

# St. Paul's Children's Care Center

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Kenya

## IMPROVEMENT ROADMAP

November | 2023





# Overview of this Children's Home

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## 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 in 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 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

- Sunk a new borehole to replace a worn out one. Installed a water purifying machine and water tanks. Installed a more powerful solar panel to enable pumping of water.
- Landscaped children's playground and installed new playing facilities such as swings, bouncy castle, basketball rings, football goal posts and slides. Made progress in repair of the perimeter wall.
- Partnered with Andishi Africa to offer assistance in tutoring the children.
- Addressed maintenance of the home's cleanliness by repainting the walls/ensuring proper usage of the upgraded facilities in the dormitories, washrooms and toilets.
- Made it a norm to share extra donations with neighboring Garden of Hope Home. Hired a manager to assist in administrative work.



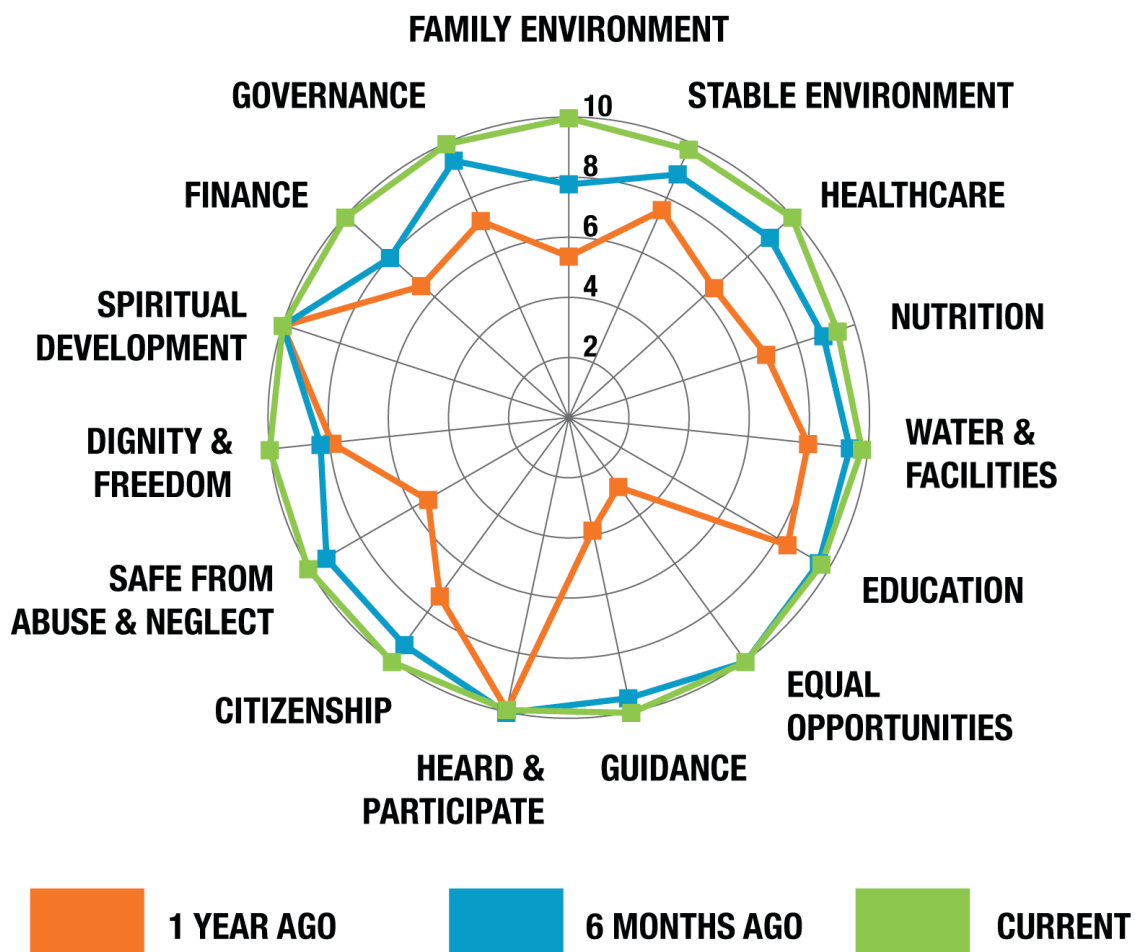
# The Thrive Assessment

## 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 Initiative

## CAREGIVER TRAINING

<b>PROJECT SUMMARY</b>	In order for the caregivers to offer trauma informed care to the children, they require more training. (7 caregivers @ Kes. 5000)
<b>INITIAL ANTICIPATED COST</b>	KES 35,000 \$227 USD



## Right to Live with Family

**SURVIVING**

**SUSTAINING**

**THRIVING**

The home has exceeded the ratio of children to caregiver where each caregiver takes care of seven children. The number of children supported in the home is 35 under the care of 4 house mothers and 1 stay in social worker. They also have a manager who works closely with the house mothers and social workers to provide care during the day. Caregivers stay with children for six days a week on a rotational basis, with each taking one day off every week. Home tracing for all the children has been done, recorded, filed and kept safe. Inhouse training on trauma informed care happens once every month and quarterly by an outside professional. Sibling bonding is encouraged and they are allowed to speak their native language. Reunification of the children who come to the home temporarily takes place after the social worker with the help of the caregivers and home manager carry out successful home tracing. The home counselor empowers the caregivers often to improve their care of the children. The home also promotes family visitation at the convenience and availability of the parents/guardians.

☐ Continue with current practices.



## Right to a Stable Environment

SURVIVING

SUSTAINING

THRIVING

