unsound mind;</p> <p>If they fail to attend the meetings of the NEC or CEC</p>	<p>The NEC shall be dissolved and cease to exist if three quarter majority of the existing members resign or are materially unable to serve.</p> <p>A member of the NEC will cease to be a member if:</p> <p>He or she voluntarily resigns;</p> <p>He or she is found guilty of an offence;</p> <p>He or she does anything which is dishonorable and contrary to the spirit of the Association</p>		

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	<p>for 3 (three) consecutive meetings, except by special leave of the NEC or CEC chairperson;</p> <p>If by notice in writing to the Association they resign;</p> <p>If they are removed from office by a resolution duly passed under this constitution.</p> <p>If they are removed from membership of the Association pursuant to a resolution of the Association.</p>			
<b>Conflict of interest</b>	<p>No member of the National Executive Committee may have any direct interest in or benefit from any contract which the management may conclude with any company.</p> <p>A member of the NEC or CEC who is in anyway, whether directly or indirectly, interested in a contract or proposed contract with the Association shall disclose the nature of their interest at a meeting of the NEC or CEC at which the question of entering into the contract is taken into consideration. Such member shall not vote in respect of any contract or arrangement in which they are interested.</p>		<p>No member of the National Executive Committee may have any direct interest in or benefit from any contract which the management may conclude with any company.</p>	

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<b>Indemnity/ Legal status</b>	<p>Every member and other officers of the Association shall be indemnified against (and the Executive Committees, out of the funds of the Association, shall pay) all cost, losses and expenses which such person may incur or become liable for by reason of any contract entered into, or act or thing done by them in good faith in the capacity aforesaid, in any way in the discharge of their duties, including traveling expenses.</p>	<p>The Association shall be a body corporate with full status to own property and to incur responsibilities in its own name. The Association may sue or be sued in this capacity. The Association, or a designated member thereof, shall enter into contracts on behalf of the Association.</p>	<p>The NACCW shall:  Exist in its own right, independently from its members  Still continue to exist even when its membership changes and there are different office bearers  Be able to sign contracts and enter into other relationships. It can sue and be sued in its own name.  Be able to own property and other possessions  Members or office bearers of the Association shall have no rights in and to the property of the Association by virtue of their position as such, nor shall they be personally liable for any loss suffered by any person as a result of any act or omission in good faith while performing functions for or on behalf of the Association.  All legal proceedings shall be instituted or defended in the name of the National Chairperson of the Association. All officers and employees of the Association shall be indemnified out of the assets of the Association against any</p>	

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			liability incurred by them when involved directly upon the business of the Association in defending any proceedings whether civil or criminal in which judgement is given in their favour or in which they are acquitted.	
<b>Finances</b>	<p>All monies of the Association shall be paid into a central approved banking account opened in the name of the Association.</p> <p>Any property or income of the KNACCW shall be utilised solely in the furtherance of its aims and objectives and is prohibited from transferring any portion thereof directly or indirectly in any manner whatsoever so as to profit any person other than by way of payment in good faith of reasonable remuneration to any officer or employee of KNACCW for any services actually rendered to it or payment of interest at a rate not exceeding current bank rates on money lent or reasonable and proper rent for premises demised or let by any member to the Association.</p>	<p>The Association shall be non-profit-making and, as such, the sources of income shall basically be through voluntary individual donations, membership fees and funds raised from donor agencies or like-minded organizations and support from local private sector.</p> <p>The books of accounts and other documents related thereto shall be kept at all times so as to ease the proper accounting of records. All books and records shall be available to any NEC member on request and as approved by the Chairperson.</p> <p>Where donations are made for a specific purpose or towards a specific project, such funds may not be diverted or used for any purpose or in a manner other than that specified by the donor. Any change of use of the</p>	<p>All monies of the Association shall be paid into a central approved banking account opened in the name of the Association. Any property or income of the NACCW shall be utilised solely in the furtherance of its aims and objectives and it shall be prohibited from transferring any portion thereof directly or indirectly in any manner whatsoever so as to profit any person other than by of the payment in good faith of reasonable remuneration to any officer or employee of the NACCW for any services actually rendered to it.</p> <p>The financial affairs of the Association shall be controlled by the National Executive Committee and managed on a day-to-day basis by the Director.</p> <p>Proper books of account shall be kept and these shall be</p>	<p>Shall maintain a bank account with a registered commercial bank, appointed by the National Board.</p> <p>Shall have signatories to the bank accounts held by the Association from the National Board members or such officers as the National Board may from time to time authorise by way of resolution.</p> <p>Shall conduct independent accounting audits by appointed auditors in accordance with the laws of the land.</p> <p>Shall raise funds for its operations from the member's subscriptions, donations, trainings, contributions, aid or gifts from within and outside the country.</p> <p>Shall comply with all statutory obligations according to the law of the land.</p>

