

St. Paul's Children Care Centre

Kenya

IMPROVEMENT ROADMAP

June | 2023



Overview of this Children's Home

Background & Mission

St. Paul's Children's Care Center is located in Embulbul, an informal settlement in Ngong sub-county of Kajiado County. It was started in 1983 in response to the increasing number of street boys in Nairobi City. Director Jayne Kabura, who was a college student at the time, formed a friendship with some of the street boys and started a bible study group with them. Due to the increasing number of children joining the group, she requested from her parents some room on their farm and moved in with 18 of them there. The director of the Home Bible League then helped with the first funding. As the number of needy children kept growing, Jayne's parents offered her a piece of land where she built the first structure and moved with the children. Later, the government offered them the land where the home sits now. Since the center opened its doors, over 2000 orphaned and abandoned children, including boys from the streets, have been transformed into self-reliant and visionary members within the society. Currently the center is home to 35 children whose care is sustained through well wishers and donors. Ultimately, the home's mission is to provide a safe sanctuary for children who need it, with a vision to reunite or place them with families.

Recent Accomplishments

- Acquired medical coverage for all the children
- Completed home improvements including upgraded bathroom and toilet facilities, the installation of wardrobes in the dormitories, and repainting of the home
- Partnership with Weza care solutions for capacity building and trainings
- Partnership with Andishi Africa to coach children in English and Swahili writing.
- Completed training of the staff on trauma informed care
- Hired a Counselor, social worker, and tutor
- Repaired musical instruments now accessible to all children during down time
- Opened a salon as an income-generating project and service for the children





