

# Bethel Baby Homes

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Zambia

# IMPROVEMENT ROADMAP

April | 2024





# Overview of this Children's Home

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## Background & Mission

In 2014, Bethel was established by two visionary sisters with a mission to provide compassionate care for children aged 0 to 5 who require support, fostering a nurturing atmosphere. Subsequently, in 2018, the Bethel initiative was embraced by Every Orphan's Hope, ensuring its ongoing commitment to serving children in need. At the heart of Bethel's vision is the desire to glorify God by nurturing orphans and vulnerable children in the teachings of Christ. Bethel meticulously crafts a loving, safe, and hygienic environment, catering to the holistic development of each child- physically, socially, emotionally, spiritually, and educationally- with Christ as the cornerstone of every endeavor.

## Recent Accomplishments

- The Bethel Manager has engaged a counselor to provide counseling services to all children on-site.
- The Bethel Manager facilitated Trauma Informed Care training for mothers and is now having monthly meetings with staff members to improve processes.
- Bethel now has more books for the library.



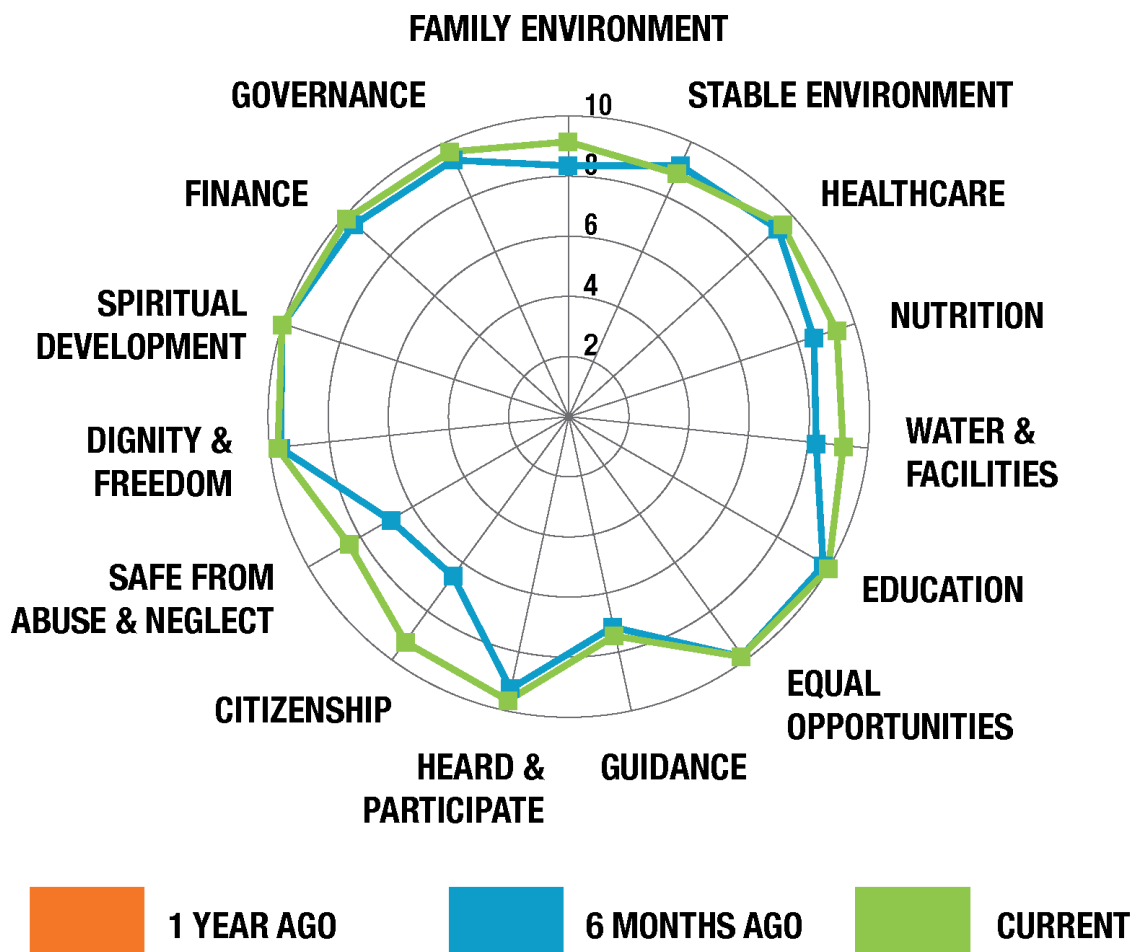
# The Thrive Assessment

## What is the Thrive Assessment?

In 1989, 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 and compiled into an Improvement Roadmap.