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	<p>Provided that repayment of out-of-pocket expenses and interest at the rate aforesaid on money lent or reasonable and proper rent for premises demised or let to the Association shall be allowed. It shall be the work of the Treasurer to cause the accounts to be kept and in particular as regards:</p> <p>The sums of money received and expended by the Association and the matters in respect of which such receipts and expenditures take place;</p> <p>The assets and liabilities of the Association</p> <p>The books of accounts shall be kept at the office or at such other places as the NBM thinks fit, and shall always be open to the inspection of the member of the executive committees during business hours.</p> <p>At the Annual General Meeting in every year, the NBM shall lay before the members present a proper income and expenditure account for the period since the last preceding account made up to a date at least 12 (twelve) months after such meeting.</p>	<p>funds, other than as specified by the donor shall be made with the agreement of the donor. Such agreement will in all circumstances be in writing.</p> <p>A bank account shall be opened in the name of Lesotho Association of Child and Youth Care Workers (LACCW) in one of the commercial banks within Lesotho. There shall be three signatories on any accounts held by the Association: The Chairperson, Treasurer and the Secretary General.</p> <p>The Association shall, if deemed necessary by the NEC in consultation with the AGM or Special General Meeting and for the purpose of resource mobilisation, open additional bank account/s in foreign countries, registered in the name of the Association and in accordance with the laws and regulations of such countries.</p> <p>The NEC shall appoint an auditor at the end of every financial year.</p>	<p>professionally audited annually before presentation to the Biennial General Meeting or the National Executive Committee. The Treasurer shall be responsible to ensure the preparation of the prescribed annual returns to the Department of Social Development and such returns together with the audited accounts shall be submitted by the required dates.</p> <p>The National Executive is empowered to:</p> <p>acquire, sell, lease, hire such property and erect such buildings as are necessary to further the aims or administration of the Association and to maintain the same. All immovable property will be vested in and registered in the name of the Association.</p> <p>appoint such attorneys or agents or persons for permanent, temporary or special services and to invest them with such powers as they think expedient and to determine their duties and to fix or vary their salaries or emoluments.</p>	

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	<p>A proper balance sheet as at the date on which the income-expenditure account is made up shall be prepared every year, and laid before the members present at the Annual General Meeting. Every such balance sheet shall be accompanied by proper reports of the NEC and the Auditors.</p> <p>Copies of the income and expenditure account, balance sheet and reports, all of which shall be framed in accordance with any statutory requirements for the time being in force, and of any other documents required by law to annexed or attached thereto or to accompany the same shall, not less than twenty one (21) clear days before the date of the Annual General Meeting be sent to the Auditors and to all other persons entitled to receive notices, of such meetings in the prescribed manner.</p> <p><b>Auditors</b></p> <p>The Association shall at each Annual General Meeting appoint an Auditor or Auditors to hold office until the next Annual General Meeting,</p>		<p>to borrow money for the purposes or mortgage any of the property or assets of the Association as security for the repayment of such money</p> <p>to determine policy, procedures or rules for the better management or administration of the Association</p> <p>The day-to-day management of the properties of the Association is the responsibility of the Director unless otherwise determined by the members of the National Executive Committee .</p> <p>Should the services of a fundraiser be made use of for the collection of contributions, the expenses (remuneration and/or commission included) may not exceed 40% of the total proceeds of the collection.</p> <p>Funds available for investment may only be invested in alignment with legislation on PBO's.</p> <p>The financial year shall run from the 1st April to the 31st March.</p> <p><b>Subscriptions</b></p> <p>Annual subscriptions shall be determined by the Biennial</p>	

