



Garden of Hope

Kenya

HOME IMPROVEMENT ROADMAP

November | 2022



Overview of this Children's Home

Background & Mission

Garden of Hope Home is situated in Ngong Sub-County within the county of Kajiado, Kenya. It started in 2004 as a feeding program for children in the nearby slums of Gichagi and later transitioned into a children's home, owing to the need. The home cares for orphaned, destitute and abandoned children who come from various counties in Kenya, with most of them from Kajiado County (Maasai Community). They are referred to the home through the Ngong Sub-County Children's Office. Some of the children have been rescued from early marriage and other forms of abuse. Garden of Hope serves the community by offering free or subsidized education for vulnerable and orphaned children from the nearby settlement of Gichagi.

As time went on, Director Pauline realized there were many Children who were not going to school and so she started a school for them in a rented premises. Later, with the help of well wishers she was able to purchase land where the school was moved to, and a home was started to cater for the neediest of the children most of them being orphaned. They had a donor from Ireland who assisted in raising funds to build the classes and dormitories for the children, but at some point in the year 2018, they stopped their support leaving the management to source for funds locally.

Currently, the facility is home to 49 Children (17 boys and 32 girls).

Vision: To take care of orphaned and vulnerable children and not be corrupted by the world.

Mission: To take care of vulnerable children in their suffering.



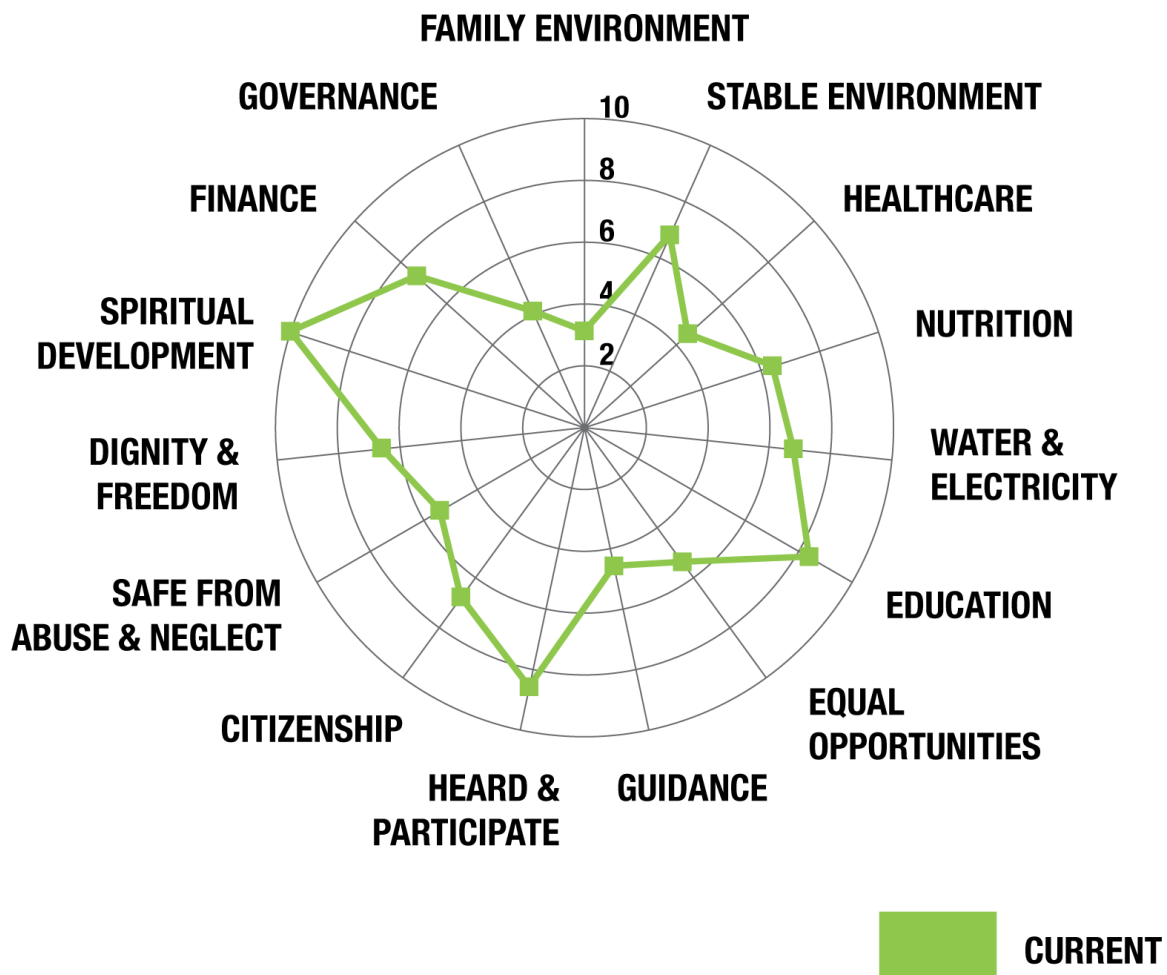
The Thrive Assessment

What is the Thrive Assessment?