## Current Thrive Scale



# Strategic Initiatives

## RIGHT TO LIVE WITH FAMILY

<b>PROJECT SUMMARY</b>	The manager of Bethel Homes would like to partner with a therapist to conduct biannual evaluations of caregivers, aimed at assessing the quality of care they provide to the children.
<b>INITIAL ANTICIPATED COST</b>	K7280.00 \$280.00 USD

## RIGHT TO NUTRITION

<b>PROJECT SUMMARY</b>	The manager of Bethel Homes seeks to enlist fumigation services for both the kitchen and residential areas to address the issue of cockroach infestation. The manager plans to organize spraying sessions at least twice a year.
<b>INITIAL ANTICIPATED COST</b>	K5000.00 \$190.00 USD

## RIGHT TO GUIDANCE

<b>PROJECT SUMMARY</b>	The manager of Bethel Homes aims to arrange training sessions for caregivers focused on managing children's sexual behavior and educating them about their bodies.
<b>INITIAL ANTICIPATED COST</b>	K7280.00 \$280.00 USD



## Right to Live with Family

SURVIVING

SUSTAINING

THRIVING

At Bethel, children aged 0 to 5 are cared for by dedicated caregivers, each responsible for no more than five children. Tasks like laundry and cooking are handled by other staff members, allowing caregivers to focus on providing support and maintaining cleanliness in the homes. Caregivers at Bethel follow a shift schedule that ensures they have six days of rest every three weeks. They also receive 24 days of annual leave to attend to personal matters. Sibling groups are intentionally kept together within the same home, under the care of the same caregiver, fostering strong bonds. The onsite social worker also maintains regular contact with the children's families, prioritizing reunification and reintegration when it's beneficial for the child's well-being. To better serve the children, the manager provides trauma-informed care training quarterly, recognizing its importance in equipping caregivers. Although access to free therapy services from external organizations has been limited to a one-time occurrence, the manager acknowledges the essential role of training and therapy in ensuring caregivers can deliver top-quality care.

- Facilitate for a therapist to evaluate caregivers bi-annually.



## Right to a Stable Environment

SURVIVING

SUSTAINING

THRIVING

Clear rules are established in all homes, with caregivers communicating rules to their children age appropriately. However, inconsistent consequences for inappropriate behavior arise due to the absence of set disciplinary guidelines, prompting the manager to develop a disciplinary policy. The social worker and home manager collaborate with the caregivers to maintain a positive environment and address behavioral issues, though the manager aims to involve a specialist to further support caregivers. Respectful treatment is emphasized, with children addressed by their preferred names and derogatory terms prohibited. Activities such as meals, TV time, and other pursuits are enjoyed within family groups to foster bonding, alongside daily unstructured playtime. Caregiver well-being is also prioritized, with six days off every three weeks and 24 annual leave days provided. After the probation period, caregivers are offered renewable two-year contracts, ensuring stability and continuity in care provision.

- Implement disciplinary guidelines.
- Facilitate meetings with behavioral specialist to discuss behavioral ideas to help effectively teach and discipline children.



## Right to Healthcare

SURVIVING

SUSTAINING

THRIVING

The home's monthly clinic, overseen by the nurse, diligently monitors the children's growth, weight, and overall wellness. Children admitted before 18 months also receive vaccination cards documenting all mandated vaccinations. The nurse maintains meticulous records of medical issues and prescribed medications in a centralized report book. For medical needs, the home utilizes both private and government hospitals, supported by a monthly medical fund. While vision and dental care are provided as needed, the manager acknowledges the importance of preventive care and plans to implement annual exams. Each child is provided with a toothbrush and encouraged to brush their teeth twice daily. Additionally, caregivers ensure weekly hair care routines, such as washing, cutting, or braiding, to uphold cleanliness and hygiene standards.

- Implement annual vision and dental exams.



## Right to Nutrition

SURVIVING

SUSTAINING

THRIVING

All children are provided with three nutritious meals and two snacks each day, carefully balanced to include protein, carbohydrates, and 2 to 3 servings of fruits and vegetables. The meals, prepared onsite, are both locally sourced and familiar to the children, ensuring they are both delicious and nourishing. Maintaining high standards of hygiene, the cooks are required to renew their food handlers' certification every 6 months. However, this certification lacks specific training on food safety and preparation techniques. Despite efforts to uphold cleanliness in the pantry area, the home faces challenges with cockroaches during the hot season, necessitating preventive fumigation measures.

