



MINISTRY OF LABOUR AND COMMUNITY REINSERTION

NATIONAL DIVISION OF SOCIAL SERVICES

**POLICY AND PROCEDURES
FOR
CHILD CARE CENTRES AND
BOARDING HOUSES**

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1. DEFINITIONS

CHILD Under the terms of the United Nations Convention on the Rights of the Child and under the Timor Leste Constitution a child is a person under 18 years of age.

ORPHAN A child whose father and mother have both died.

NOTE: Many people refer to orphans as children who have lost either father or mother but it has been agreed that 'orphan' should be a term for children who have lost *both* parents. Children with one parent who is unable to care for them must fulfil one of the other categories below.

CHILD CARE CENTRE An institution that provides accommodation and care for children who have one or more of the following backgrounds:

- Orphans
- Single Parent (father and/or mother) from poor family
- Separated children
- Neglected children
- Children who suffer from domestic violence or child abuse
- Children from homes where parents are unable to care for them due to ill health or poverty.

NOTE: There has been much discussion regarding the discrimination caused to children labelled with living in an 'orphanage'. Following consultations, the generic name should change in general usage to that of "Centru Hakiak Labarik" (Tetum), "Panti Asuhan" (Indonesia) and "Child Care Centre" (English). Institutions may have their own name but it should not include 'orphanage'.

BOARDING HOUSE An institution that provides accommodation with a primary objective of imparting an integral education:

- Open for children 13 years and above, with the objective of achieving an education, enabling a good future for themselves, including a balanced intellectual, social and spiritual development
- For children of Primary, Junior High and Senior High Schools, and University students.

GUARDIAN The person or persons with the legal responsibility for the care, protection, upbringing and development of the child, and will normally be the child's birth parents and be registered on the child's birth certificate and/or Baptism certificate: as guardianship of a child normally carries legal obligations change of guardian can only be made through a judicial process.

OPERATOR The owner and/or manager of an institution covered by this Policy. The operator holds primary responsibility for ensuring the registration and licensing of the institution and its compliance with the regulations which that Licence requires.

REGISTRATION

The formal requirement to register with the National Division of Social Services in order to operate an institution (Child Care Centre, Boarding House or similar institution accommodating children). The approval of a registration application results in the issuing of a Licence to Operate, and carries a requirement to comply with the accompanying regulations.

CHILD CARE PLAN

A documented plan developed by each institution for each resident child, which includes individual objectives and timeframes. Each plan is informed by a review process which includes the views, needs and interests of the child.

CHILD RIGHTS

Each of the rights as specified in the Articles of the United Nations Convention on the Rights of the Child.

CHILD ABUSE

Any and all forms of physical or mental violence, injury or abuse, neglect or negligent treatment, maltreatment or exploitation, including sexual abuse, while in the care of the parent(s), legal guardian(s) or any other person who has care and/or responsibility for the wellbeing of the child.

2. POLICY

2.1 INTRODUCTION

The National Division of Social Services under the Ministry of Labour and Community Reinsertion has developed the Policy and Procedures for Child Care Centres and Boarding Houses. This process was assisted by wide consultation with users and service providers including staff of Child Care Centres, Boarding Houses, Government, NGOs, UNICEF and children themselves. The consultation was a combination of individual interviews, visits to institutions and workshops. As a result the Policy and Procedures have been developed with attention to the views of users and service providers.

The Policy and Procedures are designed with the focus on children and the life experience that they should expect whilst living in a Child Care Centre or Boarding House. It is recognised that these children will be citizens contributing to the future development of society, and that they must be provided good care and education during their time in the institutions.

The Policy and Procedures address gaps in current management and administration of institutional child care in Timor Leste. The Standards (Section 5) are designed to provide direction and guidance for institutions, but these should not limit innovation and creativity in the provision of programmes. It is intended that the Policy and Procedures should enhance the professional practice of managers and carers.

2.2 LEGAL BASIS

The Policy and Procedures have been adopted by the Government, via decision of the Council of Ministers dated (>>to be inserted). Accordingly, they have formal status as Government policy (which includes the responsibility of the National Division of Social Services to implement the accompanying procedures), and are also designed to strengthen Timor Leste's compliance with its obligations under international agreements.

In particular, the Government of Timor Leste ratified the UN Convention on the Rights of the Child (CRC) on 10 December 2002. The State has an obligation to ensure that mechanisms are provided to protect children in institutions in line with the CRC.

Article 3

1. In all actions concerning children, whether undertaken by public or private social welfare institutions, courts of law, administrative authorities or legislative bodies, the best interests of the child shall be a primary consideration.
2. States Parties undertake to ensure the child such protection and care as is necessary for his or her well-being, taking into account the rights and duties of his or her parents, legal guardians, or other individuals legally responsible for him or her, and, to this end, shall take all appropriate legislative and administrative measures.
3. States Parties shall ensure that the institutions, services and facilities responsible for the care or protection of children shall conform to the standards established by

competent authorities, particularly in the areas of safety, health, in the number and suitability of their staff, as well as competent supervision.

