

# The St Jerome's Centre – Theory of Change

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## Name of Charity:

The St Jerome's Centre

## Location:

Nakuru, Kenya

## Mission:

“To provide **disadvantaged children and young adults** with residential care and **access to education**, cared for by **trained staff**, overseen by a **dedicated committee**”

as measured by:

- Appropriate enrolments and percentage of children in education for:  
“disadvantaged children and young adults with access to education”
- Annual staff training review and maintaining Kenyan registration for:  
“trained staff”
- AGM and maintaining UK registration for:  
“Dedicated committee”

## Vision:

“To bring hope and change to the lives of disadvantaged children and young adults”

## Theory of Change Overview

The St Jerome's Centre addresses poverty, neglect, abuse and lack of family support by providing residential care, education, and outreach support to vulnerable children. The work is structured around six strategic pillars:

1. **Children**
  2. **Staff**
  3. **Environment**
  4. **Outreach**
  5. **Finances**
  6. **Committee (Governance)**
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## Pillar 1: CHILDREN

### i) Background Support

#### **Problem:**

Children who enrol in the St Jerome's Centre have faced poverty, abandonment, neglect, and abuse, with limited access to sufficient care and education.

#### **Inputs:**

- Welcoming residential facility (housing, food, supervision)
- Trained staff (caregivers and managerial staff with counselling skills)
- Referral routes with District Children's Office, local schools and communities to identify needy cases

#### **Activities:**

- Provide full-time residential care for at least 20 children, with additional spaces available for emergency cases
- Provide emotional and developmental support
- Assess family situations, assist in family tracing and explore reintegration opportunities
- Support young adults transition into independence

**Outcomes (goals):**

- Appropriate enrolments at the St Jerome's Centre
  - Provide ongoing support for children and young adults within our care
  - Successful and considered family reintegration
  - Young adults leaving the St Jerome's Centre are able to live independently
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**ii) Education**

**Problem:**

Costly school fees restricting access to post-primary education

**Inputs:**

- Education funding (school and vocational course fees, materials)

**Activities:**

- Enrol each child into a local primary school
- Consider secondary education or vocational alternative
- Consider tertiary education where appropriate
- Monitor attendance and progress
- Consider career counselling

**Outcomes (goals):**

- All resident children complete primary school
  - Formulate a post-primary education policy
  - Learning resources are provided throughout
  - Young people gain qualifications and become self-sufficient adults
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## Pillar 2: STAFF

### **Problem:**

Caring for vulnerable children demands a well-trained, stable, and supported workforce.

### **Inputs:**

- Paid staff
- Provision of training programmes
- Trusted volunteers

### **Activities:**

- Annual staff 1:1s with committee board representative(s), preferably face-to-face but remote where required
- Annual contract and salary reviews
- Professional development and supervision provided by the St Jerome's Manager, overseen by committee board
- Frequent committee 1:1s with St Jerome's Manager
- Accessible routes of communication between employed staff and committee board

### **Outcomes (goals):**

- High level of staff satisfaction and wellbeing
  - High level of staff retention rates
  - Provision of fair living wage
  - Each staff member competent within their specific role
  - Children and young adults receive appropriate care
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## Pillar 3: ENVIRONMENT

### **Problem:**

Current infrastructure is deteriorating, resulting in regular problems

Under utilised Land asset (separate to the main residential site)

### **Inputs:**

- Residential buildings equipped for children, young adults and staff (water, electricity, sanitation, comfort, food preparation facilities, safe spaces to play and learn)
- Land for agricultural use

**Activities:**

- Maintain and upgrade living quarters, kitchens, and communal areas
- Improve sanitation systems, water supply and electrics
- Build/expand facilities based on demand (e.g. learning space, recreation, gardens)
- Explore uses for additional land asset

**Outcomes (goals):**

- Adequate maintenance of current buildings
  - Ensure building works are adequately managed by experts
  - Establish a purpose for additional land asset which serves the St Jerome's Strategy
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 **Pillar 4: OUTREACH**

**Problem:**

Many children in the wider community experience hunger, poor school attendance, and family instability.

**Inputs:**

- Partnerships with local schools, families and community
- Working with families of enrolled children

**Activities:**

- Provision of a school lunch programme for those in need
- Staff visits to local families in need, with ad-hoc support as required
- Support families with reintegration and follow-up visits

**Outcomes (goals):**

- Build trust and cooperation with the local community
- Provide lunch to select children at the local school

- Local families receive additional support within our means
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## Pillar 5: FINANCES

### **Problem:**

Ongoing service delivery and future growth require reliable, transparent and sustainable funding.

### **Inputs:**

- Sponsorship relationships and fundraising efforts
- Sufficient funds bank transferred from the UK to Kenya
- Sufficient reserve funds totalling a minimum of 3 month's running costs at all times

### **Activities:**

- Receipt of monthly sponsorship and individual donations
- Quarterly newsletters to mailing list (monthly sponsors and supporters)
- Email correspondence to sponsors and supporters
- Social media promotion
- Means of donation via website, with option of regular donations
- Participate in annual match-funding campaigns in partnership with Big Give
- Organise and facilitate fundraising events i.e. Charity Ball, sporting challenges
- Explore larger funding opportunities i.e. corporate sponsorship
- Apply to trust funds
- Monthly budget allocation and subsequent bank transfer, as reviewed by committee board
- Additional requests reviewed
- Maintain accurate and transparent financial records
- Annual accounting return as required by OSCR

### **Outcomes (goals):**

- Improve sponsor relations
  - Retention and growth of sponsorship income
  - Financial stability aligned to mission and vision
  - Close monthly deficit
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## Pillar 6: COMMITTEE (Governance)

**Problem:**

Governance is essential to ensure accountability, vision, and growth but volunteer-based committees may lack time capacity and specialist expertise.

**Inputs:**

- Pro-active committee board
- Policy documents
- Strategic partners and advisors as required

**Activities:**

- Committee tasks completed consistently
- Daily communication between committee, predominantly via WhatsApp
- Quarterly online meetings
- Annual General Meeting
- Documentation of all formal meetings
- Confidential documentation stored securely
- Provide oversight, review strategy, approve budgets
- Ensure compliance with safeguarding, legal, and operational standards
- Explore pro-bono opportunities for legal document reviews
- Paid accountancy services
- Outsource other resources as appropriate
- Annual trips to Kenya by at least one committee member
- Reasonable trustee expenses to be considered

**Outcomes (goals):**

- Regular meetings as specified
- High level of committee satisfaction and wellbeing
- High level of committee retention rates
- Annual committee presence at St Jerome's Centre

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Last Reviewed: June 2026 (by Lauren Shelvey, Trustee)

Next Review: June 2027