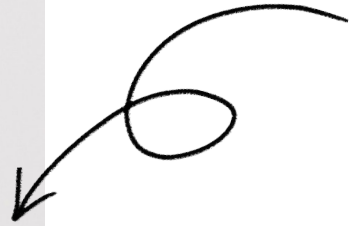
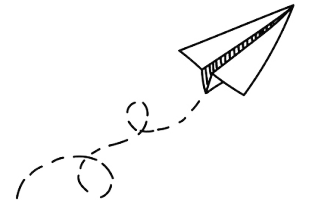




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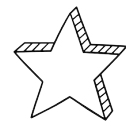
CAPITAL KIDS

Raising the next generation of leaders



IMAGINE

...a generation of Sons and Daughters



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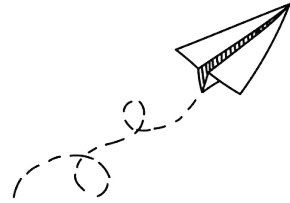
The Checklist

Stewarding the paper trail.

Our Heart...

*At Capital City Church
we believe we are called
to be a base church that
is a blessing to other
churches.*

Dear Reader,



Leading and protecting children is no small task. Yet it is one of the greatest privileges God, parents and guardians can entrust to us: “Make sure my most precious treasures are safe and cared for.”

This calling is twofold: there is a heavenly standard and an earthly one. God’s Word is clear. In Matthew 18:6, Jesus says: “If anyone causes one of these little ones—those who believe in me—to stumble, it would be better for them to have a large millstone hung around their neck and to be drowned in the depths of the sea.”

As leaders in Children’s Ministry, we must go beyond ticking boxes or navigating red tape. We need discernment and wisdom from the Holy Spirit to know who should be serving and leading our children.

We once received a prophetic picture that continues to guide us: “Safety is a scaffolding. Safety is found in layers.” One of those layers is compliance with government regulations. These requirements are non-negotiable—we must uphold them with integrity and strive to be above reproach. But safety doesn’t stop at paperwork. We must also ask:

- **Are the people entrusted with children also being disciplined themselves?**
- **Are they known, supported, and shepherded in community?**
- **Are they leading from a place of health and authenticity?**

The heart of children’s ministry is clear: to serve, lead, and disciple children. While the church provides space for people to seek healing, Children’s Ministry’s primary



mission is the children. To lead them well, we must ensure our leaders are in a place to model lives worth following.

Capital City Church has been blessed in this season with a team of incredible specialists from within our community who have walked this journey with us. Our heart is that this journey would be a resource for others. This framework was created with 3Ci in mind but can be adapted to your context.

Our heart is that this resource would be a blessing to you and make the compliance and child safety component of Children's Ministry simpler for you. We encourage you to adopt a Kids Ministry Safeguarding Policy, not just for the sake of your children but also to protect and equip your leadership team.

This framework helps ensure the safety, dignity, and well-being of every child, volunteer and individual involved in your ministry.

At the core is the Safeguarding Policy itself, which:

- ***Affirms the church's commitment to children's well-being***
- ***Outlines leadership responsibilities***
- ***Sets out guiding principles for ministry***

These policies are not just about compliance—they reflect the heart of Children's Ministry: creating a safe, nurturing place for kids to encounter Christ. We encourage your church to adopt or adapt them to your context.

If you have any questions about the policies or their implementation, please feel free to reach out.

***Kind regards,
The 3CI team***



Overview...

Understanding each document and how they work together.

The DOCUMENTS

Kids Ministry Safeguarding Policy

This is a formal commitment from an organization on their dedication to child safety. Safeguarding includes: clear procedures for preventing harm and responding to concerns, strong recruitment standards to ensure safe and suitable adults, clear expectations for how adults interact with children, and a culture where children's well-being comes first and everyone feels confident to speak up. Below are a selection of documents that form part of the Child Safeguarding Policy.

Kids Ministry Terms of Access

How children and guardians access ministry spaces, and the church's role in emergencies.