Caregivers and social workers explain the rules to the children. Some of the rules are simplified and written on papers and hung in their rooms. The home uses a time-out strategy of facing the wall to punish children who infract the rules for the younger ones. For the older children, they are told to hold their ears for a set period of time (5 minutes) as punishment. They are also restricted from watching television for a specific period of time. The children have free time to do whatever they want as long as it's not against the rules of the home. The home has one eating area (dining hall) where all children assemble during meal time, and they also work and study together. The home manager sits down with caregivers at least once a week to discuss behavioral ideas effective for teaching and disciplining children. All the staff are entitled to one day off per week. There is no official employment commitment by the caregivers, though no one has resigned or left in the past six months. Caregivers always join children in daily activities such as going for strolls, watching movies, hiking, and celebrating childrens' birthdays together as a family.

- ☐ Work on having the caregivers commit to at least 2 years of service.



## Right to Healthcare

SURVIVING

SUSTAINING

THRIVING

The home ensures that all the children receive full body medical check ups annually, including visual and dental. They also have documentation for children on vaccinations. All the hand washing areas are installed with a clean running water tap and soap. The caregivers and social workers teach children how to wash hands and always remind them to wash after visiting the toilet, before eating and after coming back from school or any outdoor activity. The home works with a community health facility, Zamzam Hospital, which has qualified pediatricians who offer emergency medical attention to the children either at their facilities or at the home. The girls have enough sanitary pads in the home, and they are also given pads in school. Their toilets have disposal bins, which they know how to use and empty when the bins are full. All the children brush their teeth twice a day in the morning and in the evening before going to bed. The younger ones are cleaned quickly after soiling themselves. The home has never experienced lice, but has plans in place in case it happens. The home ensures that children are dewormed every three months. All the children have national medical insurance which covers all medical conditions, hence there is no hindrance in seeing a doctor or receiving medical attention. The home has a fully equipped First Aid drawer with a portable First Aid Kit. There has never been an orthodontic condition experienced in the home, but in case of one, the medical insurance coverage will take care of the hospital bills. All the teenage girls have received menstrual education both in-house and at school.

- ☐ Continue with current practices.



