



Policies and Procedures Manual

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PART 1 - INTRODUCTION

1.1 Background History

The King's Children Home had its early beginnings as a small family home headed by Leonie Herrera Gillham, the present Director. Mrs. Gillham had one child of her own and was fostering two children whose father had been murdered and whose mother was mentally ill. Through her work as a teacher in one of the rural areas of the Cayo District, Mrs. Gillham came into contact with children who had been abandoned by their parents, children who were being neglected, and families with various difficulties who were unable to care for their children. Mrs. Gillham saw that she could provide a home for some of these children. Soon she became known in the Cayo District as someone who would provide a home for children in difficult circumstances.

In 1990, Mrs. Gillham began working for the Belize Council of Churches as Director of the Refugee Programme. This work brought her into contact with refugee families, some of whom were experiencing family difficulties partly due to their refugee status and the lack of extended family to support them. Once again Mrs. Gillham began to provide a home for these children when needed and the number of children in her household increased. It was around this time that Mrs. Gillham moved into the building, which presently occupies the home and gave it the name "King's Children Home." The idea behind the name was to give the children the feeling of being special despite their difficult backgrounds, and that although they were unable to be with their own families they could consider themselves as children of a King. At this time also the home became endorsed by the Ministry of Human Development and began to admit children who had been removed from their parents for reasons of neglect, abuse, or abandonment. The KCH was primarily funded by Mrs. Gillham's salary at the Belize Council of Churches.

In the coming years, the KCH would see the addition of a Board of Directors and the formation of supporting partnerships with sponsoring churches and Christian organizations. The KCH is now funded mostly by donations from sponsoring organizations and individuals.

At present the home is filled to capacity and the staff is working harder than ever to ensure a safe, healthy, and loving environment for the children to grow in. The Lord began a good work in planting seeds that have been cultivated into the ministry that is King's Children Home. We anticipate His continued blessing and pruning of this ministry as the one true Head of the Household of the King's Children Home.

(For annual statistics 1985-1999 see ANNEX 7)

1.2 Mission Statement

The King's Children Home is a non-profit organization committed to assisting children in Belize who have lost their parent(s) through death, have been abandoned, abused and/or neglected and to help them to become healthy, upright and productive citizens.

1.3 Philosophy

- The King's Children Home is a Christian home and teaches by example and instruction following Biblical principles. In development of the children own personal relationship with God emphasizing Love, Mercy and Grace over judgment. We understand that we are all created in God's image and as a result the children are treated with respect, worth and dignity.
- The King's Children Home operates on the belief that each child should have the opportunity to live a meaningful life in a loving, caring environment.

1.4 Goals

The King's Children Home was established primarily to meet the needs of children in Belize in difficult situations. KCH therefore has established primary and annual goals so as to meet this purpose.

- **Primary goals**

- Maintain a family type setting where children can develop emotionally sound and secure.
- Promote family preservation through facilitating the speedy return of children to their natural family whenever it is possible.
- Provide children with increased capacity for meaningful relationships with peers, family and adults.
- To maintain a healthy working relationship with the local community and to establish and maintain linkages and collaborative with other private and public agencies in order to enhance the quality of service provided by KCH.
- Establish and maintain an array of quality assessment, treatment, counseling and social work service to meet the need of each child, regardless of age or behavior.
- Establish and maintain a system to continually improve the skill, knowledge, morale and efficacy of KCH staff.

- **Annuals goals**

On an annual basis, the KCH staff and Board of Directors independently establish annual goals and objectives. These goals and objectives are then routinely

evaluated throughout the year and serve as a basis for measuring KCH's performance.

These goals are generally categorized as:

- a. Child related
- b. Staff related
- c. Social services related
- d. Facility related

1.5 The Board of Directors and Its role

A. Mission Statement

The Board of Directors of the Kings Children Home is committed to the children of Belize and it's capacity of oversight to ensure that every child in the King's Children Home by reason of abandonment, neglect, abuse or exploitation is provided with care, protection and that their safety and security needs are met regardless of their social status.

B. Membership

- The Board of Directors of the King's Children Home shall consist of 6 members and not more than nine.
- One seat is reserved for a person from HDO, whenever a someone is available.
- Six (5) seats will be filled from the following organizations and institutions:
 1. King's Children Home
 2. Seventh Day Adventist Church
 3. Youth With A Mission
 4. Jaguar Creek / Target Earth
 5. British High Commission
- The International Women Club will fill One (1) seat and two (2) seats will be fill by community members elected by those filling the first six seats.
- Antioch International Church, when a representative is here and there is a board meeting, will be expected to attend board meeting if desire to.
- Once all seats have been filled, the Chairperson, Vice Chairperson, Secretary, and Treasurer will be elected.
- Each Board member may serve a term of 2 years before the seat is up for reappointment or re-election.
- In the event that a member chooses to step down before their term ends, a letter stating their intentions must be submitted for distribution to the entire Board. Sufficient notice must be given in order to fill the impending vacancy.
- King's Children Home is privately operated and funded, by private organizations and individuals, however the Government of Belize does provide a small subvention. Therefore KCH reserves the right to closely monitor and censure the constitution of its Board.

C. Role of the Board of Directors

The Board of Directors of the King's Children Home shall:

- Promote public awareness and facilitate effective and efficient planning and coordination of effort among service clubs, churches, and non-governmental organization involved with the home.
- Recommend and advocate for the care, protection, safety and security of all residents of the home.
- Monitor, inspect, and report upon the performance of staff, administrative record keeping, and the general maintenance and upkeep of the home.
- Initiate and coordinate fundraising activities designed with the expressed purpose of:
 1. Educational training/scholarship funds for residents of KCH.
 2. Maintenance and repair of the facility.
 3. Upgrading of existing facilities.
 4. Any other specified project approved by the Director and the Board.
- Advise on overall program development, review, and evaluation.

PART 2: POLICIES & PROCEDURES

2.1 Admittance Policies

A. Eligibility Criteria

- Any child who has lost his/her parents through death, or has been abandoned, abused, neglected or referred by the DHD or the Belize Police Department may be admitted to the home.
- Any child who comes to the Home or is reported to the Director and who meets the criteria above will be accepted, provided space is available.
- Those brought to the Home need a medical check-up before admission. Once admitted they will, as necessary, be reported to the DHO and the BPD.
- An admittance form must be completed.
- Boys over ten years old will not be accepted.

B. Home capacity

- The Home will provide care for a maximum of 50 children at any given time, with allowance for temporal, conditional stay in cases of extreme emergency.

C. Duration of stay

- Children are allowed to stay for 3-6 months while their cases are being heard.
- Extensions of up to a year can be granted in cases of need and with the permission of the Board.
- Those who stay longer will be permitted to remain until they have finished High School or until other arrangements have been made.
- No child should be permitted to stay for longer than absolutely necessary.

