

St. Paul's Children Care Centre

Nairobi, Kenya

HOME IMPROVEMENT ROADMAP

December | 2022



Overview of this Children's Home

Background & Mission

St. Paul's is an orphanage located in Embulbul, an informal settlement in Ngong sub-county, Kajiado County which borders Nairobi County. It houses approximately 35 children of all ages at any one time, from newborns to 18 yrs old. Jayne Kabura, the director of St. Paul's, receives all of her children through the Children's Officer or the police in Kajiado. While some are orphaned, others are staying there for safety/health reasons. The facility is very large and includes bedrooms, a cafeteria, a library and recreational space for arts and crafts.

[To provide a safe sanctuary for children who need it.](#)

St. Paul's was not planned; it came into existence because the founder/director, Jayne, wanted to provide a place for her young friends to live safely off the street. Today, Jayne can count dozens of children who have grown up to live better lives and have families of their own.

To reunite or place all children brought to St. Paul's with families.

Jayne hopes to make some connections in order to support young mothers living on the street. She envisions helping them protect themselves and their families by sharing knowledge of family planning and providing access to a safe house, which she hopes to build in the future with the help of donors. This initiative has been established as a means of preventing separation of children from their mothers. Ultimately, the safe house would be a place where young mothers can feel safe, learn marketable skills within a short time, and allow them independence to earn a living.