Volunteers Access Policy

Vetting and approval standards to ensure safe, trustworthy volunteers.

Children's Code of Conduct

Sets clear expectations for families and their kids during ministry activities.

Volunteer Code of Conduct

Outlines respectful and appropriate behaviour for volunteers.

Incident Management Policy

Detailed emergency procedures, leadership roles, and follow-up actions.

Resolution of the Presbytery of the Church Council

Affirming leadership's shared commitment to these standards.

Pillars of Safety

Children

Do I know who is there?

Volunteers

Do I know my volunteers?

Spaces

Is my space secure?

Children

- *Do I have easy access to the information I need to keep them safe? (Such as parent contact details and allergy information)?*
- *Do I know exactly who is present for an emergency roll call on any given Sunday?*
- *If asked “Where is my child?”, can I confidently answer?*

Volunteers

- *Do I have all required paperwork in order to support my confidence, protect parents’ trust, and formally endorse my volunteers? (initial clearances and signed codes of conduct)?*
- *Do I know each volunteer’s current pastoral leader, and is there a trusted church contact who can affirm their character and current well-being? We require leaders to be actively involved in a Life Group.*
- *Are all clearances current and up to date?*

Spaces

- **Do I have control of who has access to the space during the programme?**
- **Is it clearly visible who is allowed to be there during the program, on a Sunday? [Volunteers & parents]**
- **Are the spaces safe for children and age appropriate?**

I am **never alone in with a child.**

We treat children with uniqueness **not favouritism**

Contact with children is appropriate & **touch is intentional.**

I will report and suspected abuse or vulnerability.

No Photographs

No smoking / vaping

Alcohol & its effects have no place in kids ministry.

We don't give or accept expensive gifts without the guardian & Capital Kids leaders Present

No harsh words or physical punishment

The possession or distribution of pornography is strictly not tolerated

Matthew 18:6
"If anyone causes one of these little ones—to stumble, it would be better for them to have a large millstone hung around their neck and to be drowned in the depths of the sea."
We care and protect children based on a biblical standard not just a legislative one.

I will ensure my public and private behaviour is worthy of following.

The Documents

*and additional
resources...*

Additional Resources

Kids Ministry Terms of Access

- Medical log book
- Terms of access **signage**
- Terms of access contract & registration form

Volunteer Access Policy

- Volunteer **enquiry form**
- **Annual digital volunteer survey** to track which Life Group they currently attend
- Background check **graphics**

Children's Code of Conduct

- Children's Code of Conduct **screens & posters**

Volunteer Code of Conduct

- Printable code of conduct for signing
- **Digital posters**

Incident Management Policy

- Incident **Report Form**
- **Attendance register** for training sessions
- **Digital Posters**

FAQS

What is a Safeguarding Policy?

A Child Safeguarding Policy is a set of guidelines that helps churches, schools and organisations keep children safe from harm.

In South Africa, it focuses on:

- Protecting children from all forms of abuse and neglect
- Setting clear standards for adults working with children, including police clearance, training, and codes of conduct.
- Explaining how to respond to incidents, injuries, or concerns about abuse.
- Respecting children's rights, in line with the South African Constitution and the Children's Act.
- Ensuring accountability so everyone understands their responsibilities.

In short, a Child Safeguarding Policy is a safety net. It shows a commitment to children's well-being, legal compliance, and creating a safe, nurturing environment where children can grow and thrive.

Why is this important?

The Children's Act of 2005 places **legal responsibility** on all organizations that work with children and vulnerable adults to **actively prevent harm**, report concerns, and respond effectively to protect children, ensuring a safe environment through training, strict

procedures, clear reporting mechanisms, and a commitment to the child's best interest, with a zero-tolerance stance on abuse, neglect, and exploitation.

How does this relate to churches?

Under Section 110(1) of the Children's Act 38 of 2005, certain categories of professionals, including ministers of religion, are legally obliged to report when on reasonable grounds they conclude that a child has been physically injured, sexually abused, or deliberately neglected.