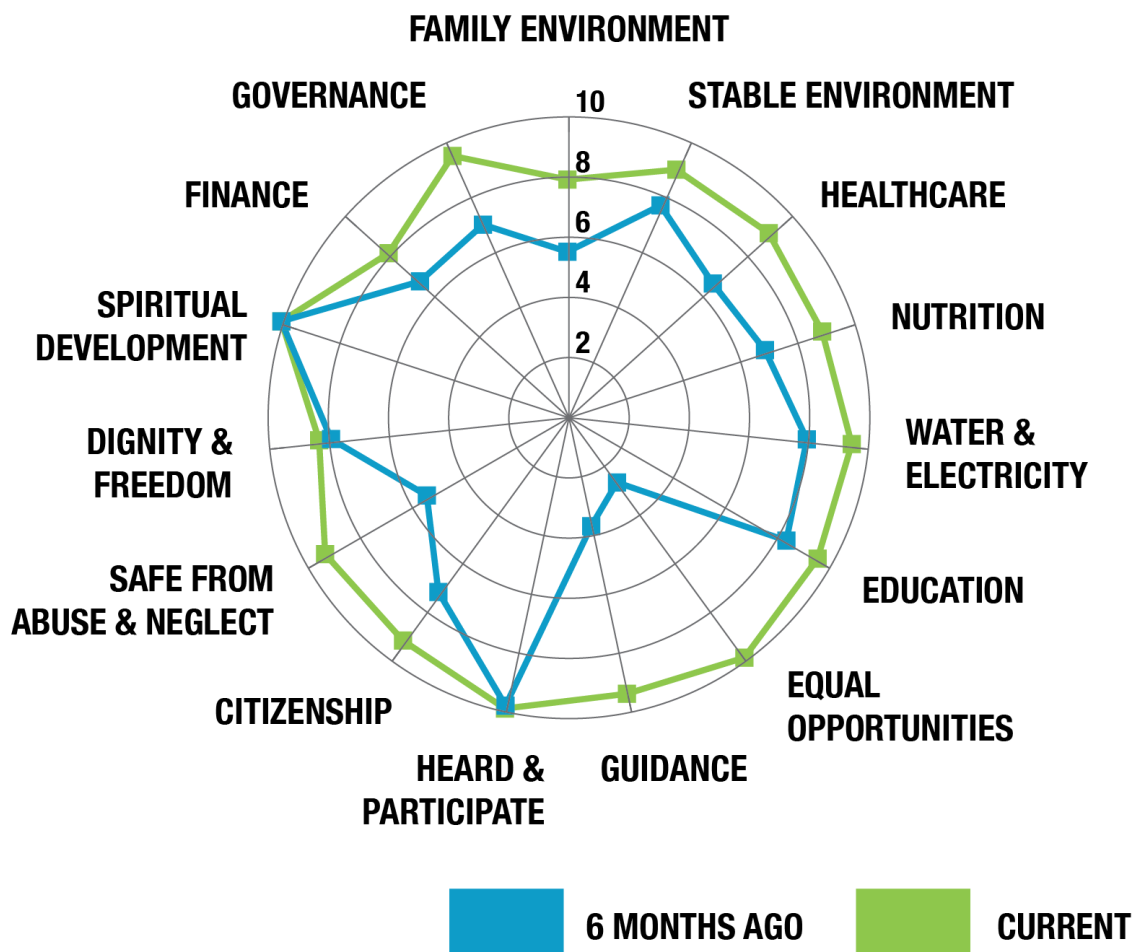
The Thrive Assessment

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



Strategic Initiatives

CAREGIVER TRAINING

PROJECT DESCRIPTION	There is a need for all staff who offer care to the children to receive trauma informed care training. A few more sessions are necessary to fully equip them. 2 sessions @ Ksh 15000 per session.
ESTIMATED FUNDING	\$30,000 KES \$218 USD

EDUCATION SUPPORT (FEES, UNIFORMS & BOOKS)

PROJECT DESCRIPTION	The home is still struggling with payment of school fees as well as providing required materials for children in high school. They are seeking support for the upcoming term.
ESTIMATED FUNDING	\$100,000 KES \$800 USD

HIRE OF ADDITIONAL CAREGIVERS

PROJECT DESCRIPTION	The home has yet to meet the government's required ratio of caregiver to children (1:10). Hiring of 2 extra caregivers will be of great impact to the children's care (KES 15,000 per month)
ESTIMATED FUNDING	\$30,000 KES monthly \$218 USD monthly



Right to Live with Family

SURVIVING

SUSTAINING

THRIVING

The number of children in this home remains at 35. The average ratio of caregivers to kids is 1:10 during the day, when all staff are on duty and there are currently 3 caregivers and 1 lead mother. Despite having hired a weekend tutor, the current staff are still insufficient in the evening when children are back from school. More help is needed to provide adequate attention for children to relay things that happened at school and receive assistance with homework. Hiring an additional caregiver would help since only 1 caregiver plus the social worker are available during the night, while the 2 others work during the day. The change in shifts was occasioned by hiring 2 new caregivers in May to replace two old ones whose commitment to service was wanting. Staffing at the moment includes: 1 director, 3 caregivers, 1 lead mother, 1 cook, 1 social worker, 1 counselor, 1 part-time tutor, 2 security guards (1 during the day, 1 at night) and 3 farm workers (2 women & the farm manager) who reside on the farm which is kilometers away from the home. The caregivers received at this home their first ever training in May 2023 on how to help children with trauma and self healing. The pace has been set for more training and evaluation on the care they deliver. The home has also now partnered with Weza Care Solutions (<https://www.wezacare.org>), an organization that offers capacity building for children's homes, and they are hoping for more training to come. The social worker has embarked on home follow ups to ensure family bonding, and most children are now visiting relatives during school holidays, apart from those who were abandoned cases. St Paul was previously used to livestream services for Phaneroo Ministry of Uganda during the COVID pandemic, but they recently changed it to an in-person church service under the stewardship of Pastor Bencarter (the home's counselor). The children now enjoy Sunday services at the home where they also get to serve in various departments. Phaneroo considers St Paul's one of their ministries and they support spiritual growth for the children by sending Pastor Bencarter to the home, who was then chosen to fill the position of the home's counselor. He has done much to address the children's issues with his counseling services. Siblings live together with all other children and while they are not discouraged from interacting, the home ensures that they visit with relatives to encourage family-bonding, where applicable.