2.3 THE POLICY

Family & Child

Family Responsibility to Care and Protect

The primary role for care of children is with their family and community. It is recognised and respected that for many children, care is provided not only by the birth parents but also the wider family and other members of the community.

It is recognised that children generally thrive best while living in their own family environment. Therefore it is desirable that a child lives with his/her family whilst receiving education, training or employment when possible. When a child resides in an institution, his/her education, training or employment should allow family contact to be sustained at a level to ensure continuity of family inclusiveness.

If a child resides in an institution, the family remains the carer with prime responsibility. Accordingly, institutions must ensure that they encourage families to take active responsibility for their children.

Vulnerable Families and Children

Where a child or family is in need of assistance there must be a priority to provide appropriate service and support to allow that child to remain in a family setting.

Children in need of Institutional Care due to social circumstances

Where a child is deemed in need of care provided by a Child Care Centre there must be an assessment of the child and the family situation to allow the best plan to be made for the child (*see Section 6: Placement & Management*). The assessment should give every consideration to the possibility of other family or community members caring for the child.

Planning a Placement in a Child Care Centre

Placements should be made to ensure that family contact is able to continue. The Child Care Plan should set goals and objectives for the child which include plans for his/her education, health and social needs. The Child Care Plan should include plans for family contact and goals for rehabilitation with his/her family (*see Section 6: Placement & Management*).

Children placed in Boarding Houses

Children reside in Boarding Houses with the purpose of achieving a good level of education. When developing plans for a child, consider the level of family contact that will be possible and the recognition of the importance of planning for this.

Home Visits

Placement in a Child Care Centre or Boarding House is a temporary measure, and the child's return to the family is an important goal. It is therefore important to encourage frequent contact between the child and his or her family. Accordingly, wherever possible, a child should reside in a situation which allows him or her to go home at least monthly.

Placements of Siblings

Where two or more children from the same family are in need of care, wherever possible they should be placed in the same institution to allow for continuity of their sibling relationship and support for each other.

Long Term Plans

Child Care Plans must look at long-term goals for children to ensure an integrated care plan. Consideration should be given to a child's age for long term planning. For younger children whom it is deemed not probable for a return to their families, consideration should be given to making an adoption or fostering placement to allow the child to experience a full family life (*see Section 6: Placement & Management*).

Child Participation

The child's opinion is paramount when making plans and children should be given opportunities to express their views. The child's opinion must be given due weight, according to age and maturity, when decisions are taken regarding his/her life.

Education Provision

Education should be provided for every child residing in institutions either on site or close-by to the institution.

Medical Provision

The institution must meet all medical needs for the child while in residence.

Discipline and Punishment of Children

The child is in an institution to be provided with care and protection. Institution staff must ensure that such care and protection are maintained.

It is not acceptable, in any circumstances, for children to receive any form of physical punishment, e.g. hitting or smacking, harsh work, or use of physical restraints (e.g. tying up or locking in a room). A child must not be subjected to emotional punishment, e.g. use of derisive names, loss of a meal, or scaring or taunting.

A distinction should be made between discipline and punishment. Discipline is one means of establishing modes of acceptable behaviour, and must be administered in a way which is humane and focussed on the child's positive development and learning. Punishment rarely fulfils a positive development purpose, and is not appropriate.

Confidentiality

All information regarding children – both written and verbal – should be treated as confidential and the institution should ensure that this is maintained.

Institutional Practice

Registration

The government should facilitate registration procedures for all Child Care Centres, Boarding Houses and other establishments in which children reside.

Minimum Standards of Good Practice

To ensure that minimum standards of good practice are adhered to, institutions are requested to follow the basic guidance given under *Section 3: Regulations* and *Section 5: Standards*.

The institutions will receive monitoring visits from the National Division of Social Services to ensure that these standards are maintained.

Allegations of Child Abuse

Any allegations of child abuse should be taken seriously and the institution's child protection policy followed. After initial enquiries by the institution, if there are grounds for concern, the abuse should be reported to the police or the National Division of Social Services, for further investigation.

3. REGULATIONS

3.1 GENERAL MANAGEMENT & OPERATION

1. Institutions must be registered with the National Division of Social Services. If the institution was established prior to September 2002, registration must be applied for by June 2005. For all other institutions registration must be applied for prior to operating as outlined in *Section 4: Registration*.
2. The registration certificate (Licence to Operate) must be displayed in the institution's office.
3. The institution must have Statutes and Rules of the Association.
4. The institution must have sufficient funds and ability to show that provision of funds will continue.
5. The staff of every institution must meet the minimum staffing requirements as outlined in the *Section 5: Standards*.
6. Each staff member must be registered with the institution and include name, address, identity card or passport number, sex, age and qualification.
7. It is the operator's responsibility to ensure that staff are suitably trained or experienced in their job.
8. The operator must ensure that all fire regulations are complied with and that there is a fire drill carried out once every month.

3.2 STRUCTURAL REQUIREMENTS OF INSTITUTIONS

9. The operator of the institution must possess one of either of the following certificates:
 - proof of ownership, certificate of land and buildings, as appropriate.
 - use of land certificate as provided by the Lands and Property Department.
10. All buildings and land must be kept in a good state of repair.