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	<p>Provided that a member of the NEC or other officer of the Association shall not qualify to be appointed Auditor of the Association.</p> <p>The NEC may fill any casual vacancy in the office of the Auditor, but while any such vacancy continues, the surviving or continuing Auditor or Auditors, if any, may act.</p> <p>The remuneration of the Auditors of the Association shall be fixed at the Annual General Meeting, except that the remuneration of any auditors appointed to fill any casual vacancy may be fixed by the NEC.</p> <p>Every Auditor of the Association shall have a right to see all relevant vouchers and shall be entitled to access at all times to the books and accounts he requires from the Board</p> <p>The Auditors shall make a report to the members of the accounts examined by them and on every balance sheet laid before the Association at its Annual General Meeting during their tenure of office, and the report shall state:</p>		<p>General Meeting from time to time. Subscriptions shall be due on 1st April of each year.</p> <p>A membership shall be deemed to have lapsed if the subscription is not paid within one month of the expiry of membership.</p>	

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	<p>Whether or not they have obtained all the information and explanations they have required; and</p> <p>Whether, in their opinion, the balance sheet referred to in the report is properly drawn up so as to exhibit a true and correct view of the state of the Association's affairs.</p> <p><b>Inspection of books</b></p> <p>The books of accounts and all documents relating thereto and a list of members of the Association shall be available for inspection at the office by any member of the Association on giving not less than seven (7) days notice in writing to the Association, provided that the books of account and all documents relating thereto and list of members shall always be open for inspection by members of the Board during business hours.</p>			
<b>Policy positions</b>			Positions which the Association may adopt on any issues shall be arrived at through the widest possible consultation with members, and the Association through its staff, membership structures and media will	

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			<p>publish and make known to members any policies and guidelines so developed.</p> <p>Members are accountable to the Association in upholding these policies.</p> <p>Statements to the media, memoranda or delegations in the name of the Association may be made only by the National Chairperson or the Director or their nominees.</p> <p>The Association's agreed national policies and relevant issues, together with the Code of Ethics of the Child and Youth Care profession, shall form the basis upon which both membership and the Professional Services operate.</p>	
<b>Amendments</b>	<p>Subject to the provisions of appropriate Kenyan legislation, the Association may by special resolution pass modify or repeal this constitution or adopt a new constitution or change the name of the Association, provided that no such alteration, amendment or modification shall be made which shall impair or prejudice the effectiveness of the prohibitions contained in this</p>	<p>The power to amend this constitution shall exclusively be wielded by the AGM. Two-third majority of the members present and voting shall be required for the amendment of the constitution.</p> <p>The proposed amendment to the constitution shall be furnished to the members at least three weeks before the AGM or the Special General Meeting.</p>	<p>This Constitution may be amended by a two-thirds majority of members voting at the Biennial General Meeting. Any proposed amendments shall be clearly laid out in the Notice of the Meeting.</p> <p>The National Executive Committee shall have the power from time to time to effect any amendments to this Constitution which may be necessary to bring it into line</p>	<p>Any article in the Constitution may only be amended and/or repealed by a petition of not less than three quarters (¾) of the AGM.</p> <p>The National Board who shall state the reasons for such change as well as the proposed amendment(s) at the AGM in writing.</p>

Topic	Kenya	Lesotho	South Africa	Zambia
	constitution against distribution of income, property and assets of the Association to the members.		with legislative requirements, provided that such amendments in no way affect or change the spirit of this Constitution or the aims and objects of the Association. Such amendments shall be ratified by the next succeeding Biennial General Meeting.	
<b>Dispute resolution</b>	Save where by this Constitution the decision of the NEC is made final if at any time hereafter any dispute shall arise between the founders, members, or other persons touching the construction, meaning or effect of this Constitution, such dispute shall be referred to arbitration by a single arbitrator appointed by agreement between the parties and in default of such agreement by the Chairperson of the Chartered Institute of Arbitrators (Kenya Branch) in accordance with and subject to the provisions of the Arbitration Act.	The NEC shall form a dispute resolution committee among members to resolve any matter that the committee deems necessary to be dealt in such a manner. Such a committee shall report to the NEC and its work shall end after it has made its recommendation/s to the NEC. Should an aggrieved party feel discontent with the decision of the committee; such a party will appeal to the AGM, following agreed procedures and processes. <b>Dispute concerning the NEC as a whole</b> In a case of a dispute concerning the NEC as a whole, the aggrieved party shall lodge a dispute to the AGM, whereupon the AGM will elect a committee of not more than ten people to administer the matter. Should a special committee not		