2.2 Intakes Procedures

A. Individual files

- Individual files will be opened - both on computer and with a hard copy - for each child admitted. This file will include:
 1. Admittance Form
 2. Medical Form
 3. Report from person referring child to the Home
 4. Copies of any court orders or transcripts

5. Child's birth certificate or social security card
 6. A recent picture of the child
 7. Placement Form
 8. All report cards, award certificates, etc.
 9. Care plan
- Children brought to the Home by the HDO will also require:
 1. An overview of the child's background information leading to admittance
 2. A description of the child's current health status and details of any medication
 3. Details of the child's current family status (including parents, siblings, address, telephone number and etc.)
 4. A description of the child's school experiences, learning disabilities and educational needs

 - Files will be held in secure conditions where the Director has exclusive authorization and access

(For sample forms, see ANNEX 2 and 3)

B. Child Assessment

- The officer assigned to the child's case should make a weekly assessment of the child for submission to the HDO.
- The psychiatric nurse from the hospital will be called to conduct a monthly evaluation.
- Children with disabilities will be reported to the Disability Services and receive the necessary therapy.
- Assessments should be conducted in a manner that will not cause the child trauma.
- Each child will be returned to school or substitute tutoring will be given until the child can return.
- All files relating to children or workers must be kept confidential and stored in a locked cabinet.

C. Permanency Planning in Conjunction with the Ministry of Human Development

- The Department of Human Development will work with the Home to formulate a permanency plan for each child.
- In accordance with this plan, the child will either be reunited with a parent or offered for foster care.
- The homes to which children are sent will be assessed by the Department of Social Services in conjunction with the King's Children Home.

2.3 Exit/Departures Procedures

- Before any child can leave the Home, a release form must be signed by a parent, guardian, the HDO or the child -if they have reached the age of maturity.
- A child will only be released after proper notification from the HDO and after an assessment has judged the home to which the child is going safe.
- No child shall be released to the home from which he/she came unless conditions there have markedly improved.

(For sample forms, see ANNEX 4)

2.4 Home Operation

A. Facilities

- Facilities in the Home must be kept clean at all times
- The Home must at all times be kept free of any kind of hazard e.g. outlets, etc.
- The Home must be fenced, and the gate closed, at all times
- The windows should be screened at all times
- The Home should have proper storage and garbage disposal
- The Home will be operated and maintained as a clean environment at all times for the welfare of the children.

B. Visitations

- Parents and family members are encouraged to visit children in the Home. Visits are permitted at the following times: 9:30 A.M. - 11:00 A.M. and 2:30 P.M. - 5:00 P.M.
- After hours, visits can be made only with permission.
- Visits can only be made in the living and play rooms. Bedrooms are off-limits.
- All visitors and visits should be monitored.
- Any gifts should be given to the Home rather than to individual children.

C. Behavioral Management Policy

Policy

- The purpose of any kind of behavioral management method is to educate and train the child in self-discipline. No type of behavioral management shall be allowed which violate the child's personal rights and damage self-esteem.
- Kinds of behavioral management methods which are allowed include: restriction of privileges, time out, meaningful work, natural and logical consequences, contracting, physical restraint, isolation.
- Kinds of behavioral management methods which are prohibited includes: corporal punishment, yelling at, threatening, intentionally embarrassing, put down, shaking of child, meaningless work, depriving a child of love, sleep, school attendance, family contact.
- Each child reacts to situations differently. From time to time, the emotional baggage that children carry happens to get the best of them. That's when a child needs help from the staffing managing his feelings and often his behavioral.
- Each staff member providing supervision of children is responsible for dealing with the child in an appropriate way when situation calls for the staff person to intervene. Although each staff member stands as an authority figure, the discipline of the children is the responsibility of the director or the assistant director.
- Discipline, as a form of behavioral management, is used as a teaching method. Corporal punishment is always a NEVER.

Procedures

- The purpose of teaching is to help the children mobilized and build upon their own strength, to help them develop their own sense of right and wrong, and to help them learn that a life lived in accordance with certain standards of conduct is more fulfilling in the long run than a life lived merely by impulse.
- Discipline includes all of the activities and techniques for helping a child grow into self-directing individual. It includes teaching, explaining, rewarding and correcting.

- Producing behavioral management will take into account what the child is capable of doing, what the child needs from adults, and what will help the child to learn and grow from the experience. To be effective as a manager of behavior staff must have a good awareness of self, good understanding of each child's stage of development, be an effective communicator and respond instead of reacting to the need of the child.
- Once a staff decides that it is necessary to intervene due to a child's behavior the following must be carried out:
 - a. The consequences of incidents shall be worked through at the time of the incidents to which they gave rise, or as soon as possible afterwards. Children must be told why they are being disciplined. Only the child who has committed an infraction will be present during the administration of discipline to minimize embarrassment. Should a child misbehave beyond childish pranks, the director orders a meeting with the child where the prank would be discussed and the child is made aware of the disadvantages of his/her actions. Should this discussion prove fruitless the child then receives a time out a period between five to ten minutes when the child stands closely facing the wall.
More severe misbehavior warrants that privileges are taken away and a child is sent alone to their room. Sometimes manual labor is deserved. The child may then be expected to scrub tiles, clean the yard or the bathroom. The consequence must always match the offence.
 - b. Actively listen to the child and assure that they will be kept safe and not harmed in any way. Any discipline measure taken should match the behavior for which the child has exhibited.
 - c. Be consistent, Encourage good manners – *“please”*, *“thank you”*, and *“excuse me.”*
 - d. Give encouragement freely and use criticism sparingly.
- In the case of children, ‘running away’ the social department and the police are immediately notified. Once the child is found and is willing to abide by the rules and guidelines of the home, they are allowed to return. Should there be a repeat incident within a short period of time, it is advised that a more suitable placement be found for the child, as the home will not tolerate such behavior to be repeated. Not only does this kind of behavior inconvenience the staff when the director has to be absent to deal with such a case, but it also causes unnecessary stress on everyone.
- Each child has the privilege of staying at the Home as long as they respect authority, their peers and themselves. The Home strives to educate and train the children in self-discipline, and to create a safe, positive, loving, caring and Christ centered environment for children. The ultimate goal is to help each child to develop his or her own sense of right and wrong.

D. Use of Residents for Publicity or Promotion

Normally residents are not used to raise monies to promote the work of the home. When a child's involvement in publicity or promotion will enhance the mission or ministry of the home and will not reveal confidential individual and or family information or lead to exploitation of the resident, the director may consider the resident voluntary involvement.

E. Grievance Complaints by Resident and Staff

By Residents

When a child believes they have been wronged or failed to be understood by a staff member, the child may file a grievance complaint with the Director. The Director will discuss the situation individually with both the resident and staff in an effort to seek a solution. The child's complaint against a staff member will be put in his/her personal file.

By Staff

- When a staff member is unable to resolve a conflict with another staff member, the staff member may file a grievance report with the Director. The Director will discuss the situation individually with each staff member in an effort to resolve the conflict. If the staff member holding the grievance complaint is not satisfied with the director's decision/ resolution, the staff member may bring her disagreement to the Board of Directors.
- The staff complaint will then be placed in the staff member's individual file.