Key points:

Ministers of religion are explicitly included in the list of mandatory reporters required to report in these circumstances.

Ordinary citizens (not in those listed roles) may report a concern but are not legally required to do so under this section; reporting for them is discretionary.

Failure to comply with mandatory reporting obligations can be a criminal offence, and conviction may result in a fine and/or imprisonment.

In summary — ministers of religion are among those required to report suspected abuse and could face penalties if they fail to do so.

Why is a Kids' Ministry Terms of Access important?

A Terms of Access Policy sets clear responsibility and legal protection for every child who enters your kids ministry space and the Childrens' ministry itself. If a minor is in your care, you have a responsibility to them — full stop. Whether its 5 kids or 500, the value and trust given doesn't change. This policy clearly outlines the shared responsibilities of the children's ministry and the parent or guardian.

Think of it as a more detailed "Right of Admission Reserved." It protects your ministry and empowers your team to uphold boundaries when families don't comply — for example, requiring a parent's contact number and the correct identification sticker for drop-off and pick-up.

What's vitally important is that parents have clear and easy access to the policy. The simplest way is through **prominent signage**, though it can also be emailed. You don't need to prove they read or acknowledged it—only that it was made accessible to them.

In essence this policy says – if you enter this space, you agree to the following terms.

What is a Medical Volunteer?

A Medical Volunteer is someone at the Kids Ministry or church who has

basic emergency first aid training. They are not necessarily a doctor or nurse, but they can provide immediate help in an emergency until professional medical services arrive.

This policy requires that at least one first aid-trained person be present on-site.

If something serious happens and they cannot reach the parent quickly enough, this person (together with the church team) is allowed to:

- Call an ambulance
- Approve urgent medical treatment if necessary
- Act "in loco parentis" — which means they temporarily have the same authority as a parent to make emergency medical decisions.

Important in the South African legal context:

This does not mean they take over parental rights generally. It only applies in an emergency situation to prevent harm.

The guardian agrees to:

- Pay for any medical costs that arise
- Not hold the church or the Medical Volunteer responsible (unless there is gross negligence)

So in simple terms:

A Medical Volunteer is a first-aid trained person on duty who can step in during a medical emergency and make urgent decisions for your child if the parent can't be reached in time.

What are simple ways to build a Medical Volunteer team ?

If your church has paid staff on Sundays, start by arranging certified First Aid training for them. Alternatively, survey doctors, nurses, or paramedics in your congregation and ask if they're willing to be scheduled as designated First Responders. You can also train key volunteer leaders to act as first aiders.

What are the main elements of the Terms of Access?

Who it applies to:
Access & Security
Special Needs Policy
Medical Emergencies
Parent/Guardian Responsibilities
Personal Information (POPIA Compliance)
Incident Reporting
Photos & CCTV
Playground Use
Personal Belongings
Indemnity

How can we incorporate these policies into our check-in process?

At 3Ci, we use two simple but powerful tools to support our check-in process, data management, and childrens' ministry security.

Planning Center and the corresponding **Church Center App**.

1. Planning Center

Planning Center helps us manage volunteer rosters and securely store important records (such as police clearances). It also enables our registration team to check children in each week.

This means:

- We have a live, accurate attendance record every Sunday.
- We can print matching security stickers to link each child to their parent or guardian.

One very helpful feature is the ability to include a Terms and Conditions acknowledgment during check-in. Parents are required to select this each week, confirming that they have read and agreed to the ministry's terms.

If you don't have a digital system and you aren't able to incorporate this digitally into your check-in process, there are still practical alternatives:

- Make your policy clearly available on your **website**.
- **Email** it directly to parents.
- Display it visibly as **signage** at your check-in area (this is often the safest and most effective option).

The key is simple: parents should have clear access to your terms.

What is covered in the Incident Management Policy?