Topic	Kenya	Lesotho	South Africa	Zambia
		manage to resolve the matter or should an aggrieved party believe that the AGM will not be held any time sooner the aggrieved party can seek to resolve the matter through the courts of laws in Lesotho.		
<b>Dissolution</b>	<p>The Association shall not be dissolved or wound up except by a resolution passed at a General Meeting of the members by votes of two-thirds of the members present. The quorum at the meeting shall be fifty per cent plus one of all members of the Association. If no quorum is obtained, the proposal to dissolve or wind up the Association shall be submitted to a further General Meeting which shall be held one month later. Notice of this meeting shall be given to all members of the Association at least 14 days before the date of the meeting. The quorum for this second meeting shall be the number of members present.</p> <p>The Association will not be dissolved without prior consent in writing to the registrar, obtained upon a written application addressed to the</p>	<p>The Association may be dissolved. The motion to dissolve the organization shall be communicated in writing prior to dissolution conference/meeting. Such motion shall only take effect if it receives the secondment of at least two-thirds (2/3) majority of the members present and voting.</p> <p>Upon dissolution, a liquidator shall be appointed by the AGM or Special General Meeting to wind up the affairs of the Association. The remaining assets shall be given to another group which, according to the dissolution conference/meeting, has the similar objectives with those of the Association in Lesotho.</p>	<p>Any proposal for the dissolution of the Association shall be effective only if made to the members at a Special General Meeting of the Association called for that purpose and passed by a majority of not less than two-thirds of those voting. If upon the dissolution of the Association there remain after the satisfaction of its debts and liabilities any assets whatsoever the same shall not be paid to or distributed among its members but shall be donated to a registered Non-Profit Organisation with aims similar to those of the Association.</p> <p>In the event of the National Executive Committee not being able to call a Special General Meeting for the purpose of resolving to wind up the affairs of the Association or the National Executive Committee being unable to</p>	<p>Dissolution shall be necessitated by any of the following reasons:</p> <p>The National Board may be dissolved by a resolution passed at a meeting upon presentation of such notice within thirty (30) days to the AGM.</p> <p>Proven gross financial mismanagement with evidence.</p> <p>Failure to comply with and follow the laid down guidelines of the Association.</p> <p>A resolution for dissolution shall be effective where two-thirds (2/3) of the members is in favour.</p> <p><b>Disposal of assets</b></p> <p>In an event of dissolution, all Association assets shall be given to an organisation(s) with similar objectives.</p>

Topic	Kenya	Lesotho	South Africa	Zambia
	<p>appropriate government officer and signed by three of the officials of the Association at the national level.</p> <p>Upon dissolution of the Association, its remaining assets shall be distributed to another or other Association(s) with similar objectives.</p> <p>Every member of the Association undertakes to contribute to the assets of the Association in the event of its being dissolved or wound up while they are a member, or within one year of ceasing to be a member, for payment of the debts and liabilities of the Association contracted before they cease to be a member, and the cost, charges and expenses of dissolution or winding up and for the adjustment of the rights of the contributories amongst themselves, such sum as may be required not exceeding the sum of shillings five hundred (Kshs. 500/-)</p>		<p>meet to distribute the remaining assets of the Association then the Director of Fundraising shall decide on these remaining assets.</p>	<p>Such distribution shall be determined by 2/3 of the National Board</p>

## Appendix B: The “rivers of life” of the four associations

This appendix presents the histories of the four associations as shown in the “rivers of life” prepared for the first webinar. The histories are presented in order of age of the association, starting with South Africa and ending with Kenya.

Each team was given the freedom to develop and depict the “river of life” in their own way. As can be seen from what follows, this resulted in an interesting variety of approaches, each of which tells the story in its own way.