- ☐ Hire an additional caregiver to ensure that the ratio of care meets the government requirement of 1:10



Right to a Stable Environment

SURVIVING

SUSTAINING

THRIVING

House rules are age and ability appropriate, and are communicated in a manner that the children can understand. Consequences for infraction of rules happen by way of reporting to the social worker 1st and 2nd warnings, with subsequent infractions directed to the counselor for guidance. Infractions will only be reported to the director if the counselor finds it necessary, and in the case the director gets involved, she will mostly deny privileges like rewards and outings. Nicknames by children or staff isn't allowed and will be addressed if it occurs. However, there are 3 girls who share the name Sharon and they have numbers 1 to 3 added to the name for differentiation. Children are allowed downtime during evenings, weekends and holidays where they can choose to play the keyboard, drums, guitar, or even dance. Repairs to these instruments have been ongoing since the first assessment. The mothers and children eat together as families according to their house groups. Caregivers engage in monthly meetings with the social worker and counselor where they discuss ideas that help in effectively teaching and disciplining the children under their care. Every staff receives 1 day off, which occurs on a rotational basis. However, according to the director it hasn't been easy for caregivers to commit to 2 years of service as frequent turnover occurs due to the salary (Ksh.10,000/month). During the last 6 months turnover has been above 20% as a social worker and cook left in May and new ones were recruited. With the oncoming Weza Care capacity building and self awareness training, the hope is that the home management will achieve more insight on dealing with staff issues. Family groups get opportunities to engage weekly during Thursday's live streaming services and on Sundays. Although it is not possible to have monthly outings, they do happen during holidays and when funds allow. Currently it is still a challenge to celebrate children's birthdays monthly since the social worker is still working on obtaining all children's birth dates as she does home visits. However, there are plans to commence celebrations once all records have been captured.

- ☐ Explore ways to start celebrating children's birthdays.
- ☐ Put measures in place to ensure staff retention.



Right to Healthcare

SURVIVING

SUSTAINING

THRIVING

There still are no routine annual wellness checks scheduled for the children currently. However, the home is prepared to engage potential volunteers who might come to town to offer the services. The children are now covered under the NHIF (National Health Insurance Fund), which supports 3 children for Ksh. 500 per month. This benefit has been made possible by a well wisher who visited the home last year. Deworming takes place for all children every 3 months and they receive all necessary vaccinations including include covid 1st and 2nd doses. Vaccination records are kept and updated as well. Soap is available in all strategic areas, and caregivers are always reminding the children to wash their hands after visiting the toilets and before eating. There has been a major upgrade to the bathroom and toilet areas which makes it more fun for the children to wash hands and take showers. In addition to the Ngong Sub-county level 4 government hospital, the home now has access to the nearby Zamzam private clinic where they can visit in case of emergencies. Emergency visits are also made possible by the recently acquired medical cover. Adolescent girls have sufficient access to hygiene products and are well taught on how to use such and dispose of them in an hygienic manner. Mentorship classes are held every Sunday afternoon, courtesy of an organization called Amazing Grace Center Mentorship and Life Skills. Every child brushes their teeth once daily and children are washed as soon as their clothes are soiled. Visual and dental checks happen whenever a need arises or whenever there are free camps offered by volunteers, but no routine schedule is in place apart from one girl who recently acquired glasses. In the event of children needing orthodontic service, NHIF will cover it. No children have ever been spotted with lice, but the home deals with recurrent cases of ringworm, which are treated whenever they appear. There are 2 first aid kits available, but they are not fully equipped and the home endeavors to address this problem.

☐ Fully equip the first aid kits.