The policy outlines how the kids' ministry responds to emergencies and safeguarding concerns. It covers medical emergencies, fire and evacuations, intruders, missing or abandoned children, inappropriate conduct by volunteers, suspected child abuse and unacceptable behaviour. It defines leadership roles, reporting procedures, documentation, confidentiality and required training.

What is essential to remember is that while we pray we will never have to address one of these concerns, in a spirit of stewardship we need to prepare to handle them well.

This policy recommends the appointment of a **Child Protection Officer (CPO)**. The CPO is a designated person whose role is to advocate for the children and advise you in the process of safeguarding.

We highly recommend, if possible, identifying a leader or trusted community member who works with or for the state to support you in these matters. Someone in the police force, a social worker, or a professional connected to places of safety can be an invaluable resource, helping you navigate incidents, act in the child's best interests, and respond appropriately.

Where can I report suspected abuse or neglect?

Childline South Africa – Call 116

This is a national and toll free number for crisis intervention, facilitation of child protection, a referral and advisory service and counselling. You can ask to be kept anonymous. This number works 24/7 all year long.

<https://childlinegauteng.co.za/services/24-hour-help-line/>

<https://www.childlinesa.org.za/>

Child Welfare South Africa (CWSA)

Tel: 0861 4 CHILD (24453)
011 452-4110
074 080 8315

Email: info@childwelfare.org.za
Website: www.childwelfare.org.za

Child welfare in KZN can be contacted on 031 312 9313

When should I contact Childline or Child Welfare?

Childline (116) is the reporting line for suspected abuse. If you're unsure or it's only a suspicion, start with Childline. If you have stronger evidence or certainty, contact Child Welfare, as they handle child protection directly.

How to respond to suspected abuse?

If a child has an injury that concerns you and the cause isn't clear, take these three key steps to decide if it needs further investigation.

1. Gently ask the child what happened or how did they get the injury?
2. Watch if the child's behaviour changes when their parent or guardian arrives.
3. Kindly check in with the parent or guardian about what happened.

If the stories don't match or the child seems upset, report it to the children's ministry leader or the Childline above.

How should volunteers respond to a disclosure?

- Report to the kids' ministry leaders without delay
- Maintain confidentiality
- Co-operate with the process

Stay calm and composed

Your reaction sets the tone. Avoid showing shock, disbelief, or anger, which may cause the child to shut down or feel responsible.

Listen carefully & supportively

Don't ask further questions. Let the child speak freely, at their own pace. Use open body language and maintain gentle eye contact. Avoid interrupting, and **do not ask for further information.**

While it may feel counter-intuitive not to ask more questions, cases like these can be legally complex. It's best to allow a trained professional from the appropriate authorities to conduct the full interview and take a formal statement.

Supportive Response Script for Child Disclosure

- "Thank you for telling me. That was a really brave thing to do. I want you to know that I believe you."
- "You've done the right thing by telling me—this isn't something you should carry alone."
- "What happened is not your fault. You're not in trouble, and we are here to help you."
- "I may need to share this with someone whose job it is to help keep you safe. I'll only tell people who need to know to help keep you safe, no one else."

We have created an **incident report** form that ensure that all the detail can be recorded as soon as possible.

Please note that although internal process may require volunteers to notify the kids' ministry leaders, it does not absolve them from other requirements under **South African law.**

It is also important at this point to emphasize that **confidentiality** in this process is very important. There is

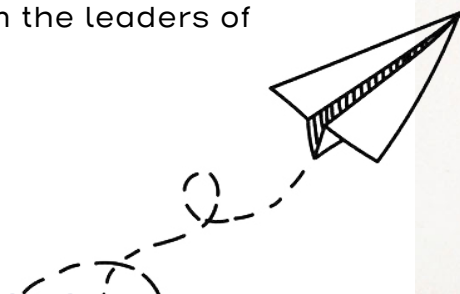


an obligation to not only respect the privacy and integrity of the children involved but also any other individuals in question.

In these matters follow Incident Management policy procedure and contact the appointed Child Protection Officer for how to take it further.