In 1959, the United Nations (UN) adopted the Declaration of the Rights of the Child, which defines children's rights to protection, education, healthcare, shelter, nutrition and more. We have codified all 13 Rights, as well as a Finance Standard and a Governance and Human Resource Standard, resulting in a total of 15 standards. These standards ensure that children receive care that truly helps them to thrive, now and in the future.

The Thrive Assessment will be administered every 6 months with each partner home to chart the progress of each standard. Our team works with caregivers to outline next steps which are then compiled into an Improvement Roadmap.

Current Thrive Scale for this Home



Strategic Initiatives

CAREGIVER TRAINING FOR TRAUMA INFORMED CARE AND FIRST AID

PROJECT DESCRIPTION	The caregivers have not received any training. The home needs them to deliver quality care to the children, so they need to access training of an acceptable standard that includes trauma informed care and first aid. (Ksh. 15000+)
ESTIMATED FUNDING	\$115+ USD

EDUCATION FEES

PROJECT DESCRIPTION	While primary school education is free, families are asked to pay high amounts for high school education, which is a struggle for the home. The home needs support with payment of fees for high school children in the CCI. (Ksh. \$100,000) per child per year.
ESTIMATED FUNDING	\$800+ USD

CHILDREN'S ACCESS TO HEALTH SERVICES

PROJECT DESCRIPTION	Need to obtain funding to ensure that health insurance is paid for so that children can go to the health centers and access health services when needed. (Ksh.10000+). The National Hospital Insurance Fund (NHIF) is a government agency that provides health cover of up to KES 500k max at public hospitals; private hospitals have limits on accepting NHIF payment for their services. Annual subscription costs are KES 6000 for a family for 1 year; 3 children together would be counted as a 'family' so to cover all the kids currently at GoH would cost Ksh. 98000 for one year.
ESTIMATED FUNDING	\$750 USD



Right to Live with Family

SURVIVING

SUSTAINING

THRIVING

The home has a director who is assisted by a matron/ teacher in the home's school, 3 caregivers and a cook, caring for 32 girls and 16 boys who are mentored by the trainee accountant who resides at the home. A small number of children, about 10 out of the total 48, are able to visit their biological families 3 times a year, during school holidays. Mealtime takes place in 2 groups, starting with the youngest children.

All the staff have been at the home for at least 2 years, however no onboarding plan or orientation is in place at the moment.

The home has had no plan for monthly coaching or meetings with the caregivers; instead, meetings happen whenever there is a need that arises. Caregivers can take leave for 2 weeks during holidays, which is alternated amongst them. Currently, there is no weekly rest schedule in place. The director, Pauline, doubles as the manager and is on-call, though she does not take leave.

- ☐ Support for Education needs (see Strategic Initiatives) and transition of children post secondary school to supported independent living
- ☐ Provide training to staff for better understanding of care for vulnerable children as well as self care



Right to a Stable Environment

SURVIVING

SUSTAINING

THRIVING

The house rules are verbal and reinforced whenever breached. There are incidences of using names between the children which are addressed as soon as they are known to caregivers. Meals are taken according to age in 2 groups, starting with the younger children. The children get time for play during weekends, with hiking in the nearby Ngong hills being a common activity as it is within walking distance. The children also watch movies in their free time. Birthdays are celebrated in groups according to birth month, but only for a few whose birthdays are known. Activities are generally done in groups according to age, hence there is no specified time for siblings to do activities together unless they are in the same age group. There are no scheduled weekly or monthly meetings or coaching for caregivers, except when the director sees a need.

- ☐ Work towards identifying birth dates for all children so as to offer equal opportunity for every child to celebrate their birthday
- ☐ Find more ways to encourage bonding of siblings, which only happens if they visit their families during holidays, for those who can.