- Hire fumigation services to prevent cockroaches in the pantry.
- Facilitate for nutritionist to provide training on food safety and preparation.





## Right to Safe & Adequate Water & Facilities

SURVIVING

SUSTAINING

THRIVING

The home undergoes annual inspections to ensure compliance with minimum Health and Fire Safety standards. It is equipped with tap and running water, along with sufficient fully functional bathroom areas to accommodate the children, caregivers, support staff and visitors. Caregivers are trained to consume only boiled and cooled water, and stringent hygiene standards are upheld in food preparation areas. Additionally, the home has implemented a generator and solar-powered lighting as backup sources during power outages, and has a supplemental form of cooking with charcoal. Maintenance needs are addressed annually, yet limited funds sometimes hinder comprehensive resolution of issues. While there is an emergency plan in place for fire and water-related incidents, the home lacks a plan for flooding emergencies. Although smoke alarms are not common in Zambian homes, the homes are furnished with fire extinguishers and designated exit points for fire safety. Nevertheless, there is a need for fire extinguishers in class and office spaces, along with annual fire drills for the entire site and a documented emergency plan or regular drills conducted.

- Implement emergency drills annually.
- Install fire extinguishers for the classrooms and offices



## Right to Quality Education

SURVIVING

SUSTAINING

THRIVING

All children at the home embark on their preschool journey at the age of 3. The caregivers are dedicated to nurturing their development, focusing on both gross and fine motor skills to ensure they are well-prepared for this next step. As part of the managers commitment to nurturing early literacy, children engage in reading activities both in class and within our library, which boasts a collection of over 75 age-appropriate books, enriching their reading experience. As the children progress to grade 1, they are introduced to reading in a local language several times a week, expanding their linguistic abilities. Moreover, the facility is equipped with internet access, enabling access to online resources to enhance their learning. The pre school teachers also conduct quarterly performance reviews, allowing us to tailor our approach to meet each child's needs effectively. For children requiring additional support, we offer personalized afternoon classes to provide one-on-one attention. Additionally, for children reintegrating back to their families, the home provides assistance with school supplies and other necessities to facilitate their integration.

- Continue with current practices.

## Right to Equal Opportunities

SURVIVING

SUSTAINING

THRIVING

All children in the homes are provided with individualized personal space for their belongings, ensuring they have a sense of ownership and comfort. The manager prioritizes addressing the medical needs of all children, including those with disabilities, to ensure their well-being and inclusion. Members of staff at the home serve as mentors to the children, striving to be positive role models and sources of guidance despite limited consistency. The manager also understands the importance of catering to the unique needs of children with learning disabilities, offering resources such as assessments to identify specific needs and one-on-one learning opportunities for those requiring extra attention. The home also recognizes the potential benefits of having a special education teacher to enhance the learning experience for all children.

- Build a more intentional strategy for both male and female mentors for the children.



## Right to Guidance

SURVIVING

SUSTAINING

THRIVING

The manager and caregivers have engaged in discussions regarding boundaries with the children, yet acknowledge the necessity for more frequent dialogues, particularly as new children are admitted into the home. Each home maintains clearly defined rules, which the manager ensures are communicated to the children in an understandable manner by the caregivers. Efforts are underway to introduce therapeutic services, which will soon be available to support the children's emotional well-being. During the probation period, caregivers undergo evaluation and monitoring to ensure they possess the necessary character traits to serve as positive role models for the children. While caregivers receive guidance on managing sexual behaviour incidents, they lack formal training in this area. Mothers are trained in specific activities aimed at preventing child sexual behaviour incidents, such as ensuring children are never left alone or unsupervised.

- Provide training for mothers on managing sexual behavior in children.
- Implement therapeutic resources for children to receive psychological healing.
- Educate children on their bodies.





## Right to Be Heard and Participate in Decisions

SURVIVING

SUSTAINING

THRIVING

The home promotes a culture of allowing children to engage in free activities according to their preferences. Older children are empowered to express themselves through their choice of clothing, with guidance from caregivers. Caregivers are kept informed about any healthcare procedures involving the children, and age-appropriate information is provided to the children regarding such procedures. Encouragement of age-appropriate leadership roles is a priority, with children given opportunities to assist in tasks like ringing the school bell, organizing books in class, laundry, participating in meal set up and clean up. Caregivers are encouraged to support children in taking on these responsibilities, and the manager is keen to provide even more opportunities for children to develop leadership skills.

- Have intentional discussions with all caregivers to ensure that all children are encouraged to take on leadership roles.