Why do we need a Church Resolution?

By ensuring a resolution is signed, the Children’s Ministry has clear approval and support by the legal leadership of the church to implement the policies. Simply put, official legal endorsement from the leaders of your church.

Golden Rules



I am **never alone** with a child.

We treat children with uniqueness **not** favouritism.

Contact with children is appropriate & **touch is intentional.**

Security Systems...

*Tools that have helped
us on the go.*

Visual Security



Lanyards are an easy, budget-friendly way to keep your team visible—even when bundled up for winter!



Volunteer shirts make it easy to spot our team and bring everyone together! Each zone has its own colour, so new parents can quickly see where their kids belong.



At Capital Kids, everyone – parents and kids – get an ID sticker when entering the zone. We found that some children were just passing through (too young or too old to check in and stay) – so now we use fun, randomly coloured stickers each week to spot who's just passing by. This is also used for any additional family members that want to fetch or drop off their kids.

Police Clearance...

FAQ's & guidance.

FAQS

Okay, so what background checks do I need?

There are 3 background checks that relate to childrens' ministry.

- Police Clearance
- The Child Protection Register
- The National Register for Sex Offenders (NRSO)

What does a Police Clearance cover and how long does it last?

A Police Clearance Certificate (PCC) issued by the South African Police Service (SAPS) confirms whether a person has any criminal convictions, pending charges, or wanted status at the time of issue. For immigration or official submissions, a PCC is typically considered valid for three months, meaning it must be recent. However, children's ministry safeguarding policies usually require annual renewal. A certificate reflects a person's record only as of the date it is issued. It is recommended that you renew your Police Clearance Certificate (PCC) every two years to support ongoing child protection and responsible risk management. To complete the renewal, you are required to provide your ID number and a full set of fingerprints.

Where can I get a Police Clearance?

- **PostNet** is one of the most convenient and efficient options.
- Your nearest **Police Station**.
- There are businesses that can assist you with bulk clearances such as **Estelle Meeding** [082 726 0215/estmeeding@gmail.com] and **Clathan (Pty) Ltd** [<https://www.clathan.com>].
- Lastly, you can purchase training and software from **LexisNexis**. Once you've completed the training and acquired a fingerprint scanner, you can conduct police clearance checks in-house. [www.lexisnexis.com/en-za/lexisrefcheck]

From what age are background checks required?

You are only legally allowed to take a child's finger prints for a background check from age 16. It is advised for all volunteers from age 16 to complete background checks.

What is the NSOR and what's a Form J738?

The NSOR is the National Register for Sex Offenders in South Africa—a list of people legally barred from working with children and other vulnerable people. Form J738 is the official form used to check this register. It ensures every volunteer in the children's ministry is safe, cleared, and trusted to serve. Think of it as a “double-check of trust” to protect kids.

What is The National Child Protection Register (NCPR) and why do I need a form 29?

The National Child Protection Register (NCPR) is a South African government register created under the Children's Act (38 of 2005) to protect children from abuse and neglect.

Part B of the NCPR lists people who have been found unfit to work with children.

Form 29 is the official form used to check this register. It confirms that your name is not on the list and that you are considered fit and proper to work with children.

This process protects children, ensures we comply with the law, and gives families peace of mind that our team is safe and trusted.

Why is the NCPR so important?

The NCPR is a powerful tool for child protection in South Africa. Securing a criminal conviction in abuse cases can be complex and difficult. The NCPR allows a court to place someone on the register if they are found unfit to work with children, even if there is no criminal conviction.

For example, after certain court proceedings or formal findings relating to misconduct involving children,

a person's name can still be added to the register. This is an important step forward in protecting vulnerable children.

Can a volunteer still serve if they fail their police clearance?

Yes — and no. If you have a conviction that does not involve violence or crimes against children (for example, a traffic offence), you may still be eligible to serve. Discretion can sometimes be applied when reviewing a police clearance, depending on the nature of the offence.