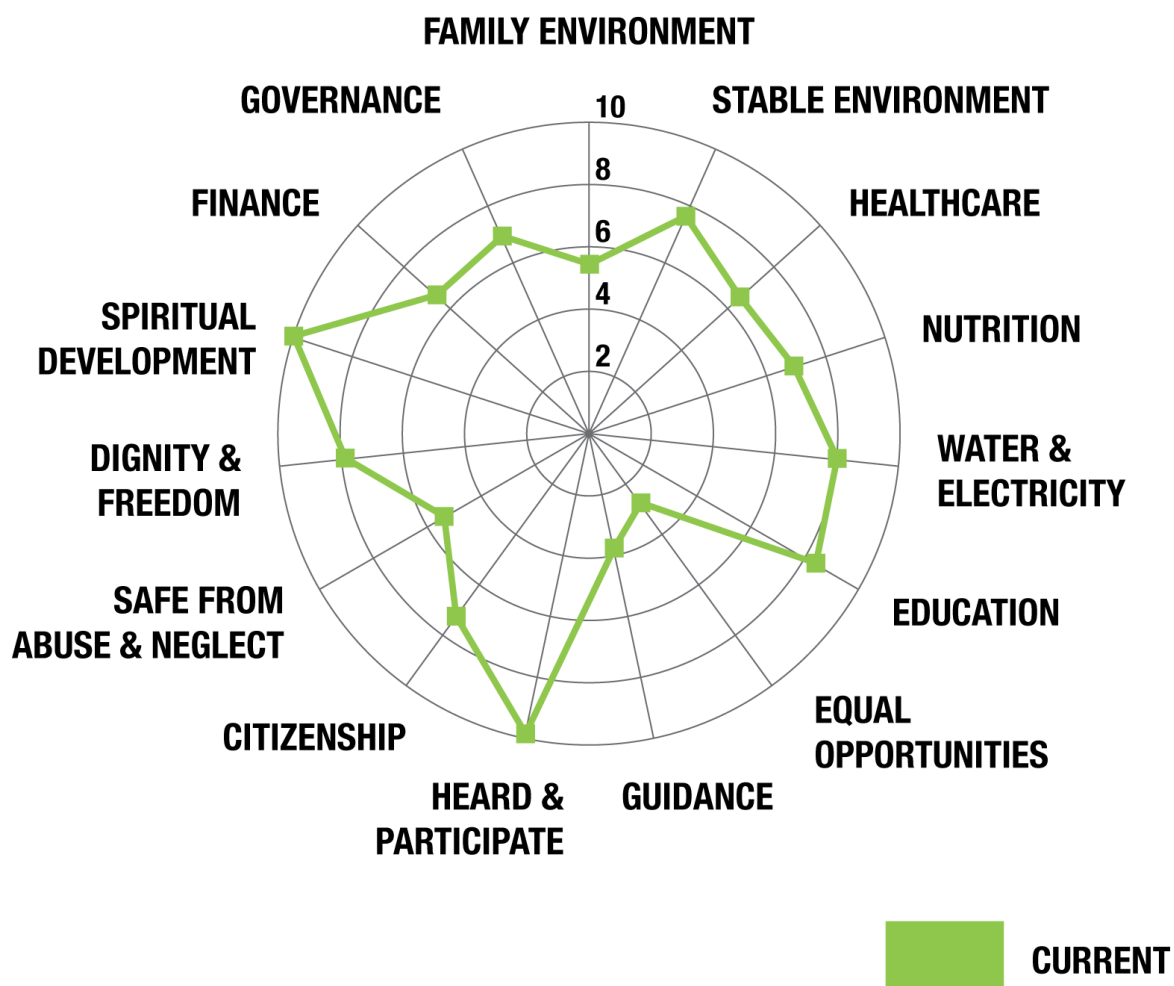
The Thrive Assessment

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

IMPROVED MANAGEMENT OF THE CCI OPERATIONS

PROJECT DESCRIPTION	We seek support for hiring an experienced Manager to support better governance and reporting strategies. (\$125+ USD monthly) or (\$1,500+ USD annually)
ESTIMATED FUNDING	\$1,500 + USD

CAREGIVERS TRAINING TO INCLUDE ON TRAUMA INFORMED CHILD CARE AND FIRST AID

PROJECT DESCRIPTION	The caregivers have not received any training; in order to deliver quality care to the children and so they need to access training of an acceptable standard. (\$125+ USD per training session - 4 trainings for this home ~\$500 USD)
ESTIMATED FUNDING	\$500 USD

EDUCATION-SCHOOL FEES

PROJECT DESCRIPTION	As compared to Primary School Education which is free, Parents are asked to pay very high amounts for High school Education which is a struggle. This home has 4 children in need of High School fees in order to attend school this year. We are looking for Support with payment of fees for high school children in the CCI. (~\$1,000 USD per child per year)
ESTIMATED FUNDING	\$4,000 USD



Right to Live with Family

SURVIVING

SUSTAINING

THRIVING

The number of children in the home is usually not more than 35, so the average ratio of caregiver to child is 1:10. The home currently has 3 caregivers (called housemothers). However, director Jayne says she observes this number is insufficient in the evening when children are back from school. The children all clamour for attention with homework or to relay things that happened at school. Thus, hiring an additional caregiver would help significantly. Staffing at the home includes 1 director, 3 housemothers (they are residents and get a full weekend off once a month), 1 cook, 1 manager/social worker, 2 security guards (1 on at night) and 3 farm workers (2 women & the farm manager) who reside on the farm a short distance from St. Paul's. Caregivers do not yet receive quarterly training on trauma informed care nor are they evaluated on the care they deliver. St Paul's serves a community (Maasai) where FGM and early child marriage happens often. St. Paul's takes particular precaution when allowing their girls to visit their families in case children (girls) do not return/ are taken to be circumcised, a ceremony that typically happens over the long December holidays. St Paul's livestreams services for Phaneroo, a church from Uganda. Phaneroo considers St Paul's one of their ministries and have sent a young trained minister who will grow the church and ministers to the children (they are launching a church service at St Paul's each Sunday starting November 2022). Siblings live together with all other children and when applicable, St Paul's ensures that siblings visit with relatives together to keep them as a family.

ACHF has provided resources so that from November 2022, St. Paul's is able to pay salaries for a full time social worker and counsellor to live on-site. The social worker will not continue assisting with management work, so St. Paul's urgently needs to hire a manager for the home at a monthly rate of \$250.

- ☐ Hire a manager for the home and up to 2 caregivers
- ☐ Enroll caregivers in training on trauma informed care
- ☐ Develop a caregiver plan for onboarding, training and evaluating caregivers



Right to a Stable Environment

SURVIVING

SUSTAINING

THRIVING

St Paul's has dormitories where the children sleep with boys on the ground floor and girls on the 1st floor. Hours are stipulated after which the boys are not allowed to go up near the girls dormitory. Caregivers sleep close to where the younger children sleep. As staffing is limited, caregivers currently get 1 day off per month. With additional hiring, staff can expect to get more days off. St Paul's is preparing to celebrate birthdays for each child. Although they do not know birthdays for some of the children, they will make the effort to celebrate every child in their birth month.

St Paul's previously had a specialist come occasionally to give advice on caregiving (Nurturing the Hearts of Orphaned and Vulnerable Children, by Patrice Penney) but this stopped at the onset of the Covid pandemic. Child in Family Focus (CFF) will follow up to see whether this can restart as it was done as a volunteer service where caregivers from other homes were also invited to join in the sessions.

Children have a play area in the compound sufficient for football, basketball hoops, and space to set up a sandpit. There are also slides, but they're made of metal and not safe for the children to play on. St Paul's hopes to get slides made from plastic in the future.