Right to Healthcare

SURVIVING

SUSTAINING

THRIVING

There is no emergency medical fund in place and the home cannot afford general health checks for the children unless a volunteer organization offers. Fortunately, a medical group visited a few days ago for the first time in 3 years. Vaccine documents are not available for most of the children since they were abandoned. However, there is a child who is HIV+ and had her documents traced from the Kenyatta National Hospital (KNH). As a result, they are able to follow up on her medical checks and medication. Each child only has one file, meaning both medical and administrative documents are kept together. The home has no pediatrician, but in case of sickness children are taken to the nearby Ngong Hospital or Ololua Health Centre. Both are government facilities that offer free service to children 5 years and below. Therefore, the home only has to pay for the elder children's visits, including transportation costs. Although Ololua is farther, it is preferred as they offer medication which isn't available in other government hospitals where they mostly prescribe and ask patients to purchase elsewhere. The home always looks for free services when possible, due to financial constraints. The director's daughter, Carol, is a pastor and fills the role of educating the adolescent girls on personal hygiene. She also ensures that they have a sufficient supply of feminine products and that disposal is done appropriately in the girls' pit latrine. Diaper changing happens in the beds, but the home ensures children with diapers are checked frequently. Children brush their teeth at least once a day. The home reports that they have not come across lice, but combating ringworm is common. This situation is due to the fact that most children are admitted with ringworm and then it spreads to others and keeps recurring.

- ☐ Obtain funding for an emergency medical fund



Right to Nutrition

SURVIVING

SUSTAINING

THRIVING

The home does not have the ability to consider preference for meals. Whatever is available is prepared for the children, as the home depends mostly on donations. The food is presumed to be appetizing as children enjoy what is served to them. They ensure protein intake daily by incorporating green grams (mung beans) and other beans, which are alternated as a daily meal. Meat is considered a luxury and therefore the children rarely have the opportunity to eat it. Vegetables are provided at least 3 times a week. To ensure hygiene, food storage is kept away from other storage. There are reported cases of rats from a nearby bush, and the home will do some fumigation once they are spotted.

- ☐ Seek organizations that contribute food donations



Right to Clean Water and Electricity

SURVIVING

SUSTAINING

THRIVING

A borehole for water was completed a month ago, thanks to a neighboring children's home who referred a donor to Garden of Hope. Although the water is now available since the borehole was certified by the drill company, the home is still awaiting official documents from the government. There is currently no electricity backup plan and a power outage would result in a blackout in the home. However, there is now sufficient lighting at night on the property from a large street light that was recently installed to serve the community as the surrounding area of Gichagi is considered an informal settlement. Maintenance of the facility is a concern as there is no personnel to address these needs since the home isn't in a position to pay. There are currently no fire extinguishers in place. Previously they had 4 extinguishers, but these were stolen years ago by the officer who usually picked them up for refilling. However, the home normally conducts fire drills, which the children are aware of, as well as a fire assembly area. The home does not have a written annual plan to address property maintenance, but the home is regularly inspected to ensure it's in adherence with government requirements.

- ☐ Follow up on documents for the borehole None at the moment.
- ☐ Research alternative resources & funding for power



Right to Quality Education

SURVIVING

SUSTAINING

THRIVING

Tutoring is done at school, which is within the home by the on-site school teachers; all children of school age are enrolled. Currently, not all children 9 years old and above can do multiplication, but there are plans in place for extra instruction during holidays. There are also plans in place for assessments of extreme cases at The Kenya Institute of Special Education (K.I.S.E). The home holds reading time every Saturday from 10a.m to 1p.m where children can access books from the school staffroom, which doubles as the library. Most books in the library are school curriculum textbooks, but children have access to a few storybooks as well. Since the younger children lack toys, they normally attend classes to keep busy during school days. A computer lab is available for purposes of playing games. There is no tutoring on the computers at the moment, but it is desired. The home supports children up through college-age, which is a challenge as young adults share dormitories with younger children and therefore often feel out of place. Young adults are either reintegrated back into their families or supported for independent living depending. Although this home does not have a transition house available for young adults due to financial constraints, they hope to have that in the future. High school Education is a challenge for many parents in Kenya due to the high amounts charged especially

for children joining Form 1 where school fees, uniforms, books & stationery could cost up to \$1000 per child in a year. The home struggles to raise these amounts every year. and most of the time forced to forego admissions in good boarding schools to opt for cheaper day schools where fees are lower.

- ☐ Support with payment of school fees for High School children.