However, there is no discretion when it comes to the National Child Protection Register (NCPR) or the National Register for Sex Offenders (NSOR). If a person's name appears on either register, they may not work with children in South Africa.

How often do we have to renew our background checks?

South African legislation is not explicit about exact renewal timeframe. Instead, it places a clear responsibility on organisations to act proactively to prevent harm and to maintain high standards for adults working with children.

While each certification has a different validity period, we strongly recommend completing a Police Clearance every two years, and completing the NCPR and NSOR checks at least once, preferably every few years.



Special Needs Protocol

We are not a trained special needs facility.

While we warmly welcome all children to join the Capital Kids program, it's important to note that we are not equipped as a specialised facility for children with special needs. If a child requires assistance with regulation, access, or communication, we kindly request that they attend with a caregiver who can provide the necessary support.

How we have maximum fun!



We are kind

Use kind words and actions, include everyone, no bullying or inappropriate language, and respect leaders, parents and friends.



We are responsible

Look after your own things and others', don't bring cellphones and stay home if you're sick.



We are brave & speak up

Listen, participate with excitement, and tell a leader if you see something wrong.



We are engaged

Be engaged and ready to learn and have fun – Pay attention, listen well and take part with a great attitude.



Posters & Creative Assets...

*Assets to make the
process easier.*

Code of Conduct



I am **never alone** with a child.

We treat children with uniqueness **not favouritism.**

Contact with children is appropriate & **touch is intentional.**

I will report suspected abuse or vulnerability.

No photographs

No smoking / vaping

Alcohol & its effects have no place in kids' ministry.

We don't give or accept expensive gifts without the guardian & Kids Min leaders present

No harsh words or physical punishment

The possession or distribution of pornography is strictly not tolerated

Matthew 18:6

"If anyone causes one of these little ones—to stumble, it would be better for them to have a large millstone hung around their neck and to be drowned in the depths of the sea.

We care and protect children based on a biblical standard not just a legislative one.

I will ensure my public and private behaviour is worthy of following.

Responding to a Disclosure

- 1 Report to the kids min leaders.
- 2 Maintain Confidentiality
- 3 Co-operate with the process.

How We Show Up Matters

Simple things make a massive difference

Visit our website for the full Volunteer Code of Conduct.



Stay calm and composed

Your reaction sets the tone. Avoid showing shock, disbelief, or anger, which may cause the child to shut down or feel responsible.

Listen carefully & supportively

Don't ask further questions. Let the child speak freely, at their own pace. Use open body language and maintain gentle eye contact. Avoid interrupting and do not ask for further information.

Supportive Response Script for Child Disclosure

"Thank you for telling me. That was a really brave thing to do. I want you to know that I believe you."

"You've done the right thing by telling me—this isn't something you should carry alone."

"What happened is not your fault. You're not in trouble, and we are here to help you."

"I may need to share this with someone whose job it is to help keep you safe. I'll only tell people who need to know to help keep you safe, no one else."

How to Handle Suspected Abuse

- 1 Gently ask the child "what happened?" How did they get the injury?
- 2 Watch if the child's behaviour changes when their parent or guardian arrives.
- 3 Kindly check in with the parent or guardian about what happened.

If the stories don't match or the child seems upset, report it to the Kids' Min leaders.

If a child has an injury that concerns you and the cause isn't clear, take these three key steps to decide if it needs further investigation.

Where can I report suspected abuse or neglect ?