### Brief history of NACCW - South Africa

1975	The NACCW was formed when the regional CYCW structures decided to come together into a national structure.
1977	The 1st NACCW Biennial Conference was held with approximately 100 delegates and almost as many resolutions! International speakers hailed from the UK and the Netherlands. These biennial events have continued to be held regularly ever since.
1977-1981	Additional provinces joined and the organisation became representative of all the provinces in the country. Informal training in child and youth care work began to be offered on a reasonably regular basis. The first version of the Basic Qualification in Child Care (BQCC) was introduced.
1981	The National Higher Certificate in Residential Child Care was introduced in three provinces. It was a two-year certificate run by a national tertiary provider in partnership with NACCW.
1983	The first (part-time) director was appointed
1984	A publication for members was started.
1985	Fundraising began in earnest. The director was appointed full time The journal began to be published monthly when funds were available. Regular training events were organised across the country, usually in children’s homes and over the weekends. The organisation struggled to define its mandate in the context of the worsening political conditions and their impact on children. In particular, there was debate as to the extent to which the organisation should take a political stance.
1987	Regional directors were appointed in two regions, and offices were opened in these regions.
1989	The biennial conference was held in a very tense political climate, and members were divided as to the manner in which the organisation should proceed. The founder/director resigned and a new director was appointed.
1990	The staff team grew to include administrators and child and youth care people. The focus was on providing consultancy to residential care centres and training CYCWs.
1991	A new version of the BQCC was introduced based of a Paulo Freirian approach to adult learning, and focusing on skills development.
1992	NACCW established a ‘shadow’ registration body, and began a formal process of registering CYCWs who wanted to register. This included a national code of ethics.

1993	<p>The first substantial grant was approved.</p> <p>The NACCW applied to be admitted to FICE and was admitted on the grounds that apartheid was effectively over and South Africa would be reconsidered in the international community.</p>
1994	<p>The staff team grew to approximately 10, all of them trainers as well as holding other positions. Training was offered in all major centres where there were pockets of enthusiastic CYCW practice. A second certificate course was started, this time at the University of South Africa (UNISA). It was a two-year Higher Certificate in Child and Youth Care Work. It was run in partnership with the NACCW who were responsible for the practical portion of the training.</p> <p>NACCW was able to advocate successfully with the South African Government for the first time, and staff and members were involved in the process of developing policy for children in the democratic South Africa.</p> <p>Funding was cut as foreign donors redirected funding to the new democratic government and the staff team was reduced.</p>
1995	<p>Following the overnight release of children from prisons, an Inter-ministerial Committee on Youth At Risk (IMC), co-chaired by the Ministers of Welfare (as it was then called) and Justice, was formed with the intention of transforming the CYC system. NACCW played a central role in this process, which ended up being an intensive 4-year period of focus on child and youth care work. It included:</p> <ul style="list-style-type: none"> <li>• a focus on residential care and child justice (or children in conflict with the law)</li> <li>• the appointment of the second National Director as a Ministerial Advisor to lead the transformation of the CYC system</li> <li>• appointment of the Transformation of the CYC system task team, with NACCW as a key member</li> <li>• funding from the Netherlands Embassy for transformation of the CYC system</li> <li>• nation-wide training in CYCW for social service professionals, and an effort to introduce a child rights' approach to CYCWs.</li> <li>• the development of quality assurance linked to the development of minimum standards in residential care facilities,</li> <li>• a deliberate national effort to stem the tide of children entering residential care as well as children being imprisoned</li> <li>• a systematic effort to reduce the number of children moving deeper into the system and a policy shift towards early intervention and developmental assessment</li> <li>• the piloting of new programmes to supplement the role of residential care</li> <li>• an increase in the size of the NACCW staff and an increase in the visibility of the organisation and the cause of CYCW.</li> </ul> <p>The above contributed to the development of two milestone pieces of legislation namely the Children's Act and the Child Justice Act</p>
1998	<p>Legislation was amended to allow for regulation of all social service professions in line with the White Paper on Social Welfare, and NACCW was instrumental in making this happen.</p> <p>A B Tech Degree: Child and Youth Development was established at Durban University of Technology and at Technikon SA in partnership with NACCW.</p>
1999	<p>The South African Council for Social Service Professionals (SACSSP) established a format for application for an occupation to be given leave to establish a professional board.</p>