Right to Equal Opportunities

SURVIVING

SUSTAINING

THRIVING

Currently, the children have no personal lockers in their dorms. Instead, they store clothes in cartons and gunny sacks which are placed in a corner of the dormitory. Fortunately, the home has been able to channel a recent Christmas celebration donation for putting lockers in the girls room. There are opportunities for the children to participate in dancing and they are taught cooking skills as they help in the home kitchen. Soccer is limited due to a lack of space within the home. Despite this, the children are encouraged to play and often get the opportunity during school days by walking to a nearby field that belongs to a police force. Mentorship for the children is a considered collective responsibility of all staff and teachers within the home. They all have equal opportunities to be educated, with access to tutoring books. The home has no physically disabled children at the moment and there are no measures in place to accommodate them as far as structures are concerned. However, there was a child admitted with no toes and the home was able to secure him orthopedic shoes appropriate for the situation. There is also one case of a child with mild autism who was recently admitted, but he is coping. The home has a plan in place to transition children to independence regardless of gender, handicap, or family history. Even though the home is currently struggling with find a place for those who complete high school, children have previously been supported with job searches and accommodations for 3 months prior to independence. The home desires to continue this support and is therefore trying to secure funding for the transition of a group of young adult girls.

- ☐ Obtain funding to support independent living for the young adult girls who have completed high school and are currently sharing sleeping space with the younger ones.
- ☐ Obtain funding to landscape the play area for physical handicap accommodations, should the home receive such cases in future.



Right to Guidance

SURVIVING

SUSTAINING

THRIVING

Although no job description is currently in place for staff, the director assesses the staff to be fit for the work during hiring and guides them through work protocols. The home relies on internship volunteer counselors whenever available. Currently there is one who comes weekly to meet with groups, but this service doesn't guarantee a session once a month for every child. Instead, rotational counseling is done where an individual child will be reached every 2 months. No ongoing assessments are done on caregivers, it is assumed they know their roles given the long duration they've served in the home. As mentioned previously, the director's daughter counsels the girls on puberty and adolescence. There is no training provided for the caregivers. The children learn life skills through the daily activities that assist in, e.g cooking and cleaning. No formal mentorship support for the teenagers is currently in place. However, caregivers, teachers and other staff share the responsibility of guiding them. The home also does not have a written document or plan for life skills that they can participate in.

- ☐ Seek training support for caregivers
- ☐ Develop job descriptions for all staff



Right to Be Heard and Participate in Decisions

SURVIVING

SUSTAINING

THRIVING

The children are fed with whatever food ingredients are available, which makes it difficult to plan a menu. Hence, there is not often a chance to incorporate choices. Children are free to decide what to do with their free time, as well as decide what to wear; there is room for discussion.

The CCI's do not have facilities to readily accommodate children with special needs (physical, mental & learning disabilities) but they make every effort to meet their needs with the resources they have.

Children are offered the opportunity to participate in leadership roles both in school and at home, where they have prefects in charge of various areas, particularly the dormitories. There are protocols of reporting which are adhered to. Resolving issues starts with the leaders in the dorms and they will only inform the housemother if they cannot resolve it within themselves. From there, the housemother will refer problems to the matron, before it reaches the director.

One of the caregivers is a trainee accountant helping with office management and organization and has plans to improve governance issues. The Thrive Assessment served as an eye opener for the home in this area.

- ☐ Make improvements in governance processes



Right to Be Prepared for Citizenship

SURVIVING

SUSTAINING

THRIVING

While birth certificates are only available for 10 out of 48 children, plans are in place to obtain one for every child. The home helps ensure children make restitution for wrongs by rewarding good deeds and disciplining wrongdoing through short time out sessions. Children are responsible for the cleanliness of their dorms and clothes as well as help in the kitchen or with caring for the younger ones. They are all also aware of their chores, which are assigned depending on age. Adolescents 15 years old and above are engaged in the shopping and also attend national events e.g Day of the African Child. No annual schedule is in place for the children to have field trips, but they often go hiking in the nearby Ngong hills, which are within a walking distance.