Right to Nutrition

SURVIVING

SUSTAINING

THRIVING

The children are fed with enough food to support growth, which includes at least 3 meals every day. Meat, beans and greens are alternated and incorporated in daily meals to ensure sufficient protein intake. The home's farm is now doing well and providing enough vegetables for daily consumption and the children enjoy their meals. Although the home doesn't have a nutritionist, the director ensures that the children are getting enough nutrients daily. The cooks have not received any formal training, but they are assessed annually and certified by the ministry of health to be fit for food handling. They ensure that food is prepared in a hygienic manner, all places are well cleaned, the kitchen is free from toxic substances and that areas are pest free. Food is also stored in a clean and well ventilated room.

☐ None for now



Right to Safe & Adequate Water & Facilities

SURVIVING

SUSTAINING

THRIVING

The home's borehole is inspected yearly and certified as fit for consumption. The water level is currently low, but sufficient for use in the home. As a result of the low water levels, the director has halted the income generation project of packaging and selling water until the levels go up again. All areas including bathrooms have sufficient light bulbs. Sewage disposal is channeled in a safe way to ensure no contamination to drinking water. There is a good plan in place in case of emergencies and the home conducts fire drills so children are aware of the fire drill assembly point. Doors open towards the outside and there is one open window with no grills in every dormitory for safe evacuation purposes. Currently there are no smoke alarms. Maintenance of property is done by the daytime guard, which has worked for the home. There is now a well written plan to address property maintenance thanks to the well wisher who donated funds for the upgrading of the bathroom and repainting of the home. The well wisher has promised to inspect the facility to ensure it is well maintained. The home is randomly inspected by government officers to ensure it complies with the required standards, and it is currently certified to run. The home relies on solar power with well maintained solar panels that are serviced twice a year. They never experience blackouts, hence they feel no need for power backup. There still hasn't been formal training on the importance of safe drinking water for the staff, however, they are aware of its importance in relation to health. The staff are always reminding the children to take plenty of water.

☐ Home to consider installing a smoke alarm.



Right to Quality Education

SURVIVING

SUSTAINING

THRIVING

All children, apart from one who is underage, are attending school. However, there is a struggle with payment due to the rising cost of high school fees. With the tutorial classes that are now happening every Saturday courtesy of ACHF support, all children 7 years and above are able to identify letters of the alphabet and articulate sounds. Evaluation is done in school after new children are enrolled. The tutor is also doing evaluations as well as recommending a way forward in case of a concern. All children above 11 years are able to read and write at or above grade 3, apart from one girl with special needs. She has however improved remarkably with the help of the tutor and can now concentrate in class as well as recognize a few letters. Children 9 and above are able to do basic addition, subtraction, multiplication and division. The only child below school age is assisted by volunteers and caregivers to draw, color, and play with age appropriate toys and she is prepared to join school next year. The home has partnered with Andishi Africa (<https://andishi.africa> › literacy), who have offered to come to the home to coach the children on English and Kiswahili reading at least 3 times a month for 4

hours each day. The home has internet access, but the children are not yet permitted to access computers. School grades are discussed by the social worker, caregivers, tutor and director at least twice a term (during half term and end of school term). One on one tutoring is now being done by the tutor. The director still maintains the goal of constructing a transition house for post orphanage accommodation, as well as the planned flat with rental houses for income generation. She is still looking for funds towards the project.

- ☐ Obtain support with payment of fees and purchase of uniforms and books for children in high school.

Right to Equal Opportunities

SURVIVING

SUSTAINING

THRIVING

Every child has a dedicated space for their personal items and a well wisher recently installed wardrobes in all the dormitories. All children have the opportunity to go to school and have access to a tutor. There are adequate books and other materials available for school requirements. Currently, there's only one special needs child and she is accommodated in every aspect, including recently receiving glasses that are changed according to her optician's advice. The home does not have resources to accommodate severe disabilities for now, but that would be sought out in case a child needing such was admitted to the home. All children have equal opportunity with a transition plan for independent living regardless of gender, disability or family history. There are both female and male mentors available to act as role models and offer counsel and the home now has a counselor, courtesy of ACHF support. There are also resources available to help children with learning disabilities, which the tutor plays a pivotal role in.