- ☐ Create a plan for all staff members to have time off according to Kenya's labour laws
- ☐ Establish a strategy for caregivers to receive regular coaching on creating a stable/nurturing environment for the children
- ☐ Develop more family-like traditions done weekly/ monthly



Right to Healthcare

SURVIVING

SUSTAINING

THRIVING

As all children are admitted to the home, they get a shower and new clothes upon entry to St Paul's. This is when they are checked for lice, and all hygiene precautions are maintained to ensure lice is not spread. Girls and boys have separate bathroom facilities on their respective floors; however, these are also used by the adult staff members. When children need medical care, there is a facility close by (Ngong Sub-County hospital), but this care does not include regular dental exams. In the past, children received dental exams from a medical camp held in the area. However, the providers have since moved the camp to another part of the sub-county. There is currently one child, about 13-14 years old, who has been at St Paul's for a year and is mentally challenged. The child is very quiet and does not engage with other children, but loves to move to music. St Paul's does not have sufficient funds to get the right diagnostic and care services for the child, but the child is enrolled in classes for special needs kids at a government school.

- ☐ Identify a way for children to have annual dental and vision exams/treatments
- ☐ Find resources/ donor willing to cover the cost of diagnostic tests for the child



Right to Nutrition

SURVIVING

SUSTAINING

THRIVING

No child goes to bed hungry at St Paul's. Children get porridge in the morning, a packed lunch (what was for dinner the evening before) and a meal for dinner. Although the school is a two-minute walk away, the school does not permit students to leave for lunch, so they have to carry something to eat. Meat is eaten once a week as part of a food donation to St Paul's from the Bohra Community in Kenya. The cook goes for a health inspection every 6 months at Ngong Sub-County Health Centre, which is essentially a check to ensure there is no risk of infection impacting food preparation (all professionals working in food care have to undergo this assessment). There is 1 cook who gets a day off every week, when one of the house mothers steps in. The older kids (over 14 years) also help with food preparation.

St Paul's could benefit from having an additional cook at the home. The kitchen uses a wood stove and wood costs have gone up (\$50 for two weeks) as the increased cost of fossil fuel globally means more households in Kenya have turned to using wood for cooking. St. Paul's is looking into alternatives to firewood (bamboo briquets?) to reduce costs.

- ☐ Identify alternative fuel energy for cooking
- ☐ Identify resources to pay salary for a 2nd cook



Right to Clean Water and Electricity

SURVIVING

SUSTAINING

THRIVING

St Paul's has a bore hole and bottles and sells water which is passed through UV and inspected by the Nairobi Water/ NEMA authorities for safety, to the community. There is a procedure for fire safety at the home and drills with the children are carried out twice a year. However, there is just 1 fire extinguisher available and due to the size of the home, they likely need to have another 3-4 extinguishers. St Paul's is off the power grid and relies on solar panels for electricity which allow children to have a hot shower every evening. The company that installed the solar panels does an annual check as well for the electrical issues in the home.

- ☐ Prioritize the purchase of additional fire extinguishers for added safety



Right to Quality Education

SURVIVING

SUSTAINING

THRIVING

St Paul's has a wifi connection in the home but would have to install another router so that the whole compound has access. The home hopes to acquire 5-6 laptops so that children can access and do online research for school work. The new Competency-Based Curriculum education system in Kenya is such that children need more support at home with learning. The caregivers at St Paul's are not able to provide this support and there is a need to have a tutor come in and especially help kids who are in Year 7 and above with one-on-one tutoring. There is one 12 year old child who is not able to read & write at a Year 3 level and is currently being assessed by a counsellor (referred previously as having mental health difficulties). St Paul's has a library with children's books for all ages which is always open to the children. Kids also have access to art supplies and music as well as the option to learn beautician skills at the hair salon Ms Mutahi has opened next to St Paul's.

St Paul's has land near them where they plan to build a 5-story building with flats for the young-adults to learn how to live independently. The director has had architectural plans done which include a level for parking, 1st floor flats for St. Paul's young-adults, and other floors for rental income. St Paul's needs to raise the funds for this project (approximately \$2 million).

☐ Hire a weekly tutor



Right to Equal Opportunities

SURVIVING

SUSTAINING

THRIVING

The children have their clothes put away neatly in cupboards in their room (girls more so than the boys!) but there isn't cupboard space available for them to have lockable spaces. The children have opportunities to learn the keyboard and some kids do dance. A volunteer has also offered to come and teach drums & guitar on-site. All children have the opportunity to go to school.

The director finds opportunities through friends to get work for the kids transitioning to adulthood, but could do with a small fund (formerly provided by an organization called Compassionate Hands to buy household items for the young adult's first home). The director draws on a volunteer external counsellor and in-house pastor/counsellor to provide mentorship to the kids (boys especially), and also draws on her personal friends who help with job placement for the care givers.