- ☐ Work towards obtaining birth certificates for all children since it is a requirement in Kenya for them to register for National Exams



Right to Be Safe from Abuse & Neglect

SURVIVING

SUSTAINING

THRIVING

The current wire mesh and plant fencing on the property does not guarantee 100% safety as it has openings in some areas. A case was reported of a man who recently tried to sneak into the facility to pick a wheelbarrow that was left out on the property, but the guard spotted him in time. Additionally, children are safeguarded and are always accompanied outside the home. Sleeping facilities are separate for boys and girls, but they are not divided by age. All girls sleep together in one space and small boys sleep separately with the company of two older boys to check on them at night. The girls' pit latrine and bathroom being outside the dorm poses a risk, hence the need for better fencing. Toilets are also divided by gender with 4 for 32 girls and 4 for 16 boys. The teacher/matron staff member happens to be the only one trained in positive discipline techniques and therefore guides the other staff within the home. The home ensures that male caregivers are not left alone with the children, and all kids 5 years and older are aware of the reporting methods in place, but no measures are in place to ensure it every 6 months. Staff background checks never happen, but recognizing the importance of this was a learning opportunity for the director. There is currently no therapist who assesses children upon admission and counsels them through trauma. Instead, any issues that may arise are addressed by Pastor Carol who is a professional counselor.

- ☐ Obtain funding to repair open portions of the fence
- ☐ Obtain Good Conduct Certificates for all staff.



Right to Dignity & Freedom

SURVIVING

SUSTAINING

THRIVING

Children have a bath every day. Older children each have their own bed, but the little ones share. At the moment, most bedding requires replacement since they are worn out. Despite the condition, the bedding is kept clean. Not all children have their own towel; most towels are worn out or have been thrown out, and the director is still looking for someone who could donate new ones to the home.

None of the staff have yet received fire marshal training, and there are no fire extinguishers on site. However, the small play area within the compound functions as the fire assembly place and children are aware of it. Chores are rewarded, but there is no allowance provided. The children also are not able to provide community service as the home is situated near a slum area.

- ☐ Obtain funding for replacement of bedding and towels for all children
- ☐ Training on Safety for all staff
- ☐ Purchase fire extinguishers



Right to Spiritual Development

SURVIVING

SUSTAINING

THRIVING

The home has a church where Sunday service takes place, conducted by the children and staff with Pastor Carol presiding. The children participate in singing, ushering, presenting songs, reciting bible verses, sharing testimonies and preaching. This is where all prayers and meditation takes place. Spiritual and religious materials are accessible to the children. They also participate in religious holidays, especially Easter and Christmas. Those in high school and college are also given spiritual opportunities through the communities around their school, but the younger ones basically access it from the home.

No next steps at the moment.



Finance Standard

SURVIVING

SUSTAINING

THRIVING

At this home, there is proper tracking of income and expenses, with the assistance of the trainee accountant. Records are also readily available for internal review. However, there is currently no profit/loss statement or annual budget, as cash flow is minimal. The director reports that every project that's been completed at the home, from building the facility to the latest drilling of the borehole, has had the finances managed by the donor organization offering the service. Thus, the home has no income-generating projects and there has no need yet for external review of financial statements.

- ☐ Develop an annual budget.



Governance and Human Resource Standard

SURVIVING

SUSTAINING

THRIVING

Staff training on the importance of drinking water and the related importance to health is provided at the home. Children are always reminded of the importance of drinking plenty of water. Although the home has no job descriptions in place, the staff normally sign a letter of commitment upon employment. An organizational chart is said to be in place, though efforts to locate it were not successful. Staff meetings happen on a need-to-need basis, but they aren't common since all staff interact closely with the director and are corrected if needed. The home has an active board of directors who meet at least twice a year. Annual leave for staff doesn't currently happen, but the staff have a holiday break of 2 weeks which is rotated during school holidays. In addition to this, staff may receive some days off in case of a function or any other need at home. There are staff files in place, but generally only include the employment commitment letter. No job description, incidence reports, or promotional letters are made or kept.

Through the support of ACHF, the home has more of the required staff and will be in a position to plan for days off and annual leave in the future.

- ☐ Develop a plan for annual leave and off days for staff
- ☐ Create an organizational chart accessible to all
- ☐ Consider periodical staff meetings for better monitoring and reporting on care of the children

Current Improvement Partners



Child in Family Focus

Child in Family Focus - Kenya champions family-based care for Orphaned and Vulnerable Children through Supporting National Care Reform efforts.

The organization engages, enlightens and empowers Charitable Children's Institutions and families for life-changing outcomes through offering technical support in project reviews, organizational capacity development and mentoring on transitioning models of care for OVC.

At Child in Family Focus, all is done to God's glory - pressing toward the mark for the prize of the high calling of God in Christ Jesus. (Philippians 3:14)

For a list of projects and opportunities to coordinate on initiatives go to www.AChildsHopeFoundation.org.



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