3.3 HEALTH & SANITATION

Sanitation

11. Toilet should be separate from bathroom.
12. Separate toilet facilities must be provided for boys and girls.
13. Maximum of 10 children per toilet.
14. Must be a standard design for each toilet.
15. Toilet facilities must be kept in a clean order at all times.
16. There are appropriate wash tanks.

Health

17. The institution should be located within 3 kilometres of a community health centre, or have a qualified nurse within the institution.
18. There should be a first aid kit available at all times as detailed in the *Section 5: Standards*.
19. One member of staff must have at least basic medical or first aid training.
20. If there is any reason to suspect a case of infectious disease in the institution the operator must ensure that this is reported to the nearest medical facility.
21. Any child suffering from an illness or injury must be taken to a medical practitioner.
22. There must be a specific room with at least one bed for medical treatment.

Nutrition

23. Food must be prepared in a kitchen providing clean conditions.
24. Provision of food must be of a nutritious diet as outlined in the *Section 5: Standards*.

3.4 SUPERVISION & CARE

25. Every child must be registered in the institution.
26. Every child must have an individual file as outlined in *Section 6: Placement & Management*.
27. Every child must have a child care plan in the file as outlined in the *Section 6: Placement & Management*.
28. It is the right of every child to maintain contact with his/her family and arrangements for this must be shown in each child's file.
29. Child Care Centre staff must strive towards full reintegration of every child with his/her family in the child's best interest, as outlined in *Section 6: Placement & Management*.
30. Staff must provide love and affectionate care.
31. Every child should be treated as an individual, and their ethnic, cultural or religious background provided for in their care.
32. If the children break rules, they should be disciplined in an appropriate manner which aims to facilitate learning, understanding and rehabilitation.
33. It is not acceptable for children to receive any form of physical punishment, e.g. hitting or smacking, harsh work, or the use of physical restraints (e.g. tying up or locking in a room).
A child should not be subjected to emotional punishment, e.g. use of derisive names, loss of a meal, or scaring or taunting.
34. Children's work must not exceed the hours stipulated in *Section 5: Standards*.
35. Members of staff must in no circumstances enter into a sexual relationship with a child: this would normally constitute sexual assault and/or a criminal offence, regardless of whether or not the child's 'consent' to that liaison is claimed.

3.5 PROVISION OF ACTIVITIES

36. Institutions must provide formal education either on-site or by attendance at a nearby school.
37. Non-formal education must be provided by the institution in line with *Section 5: Standards*.
38. It is the institution's responsibility to ensure all activities are provided for in a safe environment.
39. All activities should be supervised by an appropriate staff member.
40. Activities must be appropriate to the ages of the children involved.

3.6 CHILD RIGHTS

41. All rights of the child in line with the United Nations Convention on the Rights of the Child must be respected.
42. There must be no discrimination to children on grounds of race, creed, colour or religion.
43. The operator must ensure that the child's religion is respected and provision made to enable the child to follow their religion, including provision of religious activity for children whose religion is different from the majority.

3.7 CHILD PROTECTION

44. A commitment to children's rights in general also means a commitment to safeguard the children with whom we work.
45. The views and wishes of children should always be sought, listened to and taken seriously.
46. Ensure that all staff and others are aware of the problem of child abuse and the associated risks to children.
47. Staff must report all concerns about possible abuse to the institution's management.
48. Managers must respond appropriately when abuse is discovered or suspected. See separate guidelines on child abuse procedures.
49. Following initial enquiries by the institution, if there are grounds for concern the abuse should be reported to the police or National Division of Social Services, for further investigation.
50. In all cases of child abuse, the right of the child to be treated with respect and dignity shall be ensured.

4: REGISTRATION

4.1 INTRODUCTION

It is recognised by government and institutions that a process of registration is required to ensure that institutions are monitored, thereby ensuring that all children who live in institutions are afforded a minimum basic standard of care.

Upon successful application for registration an institution will be issued with a Licence to Operate.

This section outlines the requirements and the procedure that will be followed.

It should be noted that all references to days (in terms of periods of time within which actions need to occur) are to *calendar* days rather than to *working* days.

4.2 GENERAL REQUIREMENTS

Prior to application to operate a Child Care Centre or Boarding House the operator shall ensure that the institution or organisation can meet the following requirements.

1. The organisation or institution has a statement, clearly outlining the objectives of the Child Care Centre or Boarding House.
2. The institution must clearly define the age, sex and any particular category of children to be catered for.
3. The institution must have information outlining the programme that it can or will provide for children. This shall include formal and non-formal education, health, and recreational activities.
4. The organisation must either own the land and property or have received approval for the use of the land and property, from the Land and Property Department.
5. The institution has the financial capacity to provide for children in its care and can demonstrate that this will continue.