St. Paul's does not have funds to provide more than very basic care to the children in the home; there are no funds available to transition the young to independent living, neither are there resources or readily available expertise in place to accommodate a child with physical or mental disabilities. Challenges as these are addressed with whatever resources they have at hand. The home needs to have a plan for budgeting for operational costs including these.

☐ Identify and facilitate training opportunities for the in-house counsellor

☐ Investigate what structures would allow each child to have a space for their personal items



Right to Guidance

SURVIVING

SUSTAINING

THRIVING

The only written documents that show how St. Paul's manages the work of their staff are the terms of reference written when hiring for the particular positions. There are currently no job descriptions and no clear process for induction or evaluating the work of staff aside from what seems to be direct observation by the home's director. There are no resources for regular training and updating staff; the training staff have received is limited and has been done by a volunteer (Patrice Penney referenced above).

For every child, there is an Individual Development plan in their file but it doesn't capture post-orphanage education or work. As there is now a full-time social worker at St Paul's, one of their responsibilities will be to populate and maintain the individual development plan, also to be able to easily highlight areas of need to St. Paul's supporters. St. Paul's needs to develop a plan for 'post-primary education, secondary, college, vocational training or university education', and raise funds for a budget to support this transition of young people into their adult lives.

- ☐ Standardize a job description for caregivers thereby creating a way to subsequently evaluate and provide additional training to new hires



Right to Be Heard and Participate in Decisions

SURVIVING

SUSTAINING

THRIVING

During the weekend, the children are involved in household activities like preparing meals and cleaning up after. This gives them a chance to input on what food to prepare given available ingredients; favourites are chapati and mandazi. Children are able to choose the clothes they wear (except on school days) and to choose what they do in their free time.

Each child admitted into the home has an Individual Child Care Plan that is to identify and track the progress of meeting the child's needs - these are typically reviewed and updated at least 3 times a year along with the end of the school term reports.

No next steps needed at this time.



Right to Be Prepared for Citizenship

SURVIVING

SUSTAINING

THRIVING

Birth dates for some children are not known, so not all children have birth certificates. There is a backlog in the county government impeding the home's ability to request missing birth certificates, but St Paul's is working on it.

Three times a year the children's home invites the elderly in their community to come in for a 'spa' day. The children work alongside the adult staff to scrub feet, to give manicures/ pedicures, the men are shaved, and they all get to have a hot shower and something to eat before they leave.

Field trips happened in the past before COVID-19 pandemic but have since stopped because of financial constraints.

- ☐ Initiate the process of getting birth certificates for all children at the home



Right to Be Safe from Abuse & Neglect

SURVIVING

SUSTAINING

THRIVING

The home is well fenced with a stone wall on the front face and the gate manned by a security officer day and night. However, the back portion of the home is poorly fenced with old iron sheets which provides easy access to strangers. A case is reported of a boy who had a habit of talking to strangers through one of the openings and was introduced to using an illegal substance. While his case was well handled and corrective measures taken, the risk still exists. There is practice for male staff to always be with another staff member when around a child or children.

- ☐ All staff and ancillaries to receive training on positive discipline
- ☐ Plan/ budget to get the back fence fixed and secure



Right to Dignity & Freedom

SURVIVING

SUSTAINING

THRIVING

The staff at this home try to the best of their ability to offer clean accommodations and clothing. Children are bathed daily and perform cleaning chores in their spaces daily. There are currently no funds to give allowances, but outstanding behaviour is usually rewarded.

No next steps needed at this time.



Right to Spiritual Development

SURVIVING

SUSTAINING

THRIVING

During COVID the home began participating in an online church service which continues to date. This change saw the home become a centre for live streaming for the Phaneroo Ministries of Uganda. Plans are under way to open a church within the premises. There is a service every Thursday evening and on Sundays where the children are involved in singing and ushering.

No next steps needed at this time.



Finance Standard

SURVIVING

SUSTAINING

THRIVING

According to the director, they have not filed income tax as they have not had any operational businesses but will now start since the salon is open as of November 2022. Children's homes are tax exempt. They are considering developing a yearly budget for their operations but do have an accountant who reviews their books.

- ☐ Develop a yearly budget for operations.
- ☐ Work towards the development of a finance policy



Governance and Human Resource Standard

SURVIVING

SUSTAINING

THRIVING

The Board of St Paul's meets once every 3 months. The land is owned by the director and there is a title deed to secure it. Staff meetings are organised on a needs basis. Training on child protection to the caregivers has been conducted locally. However, first-aid training for caregivers and staff is needed.

- ☐ First aid training for all caregivers/ staff at the home
- ☐ Develop a Child Protection & Safeguarding Policy

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.