- ☐ None for now

Right to Guidance

SURVIVING

SUSTAINING

THRIVING

There is a draft job description in place that the home will finalize for signing by the caregivers. There are new caregivers recently hired to replace the old ones and with the recent training received, they model respectful behavior to the children. There are simple clear guidelines pinned on every dormitory wall which are clearly communicated to the children so they can understand expectations. A full time counselor is available to take the children through psychological healing and offer therapeutic services. Every 2 weeks there are life skills mentorship sessions offered by a volunteer group where children are educated on various topics including education about their bodies, autonomy, and boundaries. The social worker and caregivers discuss puberty and sexual behavior with adolescent girls, whereas the

counselor does so with the boys. The caregivers are evaluated every 6 months to ensure they offer quality mentorship to the children. They were trained in May and will continue receiving more training to ensure they model, teach and reinforce basic skills & behavior with the children.

☐ None for now.



Right to Be Heard and Participate in Decisions

SURVIVING

SUSTAINING

THRIVING

Children are free to decide what to do with their free time. When they verbalize or express needs, they are acknowledged. "One example of this was when they complained about the former social worker and cook, who were then replaced". Children are sometimes allowed to propose a menu item, depending on what is available. Every December, the home does an overhaul of the children's clothes and they are allowed to choose what they want to wear. Healthcare information and procedures are explained to the children and caregivers before administration to avoid a trauma response. Non-essential activities are not forced on the children, and they are free to opt out if they don't feel like participating. They also have opportunities to exercise leadership responsibility in church, school, at home in the dormitories, and during other activities that require delegation.

☐ None for now.



Right to Be Prepared for Citizenship

SURVIVING

SUSTAINING

THRIVING

About 70% of the children in the home have birth certificates while the rest are in the process of being acquired. Caregivers are able to help the children learn and practice responsibility and improvements are expected with the recently implemented training. The children have duties in their dormitories which are age appropriate. National and local holidays are observed and most times there are activities planned for the children. Outdoor activities have been enhanced and non-routine activities take place weekly (football, singing, dancing, playing piano and keyboard). Children are also treated to outings and trips during the holidays. The home is free from litter and there is no equipment left lying around. Current events and governing processes are discussed with the children, and they were recently excited to follow the king's coronation ceremony. Children 15 years old and above have access to the staff members as mentors to teach them life skills. Most of the adolescents are able to do grocery lists, go shopping, order and pay in restaurants. Children also get involved in community service through tree planting and attending to the elderly people of the community, who visit the home at least thrice a year for haircuts, manicure and pedicure.

☐ None for now



Right to Be Safe from Abuse & Neglect

SURVIVING

SUSTAINING

THRIVING

The home is well fenced with a stone wall in front and the gate manned by a security officer day both and night. The back section, however, is poorly fenced with an old iron sheet that has a few openings and could give easy access to strangers. Apart from the earlier reported case of a boy from the home who used to talk to a stranger through one of the openings and was introduced to illegal substances, no other incident has been reported since the situation was resolved. That being said, the risk is still inherent and the director would like to address it. There are private bathing, toilet and dressings facilities that were recently upgraded. Sleeping facilities for boys and girls are separated and appropriate per age groups. Staff training commenced in May and they hope to continue so they can be fully equipped with positive discipline techniques and alternatives to corporal punishment. Caregivers are able to evaluate signs of abuse and neglect regularly and they follow the appropriate procedures to report findings. There is a child protection policy in place where no 1:1 time between individuals is permitted and it also ensures children are not abused or exploited in any way by the caregivers. The home has a suggestion box that is reviewed once a month, and the children have been advised on how to anonymously make use of it to report issues. Children 5 years and above are aware of reporting methods. There is always a staff member accompanying children on off campus outings. The home has a visitor policy in place that states children are to be visited by relatives during weekends, no children should be unaccompanied around visitors, and no donation of cooked food is allowed. Staff background is checked through details of their national identity cards and certificates of good conduct. The children are free to walk about the compound during their free time and are not forced to be in the cribs/chairs for long hours. Intake assessments are done to evaluate a child's needs and help them through trauma by way of counseling.