	Leadership courses for CYCWs began to be held nationally on a regular basis.
2000	<p>An application by NACCW was submitted to SACSSP for the establishment of a professional board for CYCW (PBCYC) on the basis that CYCW was a separate profession in its own right.</p> <p>A Master's degree cohort in CYCW was begun by the IMC. Many NACCW members were included in the foundational cohort.</p> <p>NACCW spearheaded the establishment of a standards generating body for the development of qualifications in CYCW on the NQF.</p> <p>A partnership was established to set up a sister Zambian Association of Child Care Workers.</p>
2001	<p>The NACCW application was accepted by SACSSP.</p> <p>NACCW began to develop the Isibindi model.</p> <p>Funding began to be accessed for piloting of Isibindi.</p>
2003	<p>The election of the first PBCYC members took place (not an NACCW responsibility) using the list of CYCWs registered with NACCW as a voter's roll.</p> <p>NACCW held the 13<sup>th</sup> Biennial Conference in Kimberley, in a smaller province for the first time, and also held the first NACCW Youth Conference.</p> <p>The Auxiliary level qualification in CYCW was accepted as a level qualification on the NQF.</p> <p>NACCW was accepted as a training provider with the national sectoral training authority, the Health and Welfare Sector Education and Training Authority..</p>
2004	The inauguration of the first PBCYC took place (not an NACCW initiative but a significant milestone for the field).
2005	<p>The first significant funding was received for Isibindi, then numbering 30+ sites across the provinces. Isibindi won the local Impumelelo Award 2005 (in Platinum).</p> <p>The 15<sup>th</sup> Biennial Conference was held at the University of the Western Cape.</p> <p>The Level 7 (4-year university) degree in CYCW was concluded by the standards generating body.</p>
2006	<p>UNISA announced its intention to close the degree programme on the grounds that there was not sufficient demand for the course.</p> <p>NACCW took on the role of grant maker for the Royal Netherlands Embassy, assessing small organisations and providing small grants.</p>
2007	<p>The 16<sup>th</sup> Biennial Conference attracted over 1000 delegates for the first time.</p> <p>The Isibindi model began to show interesting impact. The model won the Mail &amp; Guardian Investing in the Future Award.</p>
2009	<p>SACSSP rejected 17<sup>th</sup> draft of proposed CYCW regulations on the grounds that CYCWs should be regulated at auxiliary level only.</p> <p>The 1<sup>st</sup> PBCYC's term of office ended without regulations in place to allow for registration of CYCWs.</p> <p>Isibindi sites increased to 67 nationwide.</p>
2009–2011	There was no PBCYC in place since regulations under the SACSSP Act required registered CYCWs to elect the second Board.
2010	NACCW hosted the first FICE Congress in Africa, a successful event with over 600 delegates.
2011	<p>The National Department of Social Development (NDS) established an 'Interim Structure for CYCW' to take the work of the PBCYC forward in the absence of the Board.</p> <p>The Minister of Social Development announced that she would scale up Isibindi and train a further 10 000 CYCWs in partnership with the NACCW over a five-year period</p>

	<p>The Minister signed amended regulations to allow for election of the second PBCYC. Elections were then held.</p> <p>Large-scale funding was received from USAID for the scale up of Isibindi to 400 sites.</p>
2013	<p>The second PBCYC began work.</p> <p>Isibindi won the African Larissa Award.</p> <p>A memorandum of understanding was signed for the provision of technical assistance by NACCW to the South African government in the scale up of Isibindi.</p>
2014	<p>Regulations allowing for the statutory regulation of CYCWs were signed into law by Minister Dlamini following acceptance of regulations for such put forward by SACSSP. The regulations allowed for registration at both auxiliary and professional levels</p> <p>Isibindi won the Global Innovation Award.</p>
2015	<p>NACCW advocated for registration using the membership network and over 7000 CYCWs voluntarily applied to be registered.</p>
2016	<p>Over 7500 CYCWs had applied to be registered to date.</p> <p>A CYCW was appointed as PBCYC Vice Chairperson, and another CYCW as head of SACSSP Registrations.</p> <p>Himiya in Lebanon was provided with technical assistance in setting up safe Parks for Syrian refugee children.</p> <p>Isibindi Without Borders was initiated in Zambia in partnership with the ZACCW and the United Nations Refugee Agency (UNHCR).</p> <p>The Isibindi Ezikoleni model was developed for deployment of CYCWs in school settings.</p> <p>Isibindi Ezikoleni was piloted.</p>
2018	<p>The five-year Isibindi roll-out concluded with 387 sites having been established, 7000 trained CYCWs in place and approximately 400,000 unique children having been serviced by CYCWs.</p> <p>Isibindi was introduced in partnership with UNHCR and the Namibian Government in a refugee camp in Namibia.</p>

## **Zambia Association of Child Care Workers: River of life**

### *1990s*

The truth is that even though in this period people who worked with children were not known by the name CYCWs, such people were well recognised and acknowledged by various titles. The cadre became more prominent in the early 1990s, following emerging issues of HIV & AIDS and poverty where many of those affected were children, leading to the creation of non-governmental, community-based and faith-based organisations.