F. Educational Program

All children who are of school age are placed in a school as soon as possible within days of being admitted to the home. The children who are too young to attend school receive casual Pre-school learning opportunities at home.

When new children arrive at KCH they are given their basic school supplies if they are from another school and the books are different. Children that can stay in their same school are encouraged to stay there instead of being moved.

KCH sees that each child in school are given the opportunity to excel in their own capacity.

If a child is unable to go to regular school for some reason, then alternate measures are taken to insure that the child receives an education. Sometimes those children are sent to 4H training Center.

KCH is responsible for providing for the following:

- Transportation to and from school/ Baptist High School, Nazarene Primary and Our Lady of Fatima RC School Roaring Creek.
- School fees.
- School uniforms.
- School bags.
- School supplies e.g. Textbooks, stationeries etc.
- Hot lunches delivered to school each day.

After School Program

In order to guarantee that each child attains their maximum potential, after school programs are designed to aid them. Each child at their return from school in the evenings are encouraged to immediately go to the designed area where they would be assisted by a member of staff employed solely for this purpose. Students come from UB to help with homework and tutoring, volunteers also help out in this aspect.

Each child, regardless of school or grade is entitled to whatever means necessary to ensure that each assignment is properly done and presentable. KCH offers:

Access to computers for typing and research- Microsoft Word, Excel, Encarta etc.
Access to a large collection of books for research and learning- Wordbooks, Child craft, dictionaries, thesaurus's, novels, etc.

Access to tables, a big chalkboard, and a workspace to complete homework.

Upon completion of homework, it is check by the person in charge of education or a staff member.

The older children at KCH are encouraged to seek a higher education, to aim towards receiving scholarships and ultimately attending university. If the students are willing to work hard and put forth one hundred percent of their effort, then they will be supported in their endeavor as much as means allow.

Pre- school Program

These are the Goals we work towards and Ideas to be used with the Preschool and after school help for the infant Levels children consists

- Counting in English and Spanish, recognizing numbers by sight, use 3D objects to practice counting.
- Recognizing, naming and matching colors.
- Recognizing shapes and shape names, matching, circle, square, triangle and rectangle.
- Learning the alphabet. Have a “Letter of the Day” For Example: “A” for apple, learn the sounds that “A” makes. Aa
- Learn to hold a pencil or crayon, drawing, copying #'s, shapes, letters.
- Learn to hold scissors.
- Learn about themselves: name, age, body parts: hands, feet, fingers, toes, eyes, shoulders, head, hair, knees, ears, mouth, nose, belly button.
- Learn animal and their sounds.
- Learn about emotions. Show me a _____ (happy, sad, laughing, angry, surprised, etc.) face.
- Recognizing and Responding, Touch the... Find the...(tree, swing, shirt, red flower, book, slide, ground).
- Experiencing textures- soft, fuzzy, sandy, bubbles, water.
- Nature walks- collect leaves, stones, sticks, feathers.
- I spy (game).
- Drawing and playing with chalk.
- Listen and pay attention during story time.
- Music and clapping rhythms.
- Obeying simple commands and instructions-Simon Says.
- Practicing manners- please and thank you.
- Matching items of clothing.
- Sorting by shape, color and size.

G. Health

- Each child will receive its immunization.
- Children will be taught health principles.
- Children will receive information on health risk and the used of drugs and other substances that is dangerous to their health.
- Children will be given information, and teaching on sexual education, including sexual transmitted disease. E.g.: Venereal, and HIV.
- All staffs are required to set a good example, and exercised control over their behavior.
- All drugs and alcohol are prohibited on the premises.
- Medicine room should be kept lock, and all medication out of the reach of children.
- Medication will be administer only by authorized personnel

- All children will be taught about their personal hygiene and given the privacy to ensure their dignity.

There is situated at the home a “medical room” equipped with a functional hospital bed and many medical supplies including: Band-Aids, bandages, Children’s Tylenol, Motrin, alcohol, vitamins, nebulizer machine, Phenobarbital, antibiotics cream and medication, etc.

The above-mentioned are administered or supervised by authorize personnel, who is certified with First Aid, in cases of minor injuries or common illnesses like cold, fever and asthma.

If the illness appears contagious, the child is kept in the medicine room to control the risk of infecting others in the home.

Should a case arise where a child is suffering from a fever, has no noticeable relief within an eight hour period after the administration of the fever medicine, the child would then be taken to the hospital for further diagnosis and medication. If hospitalization is required a staff member stays with the child until his or her release. In cases where the illness persists, the child is then taken to La Loma Luz. At no time is an illness left unresolved.

Two isolated, special cases come to mind however in which the medical treatment was insufficient in Belize so alternative measures were taken abroad.

There are special needs children presently at the home: Two known epileptic infants, ages two and three. These two children require more care, dedication and medical attention than the others. Whenever the convulsions start careful doses of Phenobarbital would be administered and the child supervised until the convulsions subside.

No child is ever turned away, special needs or not.

The management is trying to acquire a an oxygen tank to add to the “medical room’s collection.

Once a year a medical team from abroad would visit the home. Each child receives a complete external examination. Vitamins are also given to each child.

Every two years a team of dentists also visits the home. Extractions are rarely done, but the teeth are cleaned and filled. Dental supplies are then distributed.

H. Recreational Activities

- Children will be encouraged to engage their free time in meaningful activities.
- The Director must approve all activities held outside the home at least one week prior to the actual date.
- Funds will be made available for recreational activities, e.g. field trips.
- Suitable play and sporting equipment will be kept available for use by children.
- Children are encouraged to read and enhance their intellectual capacity.
- Staff must engage in recreational activities with children

I. Religion and Ethnicity

- The Home respects the children's right to their own religion and supports ethnic diversity.
- While respecting the children's right to adhere to their religious beliefs, children are expected to comply with the Christian principles of the Home.

J. Emergencies

- Both the Police and the DHO will be notified in the event of robbery, assault, threat, running away and riotous behavior.
- In the event of a health emergency, the person or persons affected will be taken to the Belmopan Hospital or to the doctor working with the Home.
- Any incident that is the result of a natural disaster will be reported.
- Reports must be prepared and filed on all incidents of any sort.

K. Use of Home Equipment

Any equipment donated to the Home must be used exclusively for the Home.