Childline South Africa - Call 116

Child Welfare South Africa (CWSA)

Tel: 0861 4 CHILD (24453)
011 452-4110
074 080 8315

Docs Needed

- 1 2 x certified ID copies
- 2 AFISwitch Police Clearance
- 3 Completed Form 29 & J738



Security Check

Bring your ID



please Bring your ID



The Checklist

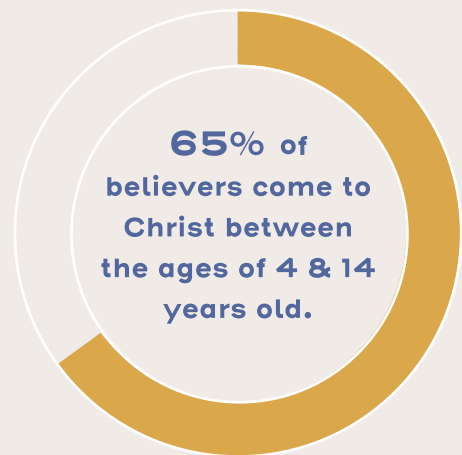
*Stewarding the paper
trail.*

Why we do what we do...

The work is worthy.

Like Nehemiah at the wall, each week we get the privilege of laying another brick in the wall of the future generation's faith.

*We are building the future
– our hands need to be safe.*



Legal Documents

Have these policies been read, contextualised for your church, and formally signed off by the Eldership team?

- | | |
|--|---|
| <input type="checkbox"/> Child Safeguarding Policy | <input type="checkbox"/> Volunteers Code of Conduct |
| <input type="checkbox"/> Children's Ministry Terms of Access | <input type="checkbox"/> Incident Management Policy |
| <input type="checkbox"/> Volunteers Access Policy | <input type="checkbox"/> Resolution of the Church Council |
| <input type="checkbox"/> Children's Code of Conduct | |

Safe Confidential Storage

Here's a list of key documents that need to be kept secure because of POPIA, but are well worth building towards—remember, Rome wasn't built in a day.

- | | |
|---|--|
| <input type="checkbox"/> Child Safeguarding Policy & supporting documents. | <input type="checkbox"/> Attendance records of policy onboarding/ training. |
| <input type="checkbox"/> Signed copies of the Volunteers Code of Conduct from all team members. | <input type="checkbox"/> A list of all your current volunteers with their basic information. |
| <input type="checkbox"/> Background checks for each volunteer. | [Full names, contact information, birthday, Life Group leader's details, a copy of their ID can be very helpful but needs to be kept securely due to POPIA]. |
| <input type="checkbox"/> First Aid training certificates. | |

Printed Forms

Here are a few forms that are helpful to have ready and easily accessible on Sundays.

- | | |
|---|---|
| <input type="checkbox"/> Incident Report Form | <input type="checkbox"/> Medical Log Book |
|---|---|

Policy Implementation & Visibility

Signed policies matter, but implementation is what makes them effective.

CHILDRENS' MINISTRY TERMS OF ACCESS

- Terms of Access are clearly displayed on physical **signage** at the facility entrance and are easily accessible in digital format.
- Do you have a designated Sunday volunteer or staff member with a basic **First Aid** certificate to be the Medical Volunteer?

Do you have a **Medicine Log Book**?

It's a safety and communication tool between parents and the ministry. If medicines are required to stay with a child (i.e. EpiPen) It documents: the child's name, consent, dosage, time, and instructions.

- Have you included the Terms of Access in your check-in process? Ensure parents/guardians have had **clear visible access to it**. It's helpful to confirm this with either with a one-time signature or digitally at each check-in.

VOLUNTEER CODE OF CONDUCT

- A **signed** code of conduct from each volunteer on file
- Make **digital or printed posters** easily accessible to the volunteer team.

VOLUNTEER ACCESS POLICY

- Childrens' Ministry volunteer **enquiry form** that clearly outlines requirements.
- Annual digital survey** to track which Life Group current volunteers attend.
- Annual **background checks** for all volunteers.

INCIDENT MANAGEMENT POLICY

- Do you have an incident **report form**?
- Provide **training** on identifying and responding to suspected abuse or neglect.
- Keep an **attendance register** of training sessions.
- Make **digital or printed posters** easily accessible to the volunteer team.

CHILDRENS' CODE OF CONDUCT

- Show the Children's Code of Conduct as a **slide** before the program, or display it on a **poster**.



This resource was compiled by Capital City Church International. It is our privilege to be a blessing and resource to others.