## Right to Be Prepared for Citizenship

SURVIVING

SUSTAINING

THRIVING

All children age 18 months and under at the home have a birth record, commonly known as an under 5 card, obtainable from healthcare facilities, even if they arrive without any records. However, for children over 18 months old, obtaining records becomes challenging due to the emergency nature of our care facility and the diverse backgrounds of the children we serve. Caregivers in the home assign age-appropriate chores to encourage a sense of responsibility in the children. The home observes holidays such as Independence day, Christmas and New Year's. Caregivers take the children for walks several times a month, although consistency varies across homes. Non-routine activities are occasionally organized, though they are subject to financial considerations.

- Plan more activities for the children at the home.



## Right to Safe from Abuse & Neglect

SURVIVING

SUSTAINING

THRIVING

While the social worker occasionally discusses government-mandated discipline requirements with caregivers, formal training in positive discipline techniques is lacking and not extended to other staff members. However, caregivers are vigilant in monitoring the children and promptly report any signs of abuse to the site manager or social worker, despite not having received formal training on recognizing abuse. The home maintains 24-hour security provided by a professional security company. Security officers are instructed to limit visits to specific time frames, and visitors are required to provide contact details. Additionally, the manager has taken steps to address the therapeutic needs of the children by engaging therapists, although therapy sessions have not yet commenced.

- Provide caregivers with training on managing sexual behavior and educating children about their bodies.
- Facilitate for staff to receive annual training on positive discipline techniques.
- Implement an abuse reporting policy to be discussed with children.



## Right to Dignity and Freedom

SURVIVING

SUSTAINING

THRIVING

Children residing in the homes enjoy daily showers in well-maintained, safe bathrooms, each with their own designated bed space. While most children have sufficient clothing, there are instances, particularly among the boys, where shortages occur. Caregivers actively promote age-appropriate independence by encouraging children to take on tasks such as feeding, grooming, and chores. Currently, caregivers primarily respond reactively to rule violations; however, once a disciplinary policy is established, they plan to initiate discussions with the children regarding infractions.

- Implement age appropriate disciplinary measures.



## Right to Spiritual Development

SURVIVING

SUSTAINING

THRIVING

The home upholds profound Christian values and fosters daily devotional sessions between caregivers and the children. Religious holidays are honoured, and the environment provides ample space for personal prayer and meditation. Furthermore, the home offers the services of chaplains who minister weekly to both children and mothers, providing essential spiritual support and facilitating growth.

- Continue with current practices.



## Financial Standard

SURVIVING

SUSTAINING

THRIVING

We maintain thorough methods for tracking our income and expenses. Whenever funds are received, whether through deposits or bank transfers, we ensure meticulous record-keeping with deposited slips or transaction documentation. For expenses, officers request an imprest for specific needs, and upon purchasing items, receipts are promptly brought to the office and later scrutinized by the accountant. Our financial controls include a three-tier approval process for imprests, with the National Ministry Director serving as the final authority. Homes devise annual budgets to guide our financial activities throughout the year, supplemented by emergency budgets in case of unforeseen circumstances requiring additional funds. A qualified accountant prepares monthly reports to keep us informed of our financial status. Furthermore, for building projects, we develop and adhere to a comprehensive budget that remains a dynamic document throughout the project's duration.

- Continue with current practices.



## Governance and Human Resource Standard

SURVIVING

SUSTAINING

THRIVING

The home has taken measures to secure its property, ensuring it cannot be sold for personal gain. Regular staff meetings are held to address various issues, and caregivers receive training on bonding and social-emotional health to deepen their understanding of child development and the impact of trauma on children. All staff members are entitled to leave and are actively encouraged to take time off. The on-site nurse provides training to caregivers on caring for sick children and how to identify signs of illness. Additionally, employee files are maintained securely. The home director periodically engages in discussions with caregivers regarding the importance of involving children in decision-making processes. This includes empowering children to participate in decisions such as selecting their clothing and shoes, choosing family activities, and participating in group prayers, starting with small but meaningful choices.

- Implement annual training on attachment and staff development.







# Current Improvement Partners



Every Orphan's  
**HOPE**

## Every Orphan's Hope

Every Orphan's Hope is actively creating opportunities for vulnerable children to be placed in families. For kids that do not have the opportunity to be reunified, adopted, or fostered, EOH provides a family home. Our partnership with EOH consists of ACHF training members of their staff in the Thrive Certification Program to deploy in the residential care facilities they have and partner with. Learn more at [www.everyorphan.org](http://www.everyorphan.org).

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





Every Orphan's

**HOPE**



**A CHILD'S  
HOPE**  
FOUNDATION