4.3 PROCEDURE FOR REGISTRATION & ISSUE OF LICENCE

6. The institution or organisation shall file interest with the Regional Social Services Office. In the transition period prior to a Social Services Office opening in the applicable Regional, the applicant should go to either the District Administrator or the central office of the National Division of Social Services, Ministry of Labour and Community Reinsertion, Dili.
7. The applicant shall be provided with an Information Pack which shall include the following:
 - definitions
 - policy statement

- regulations for Child Care Centres and Boarding Houses
- registration of institutions that provide accommodation and care for children
- standards for child care: institutions that provide accommodation and care for children
- placement of children and child care plans
- applications to operate a Child Care Centre or a Boarding House
- list of documents required to accompany the application.

If required more information can be obtained from the Regional Office of the National Division of Social Services, or in the central office of the National Division of Social Services.

8. The institution or organisation shall complete Application *Form R1* or *Form R2* and submit it to the Regional National Division of Social Services Office or to the District Administrator, who shall issue the applicant with a written and dated record of receipt of the application and maintain a copy of that record of receipt.

Step 8 must be completed by a new institution, expansion of an institution or a previously unregistered institution.

9. The institution or organisation must facilitate a meeting, inviting members of the local community to participate in a discussion about the institution, its appropriateness in the community and use of the land. This meeting shall be attended by the Chefe de Aldeia or Chefe de Suco and a member of staff from the District Administrator's Office.

10. The District Administration shall prepare a report that must be signed by:

- the District Administrator or his representative
- the Chefe de Aldeia or Chefe de Suco (where appropriate)
- the Head of the organisation or institution.

The report shall indicate that the local community either is or is not in agreement with the institution being built or developed.

If the community approves the use of the land and property and a report has been filed, the procedure can continue.

If the community disapproves the use of the land and property, the District Administrator shall oversee any further discussions and make the final decision. Only after a positive decision can the procedure continue.

That is, the procedure can continue either with the community's approval, or else with the approval of the District Administrator. In both situations, the District Administrator forwards his or her report and the institution's application (*Form R1* or *Form R2*) to the National Division of Social Services without undue delay: this should occur within 14 days of the meeting referred to in step 9.

11. The National Division of Social Services shall visit the institution. The institution must be able to demonstrate that it is able to meet the required standards as laid out in *Section 5: Standards*. This visit shall occur within 14 days of the District Administrator's report being received by the National Division of Social Services.

The institution shall have the following documents available during the visit:

- Property Ownership Certificate *or* Certificate of Use (from Land and Property Department)
 - the organisation's philosophy, constitution and/or rules
 - list and profile of all staff and volunteers
 - register of all children available for inspection
 - financial plans and accounts for the current and incoming year
12. The National Division of Social Services shall advise the institution – via Assessment Report *Form R3* – of any improvements required (with a copy provided to the District Administration) within 14 days of the visit to the institution. The Report shall provide a time limit for meeting the necessary requirements.
 13. For institutions which do not immediately meet the standards a further visit must be carried out either by the National Division of Social Services or the District Administrator's Office to ensure the required improvements have been carried out to meet those Standards. Following any subsequent visits an Amendment to the Assessment Report *Form R4* shall be provided to the National Division of Social Services and a copy forwarded to the institution within 14 days of that visit.

Steps 14 – 17 are in the case of a building that is in the planning or building stages.

14. The National Division of Social Services shall visit the institution and inspect its plans and preparations. The institution must be able to demonstrate that it will be able to meet the required standards as laid out in *Section 5: Standards*. This visit shall occur within 14 days of the District Administrator's report being received by the National Division of Social Services (*viz.* parallel to step 11 above).
15. As per step 12 above.
16. As per step 13 above.
17. The National Division of Social Services must visit once the building is completed and prior to final approval of the Licence to Operate.
18. Following a successful Assessment Report *Form R3* the National Division of Social Services will provide the Licence to Operate to the District Administration for presentation to the institution.
19. At any stage in the process the District Administration or the National Division of Social Services can decide that the institution has failed to meet the requirements. A report must be sent to the institution or organisation giving the reasons for the refusal of a Licence to Operate a Child Care Centre or Boarding House.
20. An existing institution (including one seeking a renewal of its licence under step 21 below) shall be advised that it has a period of up to 180 days to meet the specified minimum requirements to the satisfaction of the National Division of Social Services. In the event that the institution still fails to meet those minimum requirements, then a final decision to license or not license shall be made by the Minister for Labour and Community Reintegration, taking into account the conditions of care for the children, the availability of other suitable options, the demonstration by the institution of current efforts to meet those requirements, and its plans to do so within a reasonable period of time.

21. The Licence to Operate a Child Care Centre or Boarding House must be displayed in the institution's office.

4.4 RENEWAL OF LICENCE

1. An institution will be required to apply every 3 years for renewal of the Licence to Operate a Child Care Centre or Boarding House. The institution will not be required to comply with step 11 above, unless there have been concerns raised by the community in respect of the institution.
2. The Application for Renewal Form R5 should be forwarded to the Regional Office of the National Division of Social Services (or, if there is no such office in the District, the District Administrator's Office) at least 30 days prior to the expiry of the Licence.
3. The Division may decide to conduct an inspection of the institution prior to renewing the Licence.

4.5 REVOKING OF LICENCE

A registered institution that plans to cease operations is required to report in writing to the National Division of Social Services or the District Administrator at least 30 days before termination of its operation, unless due to suspension or revocation of its Licence as below.