L. Volunteers

- All volunteers must have a clean record e.g. Police records, 3 referral one being from a pastor
- All volunteers must be of good character and reputation, genuinely concerned for the interests of the children we serve and be able to provide at least three personal references.
- All volunteers must complete an agency application.
- Short Term or Day Volunteer will be monitored closely, especially in respect to their interaction with the children.
- Long Term Volunteers must submit the following to the approval of the Board of Directors and Mrs. Gillham:
 1. Letter of application to Board of Directors
 2. Resume and all certificates documenting qualifications
- Short-term professional or repeating volunteers may, under certain circumstances, waive the interview process.
- Volunteers may be assigned a variety of duties, including:

1. Administration
 - a. Helping with fund-raising
 - b. Recruiting
 - c. Consulting
 - d. Participating on the Board of Directors
 2. Support (Clerical) Services
 - a. Answer phones
 - b. Typing
 - c. Filing
 - d. Bulk mail distribution
 - e. Updating the Home
 3. Social Work Related Activities
 - a. Taking children to appointments
 - b. Supervising visits
 - c. Tutoring
 - d. Serving as a “Big Brother” or “Big Sister”
 - e. Assisting during King’s Children Home special events
 - f. Provide training in skill development religious programs, etc.
- Long-term Professional volunteers may, under no circumstances, waive the interview process.

M. Finances

- The King’s Children Home is a non-profit organization and supported solely by voluntary contributions.
- All monetary and in-kind contributions will be recorded. All expenditure will be documented and accompanied by receipts.
- Monthly, quarterly, and annual financial reports will be made and submitted to the appropriate organizational / departmental heads of those in partnership with the Home as well as contributors and supporters.

N. Inventory

An up-to-date inventory will be maintained. (See ANNEX 8)

O. Counseling and Health Education

Psychiatrist Nurses from the Belmopan hospital visits the Home on a monthly basis to provide counseling.

The director of the home does one-on-one with children in addition to group session where the children are allowed to voice their opinion on matters like education, social issue, sex etc. As a mother figure for the children they confide in her when they have troubles and need help, advice or just a listening ear.

When the young girls are going through puberty they are taken aside in a non-embarrassing way to learn about the changes their body will go through physically

and emotionally. They learn how to take care of their bodies and deal with these changes in a positive way. The girls are always provided with sanitary napkins whenever needed and also are monitored as to when they have their menstruation.

One of the visiting nurse also does some basic training on body parts for the children. They are also educated regarding sexuality, pregnancy and STDs.

In addition to the nurses and the Director, the home also gets assessment visits from the ministry of health concerning the cleanness of the home.

The children are encouraged to be nice to family members when they come to visit them. And keeping contact with the children families is essential for the children in care, as they want to know who their people are.

P. Emergencies and Disaster Management

Emergencies shall be divided into two categories: man made and natural causes. In either case, the director or her agent shall determine if evacuation is the best action to ensure the safety of the children.

When the home is to be evacuated, each person shall calmly exit through the nearest exit, as outlined in this plan. Evacuation maps shall be posted near the exit door of every bedroom and meeting room. Children are to follow the highlighted arrows illustrating the path to the closest exits. Once the house is empty, all children shall meet in the park south of the Home for a head-count. Older children will look after younger ones while the administrators ensure that all children are present and accounted for.

Fire extinguishers are mounted in the kitchen and laundry rooms, as well as Medicine room, Office and Family Room

In the event of a house fire, any children threatened shall be removed and, if necessary, the house shall be evacuated. Nearby fire extinguishers shall be employed and, if not completely successful, fire crews shall be called at 9-1-1.

Fire preparation practice drills shall be conducted as often as required by the Authorities.

Q. Crisis Management

This plan shall include provisions for appropriate intervention strategies, the immediate normalization of the situation, appropriate rehabilitation strategies for involved residents. Such crises can include, but are not limited to, a death in the home, assault, robbery, burglary, and rape.

- Assistant to Director Intervention strategies: Director or her agent shall oversee contacting appropriate authorities, crowd control, removing immediate danger.

- Normalization of the situation:
- Rehabilitation strategies: group discussion and counseling sessions to promote healthy dealing with the situation.

2.5 KCH STAFF

A. Positions Within the Home

- Director and House Mother
- Assistant to Director
- Educational and Programming Assistant
- Supervisor and Maintenance
- Pre School Teacher
- Domestic 1
- Domestic 2
- Domestic 3
- Volunteers (2)

(For job descriptions see ANNEX I)

B. Training/Development

- The Director and Staff of the Home will participate if invited to join any training program conducted by the Department of Human Development and any other organization.
- Other on-the-job training will be given to staff.
- All staff must be trained in general first aid, including CPR and other child-relevant skills.
- Training by volunteers will be encouraged.

C. Work policy

- Working hours are as follows:
 1. Domestic employees will work 8 AM until 5 PM
 2. Three 8 hour shifts will be staffed in such a way that there are two employees on duty for the entire 24 hour period:
 - 8 AM - 4 PM
 - 4 PM - 12 AM
 - 12 AM - 8 AM
- All Home employees must dedicate themselves to their work.
- Employees are expected to remain active during working hours.
- At no time is the Home's confidential business to be discussed outside the Home.

- Mutual respect should be displayed in keeping with the Christian principles of the Home.
- Gossip is strongly discouraged.

2.6 HOME POLICIES

- Residents should follow the policies and timetable of the Home.
- Residents should not use equipment, including kitchen equipment, belonging to the Home without permission.
- Residents should not use the telephone without permission.
- The Director and staff will monitor all contact with outside personnel.
- Children will be adequately supervised, base on age group.
- Children should never be left unattended either on or off the premises.
- The personal belongings of all children should be left in the care of the Director.
- Every child at King’s Children Home will be treated with respect and kindness. All requests and opinions from a resident should be listened to with respect and care.
- All forms of corporal punishment are prohibited.
- Food should not be withheld as a punishment.

2.7 RESPONSIBILITIES OF THE DEPARTMENT OF HUMAN DEVELOPMENT

- The staff of the Home will work closely with the Department of Human Development and with the Family Services Division.
- The Department of Human Development is responsible for ensuring that a social worker visits the home regularly.
- The Department of Human Development will closely monitor the working of the Home, offering suggestions and recommendations where necessary.
- The Department of Human Development shall pay all medical costs for the children placed in the Home through the Ministry.
- The Department’s Social Welfare Officers will work directly with the Director of the Home on cases where reunification is possible for the child and family.
- The responsible Social Worker should submit a formal care request, including a medical history, at least seven (7) working days before the case is heard.

PART 3: ANNEXS

ANNEX 1 - KCH JOB DESCRIPTIONS

Director

The Director of the King's Children Home will be ultimately responsible for everything that happens in the Home. This role includes all tasks related to personnel, all administrative duties, and supervising and guiding the residents in their positive development.