## Right to Nutrition

SURVIVING

SUSTAINING

THRIVING

Children have three meals a day, except for the younger ones who have an additional snack. Food is prepared with the help of the caregivers and the older children, who also ensure that the kitchen and the dining hall are kept clean. Thorough cleaning in the food store and kitchen is done once every week, hence there are no cockroaches, rats or toxic substances. The dishes are cleaned immediately after a meal. The kitchen has a chimney and two big windows, hence well ventilated. The home has employed a qualified cook who prepares appetizing meals for the children and ensures that they receive proteins on a daily basis. Children are also served vegetables daily, but only eat fruits when they are available. A health officer from Ngong hospital pops in randomly to advise the caregivers on nutrition. The cook never has never received any formal training apart from her college training, but she does submit a medical check report and food handling certificate after every six months.

☐ Try to ensure that children eat fruits at least once daily.



## Right to Safe & Adequate Water & Facilities

SURVIVING

SUSTAINING

THRIVING

The home was recently inspected in October and recommended for renewal of their certificate. They recently sunk a new borehole and installed tanks with water purifiers, which were inspected by the relevant authorities and approved as safe for drinking and domestic use. All the bathrooms, toilets and living areas have working bulbs installed. The sewer line and the borehole are in separate directions to avoid contamination of water that is purposely meant for domestic use. The home has a fire extinguisher, fire assembly point, and rooms with windows that do not have grills. They have solar panels that are backed by batteries with a maintenance person who is readily available when need arises. Since the Panels are powerful, they see no need to install another form of power supply, hence no back up plan. They have light installed in all areas to prevent any harm that might be caused due to darkness. The water is purified and safe for drinking with all the sinks and shower heads functioning. The home has not installed a smoke detector. They have security lights all over the premises. The children have been involved in fire drills to prepare them and keep them alert. The power supply is well wired and safe. In-house education on frequent drinking of safe water happens for both children and staff.

☐ Install smoke detectors, most especially in the dormitories.



## Right to Quality Education

SURVIVING

SUSTAINING

THRIVING

All children of school age have been enrolled in school and the majority of them are able to read and write, apart from a few who are being helped by the home tutor. The home also has volunteers from Andishi Africa who focus on helping children with reading. Child assessments are done by the home tutor and the Andishi team. The caregiver carries out various activities with the children to prepare them for school. The home therapist together with the tutor help in child evaluations to determine those with learning disabilities. The home has a library that has appropriate books for all ages and is accessible to children at all times. Art supplies are also available in the home library for all the children. The older children have a study time table and study every evening and during weekends. Currently, the home does not have computers, but there is a designated computer room and children have computer lessons at school. The tutor and volunteers from Andishi Africa offer coaching to the children on weekends and during school holidays. As a result, all school going children can read and write. The home ensures that they support the children until they pursue a tertiary level of education either in vocational or higher learning institutions. Children below age are provided with developmentally appropriate toys and are able to play with the help of caregivers and available volunteers. The tutor, volunteers and mentors discuss performance with children after every exam (monthly).

- ☐ Seek funding for installation of computers in the computer room for the children to use.

## Right to Equal Opportunities

SURVIVING

SUSTAINING

THRIVING

All the children have new lockers installed in their rooms where they store their personal belongings. They are given equal opportunities of education, including tutoring and coaching by Andishi Africa. The home does not have severe disability cases, but manages the one case of disability that they do have. They have assessments and exit plans for each child to help them transition into independence. All the staff members who act as mentors are encouraged to lead by example. There is an early literacy assessment tool that is used by Andishi Africa to evaluate the ability of the children in terms of English reading and writing. In collaboration with Zamzam Hospital and Ngong General Hospital, all disability cases are assessed. The home has facilities that are approved to serve children living with disabilities, including accessible beds and sleeping rooms.

- ☐ Continue with current practices.