1. The National Division of Social Services is responsible for carrying out periodic monitoring visits (*see Section 7: Monitoring*). If the report from any visit raises concerns the institution shall be advised in writing and provided with advice on measures needed to comply with the requirements in *Section 5: Standards*. The institution shall be provided with a copy of the monitoring report.
2. The institution shall be given 90 days to comply with the requirement.
3. If the institution is unable to comply with the said requirement within 90 days the Licence will be revoked by decision of the Minister for Labour and Community Reintegration.
4. In the situation of the Licence being revoked the National Division of Social Services is responsible for ensuring that all children from the institution are either returned to their families or found alternative suitable placements.
5. The institution or organisation will be required to surrender its Licence to Operate to the National Division of Social Services or the District Administrator.
6. All records pertaining to the case against an institution shall be strictly confidential. No matters relating thereto will be disclosed unless the matter has been authorised by the Director of the National Division of Social Services and henceforth the results made available to the public.

4.6 APPEALS OR COMPLAINTS

1. Any institution that wishes to appeal against the decision of the National Division of Social Services or to complain about some aspect of the process shall lodge this in writing with the District Administrator or the National Division of Social Services.

That appeal or complaint must be made within 30 days of the disputed decision or action.

2. A Review Committee shall deal with any appeal or complaint received in accordance with step 1. The Review Committee shall consist of the following members.
 - chairperson – Director of Social Services or his/her deputy,
 - representative from the District Administration in the locality of the institution, and
 - representative of the NGO Forum.
3. The Review Committee shall investigate and collate the following information:
 - validation of data
 - any supporting evidence
 - statements from any other parties
 - input from agency staff, local administration staff and clients
 - any other activities that would expedite the investigation.
4. The Review Committee shall prepare and submit a report together with any supporting evidence within 7 days of the completion of the investigation. Unless special circumstances exist, the Review Committee shall complete its investigation within 30 days of the receipt of the appeal from the institution.
5. If the Review Committee has found the complaint to be valid a Formal Hearing shall be held within 30 days of the report.
6. If the Review Committee has found the complaint to be not valid the case shall be dismissed.
7. The complainant shall be informed of the decision (as per step 5 or 6) within 7 days after the completion of the report.
8. The Formal Hearing will consist of the Review Committee and the complainant. The Chairperson will ensure that all appropriate evidence is available at the Hearing.

It is intended that the Hearing process shall be conducted in a conciliatory – rather than an adversarial – manner. The Chairperson shall ensure that the complainant is provided sufficient opportunity to address the grounds for the appeal or complaint, as well as any grievance with the findings of the investigation and report.
9. The Review Committee will produce its final report, and provide such written report to the complainant, within 14 days of the final decision.

5: STANDARDS

5.1 INTRODUCTION

The standards outlined in this section refer to the provision for caring for children in Child Care Centres and Boarding Houses. They describe ‘ideal standards’ of good practice as well as ‘minimum standards’. It is recognised that funding will not always allow this high ‘ideal standard’ to be achieved and therefore the minimum standards are defined that institutions are required to meet, to enable protective and good developmental care of children in institutions.

5.2 INSTITUTION BUILDINGS & FITTINGS

ITEM	IDEAL STANDARD	MINIMUM STANDARD
Location of Building	Close to school, market, church and medical facility	
	Away from main roads because of risk to children’s safety	
	Water and electricity on site	Close to water supply and electricity on site
	Situated away from any potential natural disaster	
	Must ensure safety for children	
Building	Designed for the purpose of accommodating children	Good standard of building that has been adapted and decided by Public Works.
	Has the capacity for housing the number of children anticipated	
	Must be of sound condition to ensure safety of children	
	Must have sufficient water supply to satisfy the children/institution needs	
	Must provide separate facilities for boys and girls.	
	Has a fire alarm and fire extinguisher installed	Method of informing all occupants in the event of a fire
Bedroom	Every child should have a separate bed	Every child over the age of 12 years must have a separate bed
	2 metres between each bed	1.5 metres between each bed
	Every child has a cupboard for storing clothes and personal items	Every child must have their own shelf or area for storing clothes and personal items
	Every bed must have mattress, pillow, cover sheet and under sheet, and blanket	
	Every bed must have a mosquito net in good condition (except in mountain areas)	

	The bedroom should have windows that allow access to wind and sunshine.	The bedroom must be well ventilated
Study Room	Tables and chairs for every child	Sufficient tables and chairs to allow children to study
	Adequate lighting and ventilation to ensure children's eyes are not damaged	
	Provision of bookcase, notebooks, text books in accordance with children's ages and level of education	Provision of notebooks and basic text books
	Black board or white board	
	Painting and drawing materials	
	Age appropriate toys for younger children	
Kitchen	Area for cooking	
	Area for preparing food	
	Facilities for washing dishes	
	Food store	
	Cooking instruments	
	Cooking utensils	
	Cupboard for storing dishes and utensils etc.	Shelf for storing dishes and utensils etc.
	The kitchen must be of a high standard of cleanliness	The kitchen must be of a good standard of cleanliness
	Smoke ventilation and smoke alarm	Smoke ventilation
	The kitchen in a separate building from bedrooms	The kitchen located well away from bedrooms
Dining Room	Separate room for use at mealtimes	Area of room for use at mealtimes
	Sufficient tables and chairs for all children	
	Sufficient quantity of eating dishes and utensils for every child	
Store	Sufficient size for all necessary food and equipment	
	The store should have a refrigerator to preserve perishable food	
	A high standard of cleanliness	A good standard of cleanliness
Bathroom	Separate bathroom for boys and girls	
	Bathroom should provide privacy	