Components

The specific responsibilities are as follows:

- Seek out, interview, and select possible candidates for employment at King's Children Home and with approval from the Board of Directors, hire and dismiss staff; enforce agency personnel policy; establish salary scales and benefits for employees; hear and resolve grievances or complaints by or against an employee; organize and carry out a program for staff development; and conduct individual staff evaluations at least once every three months.
- Prepare and present an annual budget to the Board of Directors "Annual Meeting" as well as monthly statements for submission to the DHD; maintain organized records of the KCH monthly income, expenses, monetary donations, in-kind donations, and other financial affairs; and allocate/disburse funds for the purchase of equipment and supplies.
- Serve on the Board of Directors of KCH and attend all Board meetings; prepare and present regular reports to the Board, written or verbal, as requested; implement actions in the Home as initiated by the Board; and seek the Board's approval in matters of policy and procedure in the Home.
- Develop, implement, and enforce agency policy and procedure necessary for the effective operation of the Home, revising as needed.
- Develop and enforce policy by which individuals and groups may come to volunteer time at the KCH; coordinate all such visits; maintain active records on all volunteers; develop and organize a brief orientation for first time volunteers to identify their specific duties and to adequately familiarize them with pertinent policies and procedures of the KCH; maintain good working relationships with all volunteers and their supporting agencies / organizations.
- To be responsible for insuring that the KCH operates in compliance with all applicable licensing regulations and laws of Belize.
- Maintain positive working relationships with the DHD and Family Services Division and produce appropriate documents as reasonably requested for their review.

- Maintain good public relations by ensuring the Home is represented at community meetings, workshops/seminars, public or private advisory boards, or meetings of professional organizations as best serves the Home and fulfills the Home's mission.
- Develop and maintain positive personal relationships with each resident of the KCH; provide positive encouragement and support to each resident; ensure the personal safety of and respect for each resident; and provide appropriate counseling services for each resident.
- Advocate for and protect the rights and well being of each resident of the KCH.
- Live in the Home, share meals with the residents, participate in devotion and prayer times, and supervise weekend household chores.
- Be ultimately responsible for all programs and issues relating to the spiritual, physical, educational, and emotional welfare of each resident of the KCH.
- Other possible components depending on individual skill.

Qualifications

- Strong Christian faith and values.
- Appropriate and sufficient training in organizational administration and accounting.
- Appropriate and sufficient training in home economics, maintaining children's health and safety, First Aid, Fire Safety, and counseling abused, abandoned, and/or neglected children.
- Previous experience working with abused, abandoned, and/or neglected children.
- Basic computer skills.

Compensation

- Negotiable depending upon experience and qualifications.

Accountability

- The director is directly responsible to the Board of Directors.
- The Chairman of the KCH Board of Directors will report to the entire Board on a regular basis regarding the performance and progress of the Director. The Board of Directors reserves the right to terminate employment any time if deemed necessary for the well being of the Children.

Assistant to the Director

The Assistant to the Director will work closely with the Director to ensure the safe, legal, and organized operation of the KCH. The Assistant will work closely with the Educational Assistant in regard to preschool and educational activities. The Assistant will serve as the KCH liaison with volunteers.

Components

The specific responsibilities of this staff member would be as follows:

- Work closely with the Director to prepare and present an annual budget to the Board of Directors “Annual Meeting” as well as monthly statements for submission to the DHD; maintain organized records of the KCH monthly income, expenses, monetary donations, in-kind donations, and other financial affairs.
- Receive and adequately document all donations; send appropriate receipts, tax exemption, and thank you letters to all donors; maintain a current list of items and work needed at the KCH.
- Assist in developing and enforcing policy by which individuals and groups may come to volunteer time at the KCH; coordinate all such visits; maintain active records on all volunteers; develop and organize a brief orientation for first time volunteers to identify their specific duties and to adequately familiarize them with pertinent policies and procedures of the KCH; maintain good working relationships with all volunteers and their supporting agencies / organizations.
- Advocate for, represent the KCH and protect the rights and well being of each resident in the absence or at the request of the Director.
- Develop and maintain positive personal relationships with each resident of the KCH; provide positive encouragement and support to each resident; ensure the personal safety of and respect for each resident; and provide appropriate counseling for each resident.

Qualifications

- Strong Christian faith and values.
- Appropriate and sufficient training in organizational administration and accounting.
- Appropriate and sufficient training in home economics, maintaining children’s health and safety, First Aid, Fire Safety, and counseling abused, abandoned, and/or neglected children.
- Previous experience working with abused, abandoned, and/or neglected children.
- Basic computer skills.

Compensation

- Negotiable depending upon experience and qualifications.

Accountability

- The Assistant to the Director is directly accountable to the Director and will be evaluated quarterly.

Educational Assistant

The Educational Assistant will specialize in tutoring, teaching, and guiding residents of the KCH in their individual educational endeavors.

Components

The specific responsibilities of this staff member would be as follows:

- To develop and maintain a comprehensive preschool program at the Home for the preschool age residents including science exploration and counting activities, alphabet and reading times, constructive play times, creative expressions through art and music, and character development.
- To select or develop, with the Director's approval, an appropriate curriculum and procure all materials required for its successful completion.
- Prepare and submit lesson / activity plans incorporating the specified objectives for the month according to the curriculum; and model the appropriate behavior and communication patterns expected of the children.
- Use appropriate behavior modification / discipline procedures and refer extreme cases to the Director or Assistant to the Director.
- Monitor the cleanliness of the areas of the Home used by the preschool activities, supervise and assist the preschool children during mealtimes, when using the bathroom, for naps, etc., throughout the day.
- Preschool will be held between 9 AM and 11:30 AM.
- In addition to preschool duties, the Educational Assistant will monitor each resident's educational progress; update the individual's files with report cards, correspondences from the school, and pertinent educational documents; prepare individual progress reports for each resident by term.
- Ensure appropriate after-school tutoring for school aged residents in needed subjects with help of volunteers from the community and abroad.
- Register and pay all school fees for each resident; maintain previously used textbooks and supplies to be used by the younger residents and distribute accordingly; with Director's approval, purchase require texts / supplies.
- Organize and maintain the library, the playroom for younger residents, and a quiet study / computer area for the older residents; establish norms and appropriate use guidelines for these areas.

Qualifications

- Appropriate and sufficient training in early childhood education and behavior modification/discipline.

- Vocational interest in preschool, primary, and secondary education.
- First Aid and Fire Safety training.
- Organizational skills.
- Basic computer skills.
- Positive attitude and commitment to the KCH.

Compensation

- Negotiable depending upon experience and qualifications.

Accountability

- The Educational Assistant will be directly accountable to the Director and the Board of Directors and will be evaluated quarterly by both. The Educational Assistant will work closely with the Assistant to the Director in organizing school supplies and library/study/computer area, developing the preschool curriculum, and conducting daily preschool activities.

Domestic Assistant: Laundry

The Domestic Assistant will be responsible for the daily laundry and upkeep of the residents' clothes.

Components

The specific responsibilities of this staff member would be as follows:

- Maintenance (mending, washing, folding, and ironing) of the younger residents' clothing. Younger children include those under the age of 13.
- Machine or hand wash, hang out or machine dry, and fold laundry for the current day. No laundry is to be left overnight or over the weekend.
- The use of the machine dryer is reserved for only those occasions when line drying is not possible for reasons such as rain or other extenuating circumstances.
- Keep washroom and machine clean and organized at all times.
- Separate the folded laundry into piles according to gender; put away the infant / toddler clothing, linens, and towels in the proper drawers or shelves.
- Miscellaneous domestic duties are requested such as cleaning house, food preparation or distribution, etc.