### *2001*

In 2001, the Zambian Government embarked on the Child Care Upgrading Programme through the then Ministry of Community Development and Social Services (now called the Ministry of Community Development, Mother and Child Health) with the support of UNICEF. The programme aimed to transform child care services in Zambia. It addressed the following five main areas of concern which required changes:

- The identification of all child care facilities in Zambia, including day care centres, children's voluntary homes, street children's shelters, and places of safety;
- The registration of all child care facilities;
- The collection of information on child care facilities and their employees, and the establishment of a national database;
- The upgrading of skills levels of staff in child care facilities throughout the country, particularly social work practitioners, child care auxiliaries and community workers;
- The development and application of minimum standards for the operation of child care facilities.

Ultimately, these changes were aimed at enabling the child care system to respond adequately to changing times so that children's services are more responsive to their needs and children grow up to be responsible citizens contributing to national development.

*2003*

Objective four of the programme identified the critical need to better equip the men and women involved in providing services to the children in need of care. NACCW agreed to partner with the Department of Social Welfare and facilitated the first-ever BQCC training of the first Zambian CYCWs.

*2004*

Ten of the initial 25 people trained were selected to be trained in the Training of Trainers course in order to equip them to train other CYCWs in the country. The 10 vibrant trainers immediately started the mammoth task of training Zambian CYCWs in new skills of CYC work with the assistance of various partners.

*2005*

After the third stream of Zambian CYCWs from non-governmental organisations and government departments had been trained, the graduates decided to formalise themselves into a professional association. This move was well supported by government, NACCW and other partners.

*2006*

Between the end and the beginning of 2005-2006 a caretaker committee was put in place. It comprised mainly Lusaka-based graduates of the training. This committee was tasked with developing the first constitution as well as establishing the secretariat.

The Association was formally registered as a legal entity in the same period

Meanwhile, ZACCW continued learning from its mentor NACCW.

*2008*

Approximately 2008 more people were trained outside Lusaka including in the Copperbelt and Southern Provinces. The first three chapters were then established although some were more active than others.

*2013*

A new Executive committee was ushered in, this time with board members from the Copperbelt and Lusaka

ZACCCW also gained momentum in terms of its own activities and its participation in other activities at national level as well as being recognised by stakeholders and government departments.

*2014*

The first attempt was made to localise the training materials by working hand-in-hand with NACCCW as well as Zambia's Technical and Vocational Training. This process led to the first-ever certificate training materials in CYCW in Zambia. Unfortunately, none of the colleges and universities undertook to deliver the course. ZACCCW continued to look for opportunities while some of the earlier aspirants tried to study at UNISA. However, after one year of their being at the institution, the university changed its policy for foreign students.

*2015*

NACCCW continued to support ZACCCW, ensuring that ZACCCW had access to new approaches and participated in international conferences. Later on NACCCW introduced ZACCCW to the Isibindi programme by training some members as trainers as well as implementers of the programme.

*2016*

A new election was held to bring in the current executive. Board members were elected from five different chapters (Lusaka, Eastern, Southern, Copperbelt and North Western).

ZACCCW continued to grow and collaborated more closely with NACCCW as well as government. The birth and development of ZACCCW had given meaning to objective four of government's Child Care Upgrading Programme and led to the realisation by government that in order for children to receive effective services the cadre involved needed to be prepared.

*2017*

ZACCCW continued to grow and as did the demand for more CYCWs. The association recognised the need to have trainers in other provinces rather than having people coming from Lusaka to do the training. Five people were trained as trainers adding to the number of the trainers in the country.

ZACCW was also asked to send three of its members to participate in the training of trainers for the formulation of the child safeguarding policy under the Save the Children programme. The trainers then went round the country training organisations to formulate their own child safeguarding policies.

## 2018

Since the inception of ZACCW, CYC in Zambia has expanded its professional competencies and strengthened its skills inventory and is considering becoming a national professional mentor for people working with the highest risk children and youth in a variety of settings where children and youth are found as well as families. The existence of ZACCW has helped to improve child welfare in the country and there has been good collaboration between CYCWs and government. Currently, arrangements have reached a very advanced stage for the University of Zambia to begin to train CYCWs from the certificate to the master’s degree level. ZACCW has also made a major contribution to the realisation of objective five of the Child Care Upgrading Programme, i.e. the development and application of minimum standards for the operation of child care facilities.