	Maximum 5 children per water tank or bathing area	Maximum 7 children per water tank or bathing area
	Water tanks must be changed at regular intervals and cleanliness maintained	
	Rubbish Bin in each room	
Toilet	Separate bathroom for boys and girls	
	Toilet should be separate from the bathroom	
	Maximum 5 children per toilet	Maximum 10 children per toilet
	Each toilet must have a water tank	
	Toilet should be close to bedrooms	
Medical Facilities	A specific room for medical care with one bed kept for medical treatment	
	Locked store or cupboard for medicine	First aid kit in locked cupboard
	Located within 3 kilometres of medical services or have a qualified nurse in the institution	Located within 5 kilometres of medical services or have a qualified nurse in the institution
Chapel	A room for worship appropriate to the religion of the child	
Office	An office to enable administration of the institution	
	A locked filing cabinet for children's records, to ensure confidentiality	
	The office should have a clear organisational chart	
Play Area and Grounds	Outdoor space for children to play	
	Area to plant flowers to provide pleasant environment	
	For safety reasons the play area should be fenced	
	Trees to provide shade for children	
	Swings, slides and/or other play facilities should be provided	
	It should be large enough and available for: Sports (volley ball, basket ball and badminton)	
	There must be indoor space for children to play in rainy season and facilities should be provided e.g. art materials and musical instruments	There must be indoor space for children to play in rainy season

	The area must be kept clean from thorns, pieces of glass, etc
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5.3 CARE PROVISION FOR CHILDREN

ITEM	IDEAL STANDARD	MINIMUM STANDARD
Home Visits	Home visits are essential for children to keep contact with their families and community	
	Home visits occur at least monthly, with the additional opportunity to visit family on holy days and holidays	All children have the opportunity – and are encouraged – to visit family at least every three months
	The institution has responsibility to arrange the home visit including transport to the family home	
	The family has responsibility for the child during his/her visit and for his/her return to the institution	
	Every assistance should be given for a child to visit home but if this is not possible then a child should be provided with special recreational activities when other children go home	
	Time spent with the family must be of the highest priority and should not be relegated due to other demands	
Safety of Children in the institution	Children under 5 years must be supervised by an adult; for short periods they can be left in the care of a child over 12 years	
	For children 12 years and under a responsible adult must sleep overnight in the same building as the children	
	Children under 13 years should not be left alone with cooking facilities or other open fires	
	Particular care must be taken to ensure young children are protected from danger – roads, fires, electrical appliances and other identified dangers in the vicinity of the institution	
Psychological Well-being of Children	A key person must be assigned to each child, and is responsible for ensuring that the child's needs are met	
	The key person must meet with the child at least once every month	
	The child should be aware of this person and be able to approach them when they have any personal concerns	
Medical Provision	A qualified nurse on site	A person trained in first aid
	Basic medicines and first aid kit (see Appendix I) housed in locked cupboard	
	Good co-ordination with health agencies and children receiving a physical consultation at least once every 6 months	
	If a child has symptoms giving concern for health he/she must be referred to a medical practitioner	

Institutional Hygiene	The institution and grounds must be kept clean	
	Facilities must be provided to dispose of rubbish; children must be taught how to dispose of rubbish appropriately	
	There must be water and appropriate sanitation	
	Bathrooms and toilets must be kept clean at all times	
	Kitchen must be kept clean at all times and appropriate care taken to ensure food is prepared in a clean environment	
	Children should be taught to utilise the garden to plant flowers, vegetables etc. for daily needs	
Personal Hygiene	Children should be provided with appropriate materials and taught to observe good personal hygiene	
	Children should visit dentist at least once every 6 months	Children should visit dentist at least once every year
Clothing	Every child should have: school uniform; clothes for church; clothes for play; sport clothes; sleep wear.	Every child should have: clothes for church; clothes for play; sleep wear.
	Two sets of shoes and socks	One set of shoes and socks
	One pair of sandals	
	Sheets and towels	
Nutrition	Children should receive a balanced nutritional diet (see Appendix II for suggestions) which should include protein, fat, vitamins and minerals; they should receive 3 meals per day	
Non-formal education	Sport opportunities must be provided for boys and girls	
	Variety of sports provided for, e.g. <ul style="list-style-type: none"> • Volley ball, Basketball, Football • Field sports, Badminton, Ping-pong 	Minimum of 2 different sports available from: <ul style="list-style-type: none"> • Volley ball, Basketball, Football • Field sports, Badminton, Ping-pong
	Appropriate activities and non-formal training must be provided for boys and girls	
	Activities and non-formal training provided for e.g. Basic sewing (hand and machine), Embroidery, Basic computer, Music – instruments and singing, Carpentry, Basket weaving	Minimum of 2 activities provided for from: Basic sewing (hand and machine), Embroidery, Carpentry, Music – instruments and singing, Basket weaving