Qualifications

- Appropriate and sufficient training in clothing maintenance.
- First Aid and Fire Safety training.
- Interest and sensitivity to working around abused, abandoned, and/or neglected children.
- Strong work ethic and positive attitude.

Compensation

- Negotiable depending upon experience and qualifications.

Accountability

- The Domestic Assistant is directly accountable to the Director and will be evaluated quarterly.

Domestic Assistant: Kitchen

The Kitchen Assistant will supervise all activity in the kitchen: supervise cleaning and storage of all utensils and appliances; maintain a healthy, clean kitchen / dining area; and inventory and give account for all food at the KCH.

Components

The specific responsibilities of this staff member would be as follows:

- Work with Director to plan healthy nutritious meals and develop a monthly menu.
- Properly handle and store all food in appropriate places; inventory and give account for all food; notify Director of grocery needs well in advance of needing them.
- Supervise the residents' use of the kitchen; prepare the afternoon meal; and monitor the distribution of food in such a way that every resident receives the proper portion.
- Supervise the residents as they perform their daily chores washing, drying, and storing dishes.
- Clean kitchen / dining room including sweeping, mopping, and wiping tables / counters.

Qualifications

- Appropriate and sufficient training in safe food handling, preparation, and serving.
- First Aid and Fire Safety training.
- Interest and sensitivity to working around abused, abandoned, and/or neglected children.
- Strong work ethic and positive attitude.

Compensation

- Negotiable depending upon experience and qualifications.

Accountability

- The Kitchen Assistant is directly accountable to the Director and will be evaluated quarterly.

Facilities Manager

The Facilities Manager will be responsible for the maintenance and repair of all facilities and grounds of the KCH and will supervise / direct all building projects and capital improvements of the KCH.

Components

The specific responsibilities of this staff member would be as follows:

- Inspect all aspects of the building and yard at KCH to ensure everything is safe and in good working order; replace or repair that which is not safe or not functioning properly; recommend facility improvements for approval of the Director and the Board of Directors.
- Maintain all appliances and equipment used at the KCH (washing machines, dryers, vacuums, tools, etc.); repairing and replacing broken items; remove old, broken, or unused items from the KCH premises.
- Periodically check and replace smoke alarms and fire extinguishers.
- Supervise and direct volunteer work team projects.
- Keep tool shed organized and clean.
- Supervise appropriate and routine facility work with residents such as clipping grass, scrubbing walls, washing vehicles, etc.
- Perform regular vehicle maintenance to the KCH van and school bus and ensure each vehicle is safe and in proper working order.

Qualifications

- Appropriate and sufficient training in building, appliance, and vehicle maintenance and repair.
- First Aid and Fire Safety training.
- Interest and sensitivity to working around abused, abandoned, and/or neglected children.
- Strong work ethic and positive attitude.

Compensation

- Negotiable depending upon experience and qualifications.

Accountability

- The Facilities Manager is directly accountable to the Director and will be evaluated quarterly.

ANNEX 2 – ADMITTANCE FORM



Admittance Form

1. **Name of Child:** _____ **Nickname (if any):** _____
Father's name: _____ Mother's name: _____
Address: _____ Address: _____
Nationality: _____ Nationality: _____
Origin: _____ Origin: _____
2. **Sex:** Male Female 3. **Race:** _____
4. **Date of Birth (if available):** _____ **Approximate Age:** _____
(dd/mm/yy)
5. **Medical History (see medical form for information)**
6. **Status in Home**
Date arrived at KCH: _____ Adopted by Director: Yes No Other: _____
(dd/mm/yy)
7. **Educational Status**
Language(s) Spoken: English Spanish Other: _____
Reading Level: Excellent Good Fair Poor
Writing Level: Excellent Good Fair Poor
School Attending: _____ Present Grade: _____
Availability and location of report cards: _____
8. **Origin**
Belizean National Refugee/Immigrant
If Refugee/Immigrant, is child: Registered Unregistered
Visa Number: _____ Expiration date of current immigration papers: _____
9. **Available Documentation**
Birth Certificate (If existing, child is Belize Born Foreign Born
Passport Constancia Social Security Card Other: _____

10. Reason for Living in KCH

- o Parents deceased or not existing
- o Parents left country (If yes, Will not return Will return When: _____)
- o Child unable to be cared for by parent or guardian.
- o Child abused and removed from original home
- o Other

Explain any of the above: _____

11. Permanency Planning for Child

- o Adoption (By KCH o By Others o)
- o Further foster care (If yes, How long in total: _____)
- o Return to parents (If yes, Estimated date of return: _____)

ANNEX 3 – MEDICAL FORM



Medical Form

(This form must be completed before acceptance into the home)

1. Name of Child: _____ **Date of Birth:** _____
(dd/mm/yy)

2. Immunizations (*Include date of last immunization for each disease checked*)

Disease	Date	Disease	Date	Disease	Date
<input type="checkbox"/> Diphtheria	_____	<input type="checkbox"/> Whooping Cough	_____	<input type="checkbox"/> Tetanus	_____
<input type="checkbox"/> Small Pox	_____	<input type="checkbox"/> Polio	_____	<input type="checkbox"/> Measles	_____
<input type="checkbox"/> Measles	_____	<input type="checkbox"/> Yellow Fever	_____	<input type="checkbox"/> Typhoid Fever	_____
<input type="checkbox"/> Other: _____					

3. Illnesses (*Check* *if Yes and indicate when and explain below*)

Illness	Date	Illness	Date	Illness	Date
<input type="checkbox"/> Asthma	_____	<input type="checkbox"/> Bleeding Gums	_____	<input type="checkbox"/> Colitis	_____
<input type="checkbox"/> Epilepsy	_____	<input type="checkbox"/> Heart Disorder	_____	<input type="checkbox"/> Skin Disease	_____
<input type="checkbox"/> Diabetes	_____	<input type="checkbox"/> Cancer	_____	<input type="checkbox"/> Psychiatric Illness	_____
<input type="checkbox"/> Ulcers	_____	<input type="checkbox"/> HIV/AIDS	_____	<input type="checkbox"/> Migraine Headache	_____
<input type="checkbox"/> Alcoholism/ Drug Use	_____	<input type="checkbox"/> Infectious Disease (which one)	_____	<input type="checkbox"/> High Blood Pressure	_____
<input type="checkbox"/> Hepatitis	_____	<input type="checkbox"/> Other:	_____		

Explain any of the above: _____

4. Injuries (*Check* *if yes. Indicate when and explain below*)

Injury	Date	Injury	Date	Injury	Date
<input type="checkbox"/> Head Injury	_____	<input type="checkbox"/> Back Injury	_____	<input type="checkbox"/> Broken Bones	_____
<input type="checkbox"/> Recurrent Ankle Injury	_____	<input type="checkbox"/> Recurrent Knee Injury	_____	<input type="checkbox"/> Other:	_____

Explain any of the above or any special physical limitations: _____

5. Allergic Reactions: *Does the child have any allergies, including reactions to food, penicillin, antibiotics, and any other medications?*

Yes No

If yes, please explain: _____

6. Dietary Needs: *Does the child have any special dietary needs?*

Yes No

If yes, please explain: _____

7. Surgery: *Has the child ever undergone surgery for any reason?*

Yes No

If yes, please explain: _____

8. Dental: *Does the child have any problems?*

Yes No

If yes, please explain: _____

9. **Medications** (*Please list all the current medications taken by the child. Include the name, amount [dosage], how often the child takes it, how long the child will need to take it and the condition being treated.*).