## Right to Guidance

SURVIVING

SUSTAINING

THRIVING

The home has a job description that governs employment of any new staff. All the staff members respect each other and solve their differences amicably. The children have been educated on boundaries, bodily autonomy and consent through in-house training. The home has clear guidelines that explain their expectations. Weekly meetings are held to evaluate the caregivers on their mentorship abilities. The social worker, manager and therapist hold talks with children on puberty. All the caregivers have received some training by WEZA care and Child in Family Focus. The children receive a one on one talk with the social worker and home manager on responsible sexual behaviors. Currently the home does not have a written child protection policy, but they have a verbal rule of no phones nor accessing rooms of the opposite sex. All the caregivers have received an in-house training on managing sexual behaviors. There is a counselor who offers counseling to the children in both group and individual settings. Children, especially the older ones, help in the home's daily activities. They have a transition plan for all the children which includes home tracing for each child. Volunteers from the Red Cross and other organizations step in to train them on life skills as well. The home supports children up to the tertiary level of education and one of the children has even graduated as a nurse.

☐ Continue with current practices.



## Right to Be Heard and Participate in Decisions

SURVIVING

SUSTAINING

THRIVING

The home gives children free time to do what they want, as long as it doesn't go against the rules and regulations of the home. All the children's needs are verbalized, heard and addressed by the caregivers and social workers. Since the home relies on donations, they use what they have in their food stores and children are not given a chance to choose what they eat. They are allowed to choose what clothing to put on, but with caregivers' guidance. Before any healthcare procedure, the caregivers and the children are prepared by the medical practitioners. Children are not forced to participate in non-essential activities if they are not willing, but they are encouraged to do so for their own benefit. The updates on individual development plans are done on a monthly basis. Children have dance groups, music and baptism practices, which are led by the children with the guidance of the caregivers.

☐ Continue with current practices.



## Right to Be Prepared for Citizenship

SURVIVING

SUSTAINING

THRIVING

Since it is mandatory for a child to have a birth certificate to be enrolled in school, the home has ensured that almost all the children have their birth certificates. For those who don't have them, they have already submitted applications. Caregivers have received in-house training on ways to help the children learn and practice responsibility. Children, especially the older ones, help in home activities such as cleaning their dormitories and washing dishes. The children also each have their own assignments. The home ensures that all the national and local holidays are observed. Caregivers take children out every Saturday for walks. Education on ethics and government processes is offered both in school and at home. Children are taught budgeting and shopping and given opportunities to do the shopping. The home involves children in tree planting and takes them to visit the elderly in the community once every month to clean their houses. At other times, the elderly visit the home where the children wash their feet, shave their heads and share a meal with them. Children watch TV to be updated on the current events happening both locally and internationally.

☐ Continue with current practices.



## Right to Safe from Abuse & Neglect

SURVIVING

SUSTAINING

THRIVING

The home has two guards, including one who works during the day and the other one at night. The facility also has a CCTV Camera installed and a perimeter wall. Children have private facilities for bathing and dressing with separate sleeping areas for boys and girls. The staff have received an in-house training on alternative punishment rather than corporal punishment. In extreme cases of misbehavior that are beyond the caregivers, the Director takes the responsibility of intervening. The home has a strict policy that does not allow any one on one time between individuals, but they have not experienced any incidents in this regard either. They have a child protection policy, a suggestion box and one on one talks between caregivers and children to help ensure safety. Caregivers also have in-house training on the recognition and prevention of child abuse as well as protocol to report it to the relevant authority if detected. An adult has to accompany the children for any outdoor activity. Visitors leave their National Identity Card at the gate and sign a visitors book. Every employee is required to submit a copy of their ID, police clearance letter and three references upon employment as a way of checking backgrounds. The babies are taken out of the crib in a timely manner. The home has a counselor and a volunteer psychologist who evaluate the children and help them through trauma and counseling.

☐ Continue with current practices.