☐ Maintain the plan in place for installing better fencing of the back area.



Right to Dignity & Freedom

SURVIVING

SUSTAINING

THRIVING

Children in the home are bathed daily and appropriate safety precautions are taken. They are encouraged to be kind to each other. Belittling and unkind comments or bullying are not allowed and are corrected, should they happen. Every child has access to their own bed with proper bed linens that are cleaned every weekend and when soiled. They have enough clothes and undergarments, which are replenished as required with an overhaul done every December. They are taught how to care for themselves as they are able and do most things for themselves such as brushing their teeth, shoe polishing, bathing, combing hairs and washing clothes. Consequences for rule infractions are discussed with children ahead of time and communicated in a way they understand. Every child has their own toothbrush and a clean towel that is cleaned every weekend. The home has a sufficient play area which is safe

and adequate for all ages. There are also enough age appropriate toys and play materials available for the children. While children are used to speaking Kiswahili and English, they are not barred from speaking their native languages. The home does not allow the children to work in the community for a pay.

☐ None for now



Right to Spiritual Development

SURVIVING

SUSTAINING

THRIVING

The home is run based on Christian values and the children are given the opportunity to be part of a spiritual community. The previously live streamed Phaneroo church services have now been transitioned to an affiliate full church service within the home. Pastor Bencarter, who is also the home's counselor, is the appointed full time minister of the church, now called Eleuthero Ministries Kenya. The church offers opportunities for the children to participate through singing, reading of bible verses and ushering. The children get to interact with community members every Sunday and once a month in an event dubbed Spread Out Sundays. They are allowed to practice communal prayers daily in the morning and evenings and also use the home's meditation room. Religious holidays are observed and children are allowed to participate in them. There are religious materials and books that children have access to as well.

☐ None for now



Finance Standard

SURVIVING

SUSTAINING

THRIVING

The home has a part time accountant who reviews their books and helps monitor income and expenses. The accountant also reconciles the bank accounts every 3 months. Receipts are sent to donors as required and copies filed. Records are maintained and available for review. According to the director, the home is exempted from filing income returns. Major projects are funded by donors who keep their own records and funds are not deposited in the home's bank account. Thus, there is no likely misuse of funds. The home has not yet come up with an annual budget since there is no donor income. However, it is a matter to be considered now that grant funds for supported salaries are being transferred into their account. Financial review is done yearly by external auditors. The director has a budget plan for building projects which she is using to source funds to build a transition house on the extra land available.

☐ Consider working on a yearly budget to enhance proper bookkeeping.



Governance and Human Resource Standard

SURVIVING

SUSTAINING

THRIVING

Land and improvements have been secured in the home's name and they cannot be moved, used, or sold for personal gain. There is a plan for new caregivers to shadow experienced ones prior to assuming responsibility. The home has an organizational chart that enables delegation. Staff meetings are now held weekly to provide opportunity for caregivers to get support and guidance pertaining to their positions as well as address issues and improve processes. Caregivers have appointment letters with detailed terms, conditions and responsibilities. The home is compliant with licensing, audit and governance requirements and certified to operate. Training for caregivers commenced in May and there are plans to have them annually. The home has a board of directors that meets thrice a year and includes some care leavers (children who have grown to adulthood and left the home). The home abides by a leave and vacation policy for the staff. Employees files are kept securely and updated regularly with important information.

- ☐ Continue the ongoing training of the caregivers

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 go to
www.ACHF.org/Projects