Medication	Dose	Frequency	Duration	Condition being treated

ANNEX 4 – VISITATION/RELEASE FORM



Visitation/Release Form

I, _____, agree to assume responsibility for the child or children in my care for the specified length of time. While the child is in my care, I agree to meet their basic needs such as safety and nourishment. I have been informed of the principles and standards of the Home. I agree to enforce the principles and uphold the moral standards. I understand that it is my responsibility to inform the Director, or the person in charge, at the home before I carry the child or children outside of Belmopan District.

Custodian's Signature

Director's Signature

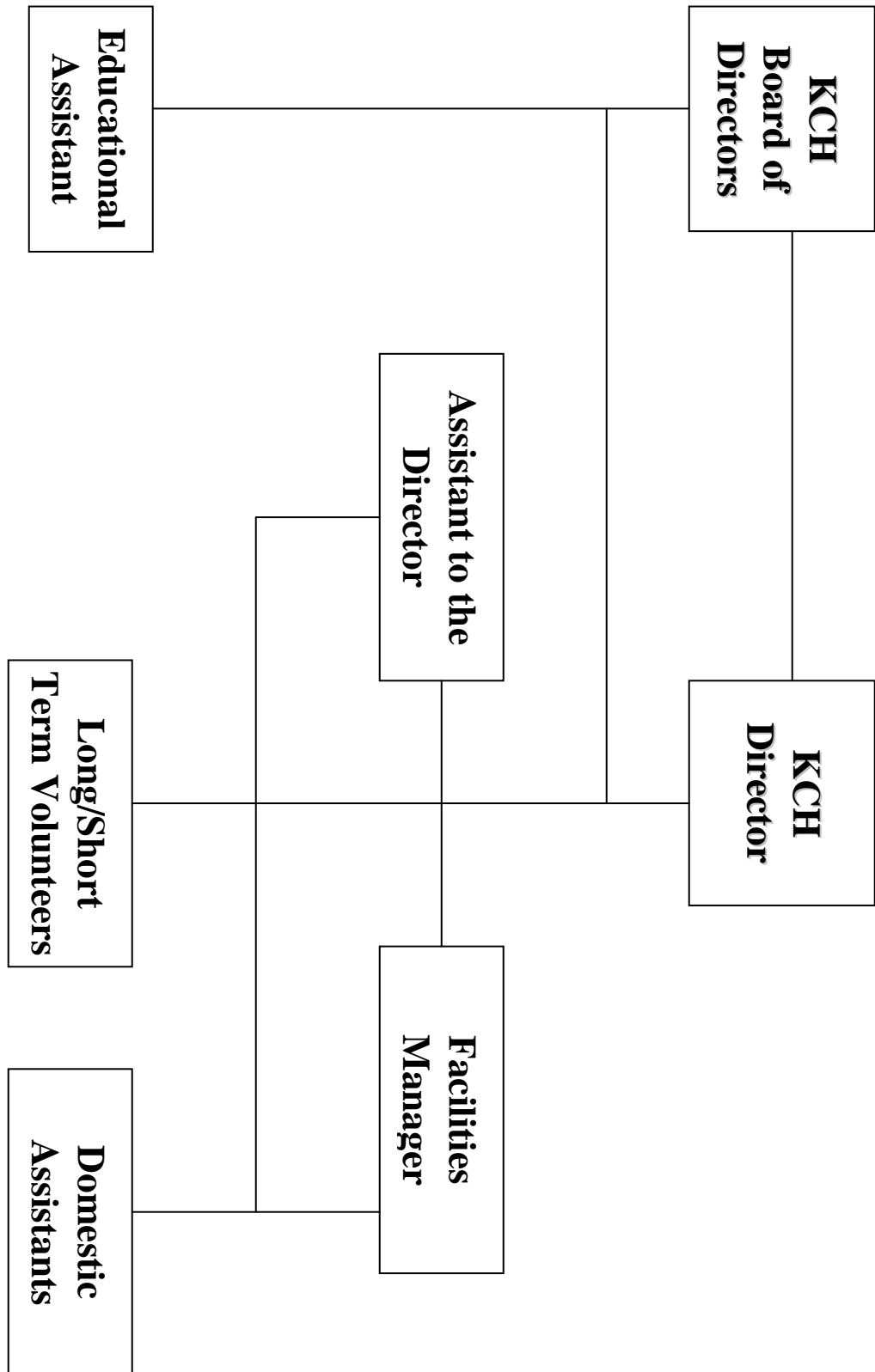
Date

Name(s) of child(ren) leaving:

Length of Time Away from Home:

Disclaimer: All children leaving for weekend visits during the school term must be returned by 4:00pm Sunday evening.

ANNEX 5- KCH ORGANIZATIONAL CHART



ANNEX 6 – TARGET EARTH & KING’S CHILDREN HOME PARTNERSHIP PLAN (1998)