The Zambian government aims to have these standards implemented in all child care facilities, so that the services provided are in line with the UN Convention on the Rights of the Child (CRC) and Zambia’s laws and policies in respect of the best interests of the child. The BQCC training has been recognised as necessary for both the primary child care workers and directors of child care facilities if this is to be achieved.

## Lesotho: SWOT analysis

STRENGTHS	WEAKNESSES
<p>Attending NACCW Biennial Conferences in Bloemfontein and Kimberley and learning about strengthening and professionalizing the CYCW</p> <p>Networking with other like-minded organisations (ZACCW, Regional Psychosocial Support Initiative) at conferences and in other fora and learning more about gaps, differences and approaches to CYCW strengthening, planning and support</p> <p>Connecting with the Global Social Service Workforce Alliance</p> <p>Being an associate member of FICE</p> <p>Being part of FICE-Africa</p> <p>Involvement in monitoring and reporting about the implementation of the CRC and the African Convention on the Rights and Welfare of the Child and gaining a better understanding of their articles on measures of implementation</p> <p>Increased understanding and appreciation that the social work profession, which is not child-focused, cannot on its</p>	<p>Insufficient appreciation that the social service workforce is not comprised only of paid, government social workers but instead is diverse and includes other social service professions, including unpaid, non-governmental and paraprofessional workers</p> <p>Social services remaining the most underfunded, misunderstood and unappreciated field of work</p> <p>Lack of appreciation of the critical support the social service workforce provides in respect of and beyond welfare</p> <p>Little appreciation that the social system must focus on preventive, responsive and promotive programmes that support families and children in communities by alleviating poverty, reducing discrimination, facilitating access to needed services, promoting social justice and preventing and responding to violence, abuse, exploitation, neglect and family separation</p> <p>No concerted effort for investing in those who care for children by planning, developing and supporting the social service workforce</p>

<p>own provide adequately for the protection and promotion of the rights of all children</p> <p>Realisation that the number of social workers is insufficient to provide all social services needed let alone those of children</p> <p>Holding meetings with relevant stakeholders in CYC before drafting the LACCW draft constitution to get their buy-in</p>	<p>Inadequate education opportunities for meeting the diverse demands and needs of children in the social system</p> <p>Relevance of the social work content offered in the country has not been systematically assessed</p>
OPPORTUNITIES	THREATS
<p>The country has embarked on the process of legislating for the establishment of a Council of Social Service Professions</p> <p>Emerging efforts by UNICEF Regional Office aimed at accelerating and enhancing social service workforce strengthening initiatives, with this established as a new priority of the regional strategic plan</p> <p>Having a draft LACCW constitution</p> <p>Referring to constitutions of NACCW and Kenya while drafting ours (thanks for their willingness to share)</p>	<p>Workforce strengthening efforts not really informed by any consensus-driven advocacy</p> <p>No evidence base to demonstrate the nature and scope of the workforce, impact of the country-level investment on its effectiveness, and relationship between the formal and informal workforce</p> <p>Delays in running the BQCC training due to lack of financial support</p>

## Kenya National Association of Child Care Workers: Progress Summary

### Major milestones

International FICE Conference in Kisumu -  
Idea of the National Association of Child and  
Youth Care Workers born at this conference:  
April 2015

Inaugural Kenya Office Appointed:  
Chair: Charles Gundo, Secretary: Simon Peter Otieno,  
Treasurer; Beth Odingo

First draft Constitution presented to  
members, debated and resolutions reached

14 Dec 2015

- Draft Constitution approved
- Kenya National Association of Child and Youth Care Workers registered at Attorney General's Office

March 2016

- Publicity through fliers and members
- Registration forms, logo, fliers, letterheads designed and approved by members

7 May 2016

- Association invited to join planning committee of World Orphans Day to be held in Kisumu
- Participation in World Orphans Day

June 2016 - Dec 2016: Strategic plan debate: started but incomplete

2017: Training of members: Facilitator; Dr Kioli, Maseno University

Office opened for Homabay County, Kenya

Code of conduct discussion started but incomplete



The Association looks ahead, through revamped leadership and membership, to the conclusion of the strategic plan and a code of conduct for members.