Children's Work Contribution	It is educational for children to have some work responsibilities, however: <ul style="list-style-type: none"> • work must not disturb their time for studying, education or non-formal education • work must not give any risk to health • children must have time for recreation or play every day
	Children aged 5 –12 years may work for a maximum of 1.5 hours per day and they should not work every day; they may work in the following areas: cleaning house, tidying up bed, washing dishes, cleaning vegetables and uncooked rice, watering vegetables and plants, collecting rubbish
	Children aged 13 years and over may work for a maximum of 2 hours per day and they should not work every day; they may work in the above and the following areas: sewing, assisting in preparing meals, assisting with cooking, cutting and collecting wood, planting vegetables, raising animals, making fences
	Consistent with the Labour Code of Timor-Leste, children under the age of 15 years may not carry out any work other than 'light' work (including not being required to carry wood or sacks of food or water containers, or cut wood, or handle boiling water or fire, etc), and children aged 15-17 years may not be engaged in dangerous or hazardous work (to their health, safety or morals).

5.4 STAFFING

For an institution to provide child care and education it is crucial to have a high quality of staff. The children who are cared for deserve nothing less. Institutions must ensure that staff can meet the criteria for the job that they are asked to do. All members of staff must meet the following characteristics:

- have a caring attitude (like a father or mother),
- be able to co-operate with other staff in the team,
- be able to maintain confidentiality, and
- be able to work in a transparent manner.

It is essential that competent personnel care for children. Guidance as to the level expected is detailed below. Staff should be provided with clear job descriptions.

Consideration is required to be given to the ratio of staff to children. As a general principal there should be a minimum of:

- 1 staff to 10 children when the children are under 10 years of age
- 1 staff to 15 children when the children are 10 –14 years of age
- 1 staff to 20 children when the children are 15 – 17 years of age.

Where there are students in Boarding Houses (18 years of age and over) who have some responsibility for childcare, a member of staff must have overall designated responsibility. There should be adherence to the general guidelines on ratios and on the young person's aptitude to care for younger children. If a student is given responsibility for caring for children the ratio should be lower than that quoted above.

The qualities that should be possessed by various staff in the institution are described below.

Managerial Staff	Ability to manage people, resources and finances Capacity to lead and inspire motivation in the staff team Possess the confidence to provide discipline Experience of working with children Have a caring disposition Competence in programme design Ability to solve problems Minimum of 30 years of age
Education Staff (where appropriate in Boarding Houses)	Level of education commensurate with age group being taught Teaching Experience Relevant knowledge in the subject area Minimum 22 years of age
Care Staff	Have a caring disposition Able to provide the love and care of substitute parents Show an attitude of fairness and justice Have a mature attitude Competence to manage tasks as assigned Show a responsible attitude towards the children A willingness to work within a team Minimum of 20 years of age

APPENDIX I MEDICINES & FIRST AID

Medical Management

Every Child Care Centre and Boarding House:

- must have an adequately stocked and securely locked First Aid Kit located where it is accessible to staff;
- should identify a health clinic or hospital, and doctor, who is readily accessible in the event that medical treatment is required;
- must ensure that there is at least one member of staff who is trained in first aid and the basic administration of medicines; and
- should arrange regular visits by medical and dental professionals for routine check-ups of resident children: this is an important aspect of a preventative health strategy, and should occur at least 6-monthly and, preferably, at least 3-monthly (medical) and at least annually and, preferably, at least 6-monthly (dental).

First Aid Kit

The First Aid Kit should contain, as a minimum, adequate (bearing in mind the size and ages of the population) supplies of:

- analgesics and pain killers;
- anti-allergy medication;
- antiseptic solution and creams;
- (where appropriate) emergency supplies of female sanitary items;
- thermometer; and
- cotton and plaster, scissors and tape.

A staff member – normally the person with first aid training – should monitor the contents of the Kit (maintaining an inventory and ensuring that stocks are replenished) on a weekly basis.

Medical Administration

Any prescribed medicines need to be recorded (including name of prescribing doctor/dentist, name of medicine, dosage/frequency, duration of medication). These details should be available to staff who are required to administer dosages (including out-of-hours), and a copy included on the child's File (see Section 6.4).

When a child is suspected of having a *communicable* or a *contagious* disease (eg. tuberculosis, scabies), immediate medical diagnosis and treatment are essential. If confirmed, the institution's manager must be immediately notified, and the child isolated from other children. This may include separately storing and cleaning the child's personal effects (eating implements, clothing, etc). An isolated child should not be returned to 'normal' living quarters until cleared by a medical officer.

APPENDIX II NUTRITIONAL INFORMATION

Children should receive a balanced nutritional diet. Children should receive a selection from *each* of the four columns *every* day.