Purpose

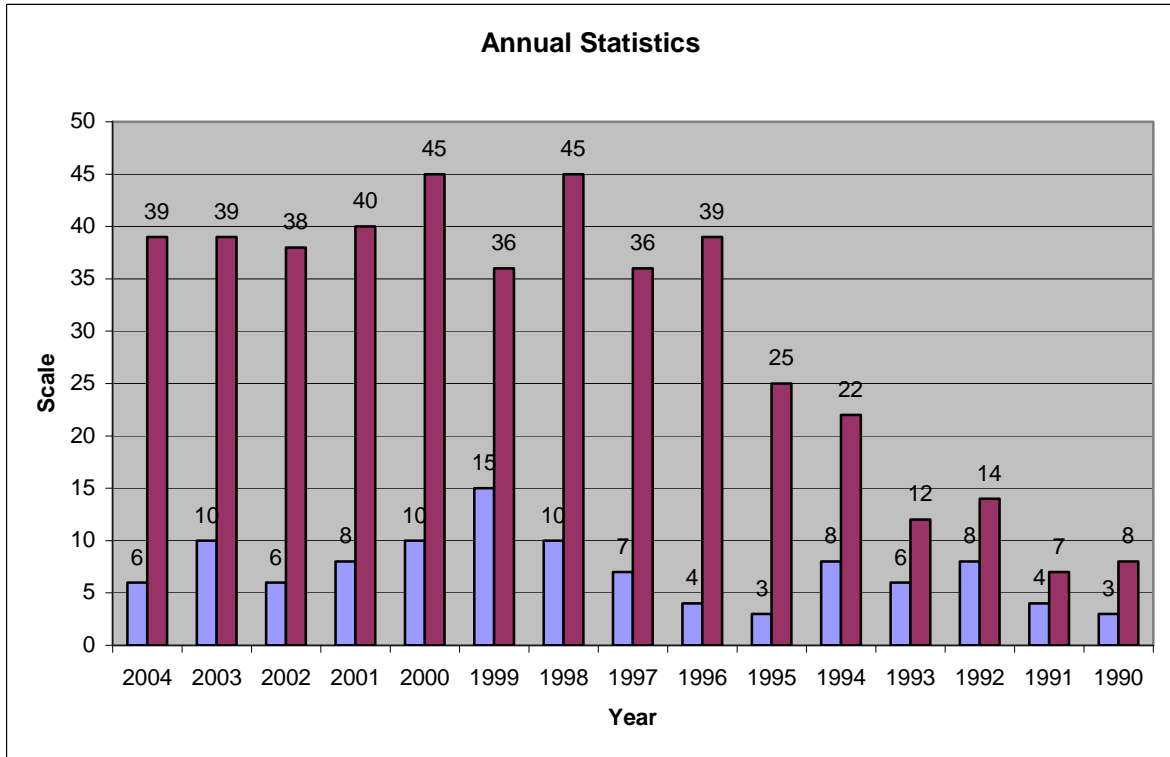
As our informal and formal partnership has developed and strengthened with the King’s Children Home in Belmopan, Belize, it has become apparent that a clear articulation of the objectives and vision for this partnership is needed which can serve to guide its further development. Out of concern for the well-being of the short and long term residents of the King’s Children Home, we have identified a number of areas in which we can see ourselves being of service to this ongoing and important ministry to the children of Belize.

Objectives

1. To support the children at the home through ongoing relationships with Target Earth staff people and guests.
 - It is our desire to maintain a regular relationship with the children at the home in order to build friendships with the children, nurture them as we have the opportunity, and be able to identify needs through our own observation and discussion with the staff of the home.
 - Since the good of the children is our primary interest in this partnership, we do not desire to bring groups to the home for the sole purpose of looking at the premises or the children. If any group is interested in participating in the life of the children’s home, we would like the group to become involved in some tangible way. Whether this involvement is a half-day work project, helping children with homework, taking the kids swimming, etc. At this point it is clear that it is not in the best long-term interest of the children to bring people through to look at them and their residence.
2. To work with the Board of Directors and the staff of the Home to ensure adequate staffing which will provide for the needs of the children
 - At this point it is clear that at least one full time and long term assistant for the director of the Home is a pressing need. As Target Earth Belize we are interested in pursuing funding for such a staff person from our contacts both in and outside of Belize. It is our vision that this person be a long-time resident of Belize, have a strong Christian commitment and a desire to work with the children. We are interested in the active participation of finding potential applicants, interviewing and hiring this individual.
 - Our second priority in terms of staffing is to identify possible volunteers through our pool of applicants with Target Earth International who might be able to volunteer at KCH for 8 months or more. It is our goal that these short-term volunteers would contribute to the ongoing work of the home and assist with administration and organization as appropriate.
3. To work in conjunction with the Board of Directors to ensure adequate facilities to the degree that no major remodeling or building will be needed within the next 10 years.
 - The long-term viability of the home and its ability to serve the children under its care is directly linked to the quality of its facilities. The staff of Target Earth Belize are interested in identifying possible partners from amongst our contacts who would be willing to raise the funds needed to provide adequate facilities which will serve the ongoing needs of the residents of KCH. It is our goal to formulate a building plan approved by the board of directors, raise the funds and implement and complete the project by the end of the 2000 calendar year.

4. To pray regularly for the children of King's Children Home, its staff, and its Board of Directors
5. To maintain an ongoing and active role in the board of directors of KCH in order to stay informed of progress and developments achieved and to contribute to the long term planning as appropriate.

ANNEX 7 – ANNUAL STATISTICS



ANNEX 8 – KCH INVENTORY (FEBRUARY 2005)

Office

- 3 Filing cabinets
- 3 Computers
- 3 Printers (1 HP694C, 1 HP692C, 1 BJC-250)
- 4 Desks
- 3 Office chairs
- 2 Wall Cabinets
- Books
- 1 water cooler

Living Room

- 1 living room set)
- 1 Corner TV stand
- 1 TV stand
- 1 TV (functional)
- 1 stereo set)

Sick Room

- 1 Medicine Chest
- 1 Small Bed
- 1 Desk

Washroom

- 6 Washing Machines
- 3 Dryers
- 1 Water Heater

Playroom

- 1 TV
- 2 Couches
- 4 love seats
- 2 arm chairs
- 2 Bench

Dinning Room

- 4 Long dinner tables
- 8 Long benches
- 3 Babies' dinner chair
- 1 Cabinet

Kitchen

- 1 Commercial Stoves
- 1 Refrigerator
- 1 Freezer
- Cabinets

Bedroom 1

- 1 double Bed with mattress
- 2 Twin Beds with mattresses
- 3 Chests of drawers

Bedroom 2

- 3 bunk beds with mattresses
- 1 Closet
- 1 chair
- 4 Chests of drawers

Bedroom 3

- 3 Bunk beds with mattresses
- 4 Chest of drawers
- 1 Small Chest
- 1 Chair

Bedroom 4

- 3 Bunk beds with mattresses
- 1 large Chests of drawers
- 1 chair

Bedroom 5

- 1 Double bed with mattress
- 1 Chest of drawers
- 1 closet
- 1 chair

Bedroom 6

- 8 Bunk beds with mattresses
- 3 Chests of drawers
- 1 Chair

Bedroom 7

- 5 Bunk bed with mattress
- 5 Chests of drawers
- 1 Chair
- 1 Closet

Bedroom 8

- 2 Double beds
- 1 Chest of drawers

Bedroom 9

- 2 Twin bed with mattress
- 5 Cribs with mattress
- 1 Chest of drawers

Bathrooms (4)

9 showers
1 baby bath
1 Bath tub
7 toilet bowls
1 urinal

Living Room (small)

1 living room set
1 TV
1 cabinet (floor)
1 cabinet (wall)
1 Refrigerator
1 small table
Book shelved/w books

Storeroom 1

Cleaning supplies
Misc. clothing etc
Personal Items

Bedroom 10

1 Twin Bed with mattress
1 desk
1 Closet

Bedroom 11

1 king-size beds with mattresses
1 Closet (walk in)
1 bunk bed
4 Chests of drawers

front porch

1 long bench

Storeroom 1

Tools

Back porch 1

1 long table
2 wash bowls
2 bench
1 ping-pong table