## Right to Dignity and Freedom

SURVIVING

SUSTAINING

THRIVING

All the children bathe daily with caregivers observing safety precautions for the infants. The home rules guide children on discipline, respect and kindness. Each child has their own bed and they are not allowed to share beds. Children have enough bedding, linens and personal towels, which are cleaned once a week. There are enough undergarments for each child. Children are taught how to be responsible and encouraged to take care of themselves and the younger ones are taught how to brush their teeth, bathe and comb their hair. Communication on the infraction of rules is discussed with children before any punishment is given. Children brush their teeth twice a day and are not allowed to share toothbrushes. The home has a safe and adequate area for playing. They recently landscaped the field and installed swings, slides, and a basketball and football pitch for all ages. The playing space is appropriately safe and well equipped for all ages. Children, especially siblings, are encouraged to speak their own language. Extra chores are done voluntarily and although they do not earn money, children are shown appreciation for the effort. It is against the law for children under the age of eighteen to work, therefore the home is not allowed to permit work until they are old enough.

☐ Continue with current practices.



## Right to Spiritual Development

SURVIVING

SUSTAINING

THRIVING

The home has a church within the compound and a celebration called “Spread Out Sunday” once every month where the children get to interact with outsiders for an afternoon of praise and worship. Through the church, children get to interact with people from the community. Children pray every morning and every evening with the staff. The home has enough religious books such as bibles, story books and hymn books, which they use during church services and their own study time. Observation of religious holidays is mandatory. Currently they are doing home decorations in preparation for Christmas. Children are allowed to practice communal prayers on a daily basis. They have a discipleship group who practice their discipleship by baptizing others and preaching the gospel. Children do their meditation in the church, home tents and dining hall.

☐ Continue with current practices.





## Financial Standard

SURVIVING

SUSTAINING

THRIVING

There is a process for the submission of receipts against any delivery that is made, as well as reconciliation of bank statements and maintenance of financial records. The home does not file tax returns since it is a non-profit organization. There is a purchase policy where quotations are submitted before anything is purchased. The home operates on a budget where bank statements are reconciled on a monthly basis. Internal control on spending is practiced by ensuring that they use funds appropriately and spend on what funds were meant for. In case the home has a need for any new project, they create a budget for it. Currently they are planning to extend the perimeter wall to all areas with iron sheets. They already have a budget and quotations for this, and the Director is talking to potential donors. The home has a qualified accountant within its board who helps in validation of the books annually.

☐ Continue with current practices.



## Governance and Human Resource Standard

SURVIVING

SUSTAINING

THRIVING

All the properties are registered under the home. There is an orientation process where a new caregiver is taken through their roles and responsibilities before they start working. The home has an organogram that outlines supervision and enables delegation of responsibilities. Staff meetings are held once every week. Caregivers have a written contract and job description that has roles and responsibilities. The home has both an internal and external auditor. Currently they are in the process of renewing the certificate and operating license of the home. Caregivers receive inhouse training monthly and external training quarterly. The home has an active board of directors who meet annually. All the staff receive in-house training on the care of sick children and good hygiene to help prevent illness, as well as the importance and practical ways to facilitate child participation. All the staff are entitled to a one day off every week and twenty one days leave every year. Every employee's file is kept safely with all corresponding documents, as per the home's requirement.

☐ Continue with current practices.



# Current Improvement Partners



## Child in Family Focus

Child in Family Focus is driven by the need to bridge the advocacy and awareness gaps evident in the alternative care arena in Kenya. The organization is committed to raising awareness about disadvantaged children in need of permanent, safe and loving homes and eliminating the barriers that hinder them from realizing their basic need of a family. The organization engages, enlightens, and empowers children's institutions and families for life changing outcomes. Learn more at <https://childinfamilyfocus.or.ke/>.



## Andishi Africa

Andishi Africa is a growing organization of individuals that seek to be the custodians of African literature. They promote the readership of African authors and documentation of African stories through an online platform with the hope to carry the African voice all over the world. Currently, 2 volunteers are coaching the children of this home in reading English. Learn more at [www.facebook.com/AndishiAfrica/](https://www.facebook.com/AndishiAfrica/).

For a list of projects and opportunities to coordinate on go to  
[www.ACHF.org/Projects](http://www.ACHF.org/Projects)



**A CHILD'S  
HOPE**  
FOUNDATION