FOOD	DRINKS	FRUIT	SNACKS
Cooked rice	Milk	Banana	Banana fritters
Vegetables	Milo	Papaya	Boiled new corn
Meat	Juice	Pineapple	Biscuit
Egg	Tea	Mango	Boiled cassava
Fish	Water	Custard apple	Green beans porridge
Pulses			Butter
Corn			
Bread			
Oil			

Children should receive meat, egg or fish at least once per day.

The following is a menu suggestion for 3 days.

	MORNING	MID-DAY	EVENING
Day One	Fried rice Salted fish Sweet tea	Cooked rice Variety of side dishes (meat or fish) Kangkung Fruit Water	Cooked rice Egg Pumpkin and kangkung Water
Day Two	Green bean porridge Vegetable Water	Boiled corn Pork or beef Peanut Pumpkin Water	Cooked rice Sardine Vegetables eg. eggplant and amaranth Water
Day Three	Cooked rice Milo and water	Variety of side dishes (meat or fish with rice) Pumpkin Corn Fruit Water	Cooked rice Kangkung and beans Egg Water

6: PLACEMENT & MANAGEMENT

6.1 INTRODUCTION

The procedures in this section apply to the consideration for placement of a child in an institution, and the subsequent management of the child within the institution. This includes the assessment of the child's circumstances prior to placement, the child's registration within an institution, and the development and application of Child Care Plans.

It is essential that the importance of the family and community be recognised, and given primary consideration when assessing the appropriateness of a child being placed in a Child Care Centre or Boarding House. These procedures have been developed with that consideration in mind.

The requirement of Child Care Plans and Child Care Reviews supports staff in assisting each child and his/her family to plan for the child's future. It also provides a mechanism for staff to ensure that plans for a child are adhered to.

In the following procedures, reference is made to the Regional Social Service Office. In those areas where there is not yet such an Office, the matter may be dealt with by the National Division of Social Services Regional Co-ordinator (currently Baucau, Maliana and Oecusse) or the National Division of Social Services, Ministry of Labour and Community Reinsertion in Dili.

6.2 PLACEMENT OF CHILDREN IN CHILD CARE CENTRES

Children are referred from many different avenues to a Child Care Centre and, except in the instance of an emergency, the following procedures must be adhered to.

1. The Child Care Centre receives the name of a child being referred for placement.
2. The institution makes enquiries and if possible makes an initial visit to the family to conduct a preliminary assessment of the child's situation.
3. The institution informs the Regional Social Service Office or Section of Social Economy in the District Office. This is done on Referral for Placement *Form P1*.
4. A member of staff from the Regional Social Services Office or Section of Social Economy arranges to visit the child in his/her current home for the purpose of conducting an assessment. A member of staff from the Child Care Centre accompanies the worker for this purpose.
5. The assessment staff visit the child's home and meet with the following people:

Essential:

- the child
- the mother and father if available
- guardian or other caregiver if appropriate

As appropriate, depending upon circumstances

- other family members
 - Head of Village
 - Head Teacher of local school
 - members of community
 - Priest or Sister in home area
 - other church official.
6. The assessment examines the situation of the child and principally assesses any possible alternatives.
- Consideration must be given to whether the child could stay with their family or others in the immediate community in recognition that children generally thrive better in their own families and communities. Consideration shall be given to the possibility and appropriateness of assistance being given to the parent or guardian to allow the child to stay in the community.
7. The assessment considers the child's social development, health and educational needs.
8. The assessment considers the child's cultural background, religion, disability and any other special needs.
9. The assessment considers the following:
- is the placement considered long or short term?
 - what are the plans to ensure continuity of family inclusiveness?
 - what are the plans for family reintegration?
 - what is the feasibility of adoption or fostering, particularly in the case of young children?
 - what are the goals of the placement for the child?
10. The assessment identifies the responsibility of the family and considers its role in ensuring continuity of family inclusiveness for the child.
11. During the assessment, if the child is of an age to understand, he/she must be given an opportunity to make his/her views known. To allow the child to speak freely, it will normally be necessary and desirable to make an opportunity for the child to speak away from others.
12. An Assessment for Placement *Form P2* shall be completed and copies held by the institution and the Section of Social Economy, and the original sent to the Regional Social Services Office.

The Section of Social Economy or Regional Social Services Office have the responsibility for completing this form, which shall be accompanied by the following documents:

- original Referral for Placement *Form P1*
 - Birth Certificate of the Child (or Baptism Certificate where Birth Certificate not available)
 - statement from the parents or other primary caregiver.
13. A recommendation shall be made on the Assessment for Placement *Form P2* as to whether a child needs to be placed in a Child Care Centre. If the recommendation is for

a placement, then the proposed Child Care Centre should be named. To allow for the child to maintain frequent contact with the family the child should be placed in the Child Care Centre nearest to the family home. If a Child Care Centre at some distance is recommended, the reasons justifying this must be provided.

14. The Regional Social Service Office must provide its approval prior to any child actually moving to the Child Care Centre.
15. Upon the child being received into the institution, Registration *Form P3* shall be completed and sent to the District office for attention of the Regional Social Services Office.

Placement in Emergencies

The following categories constitute reasons for an emergency placement:

- child is being abused by their caregiver and is in immediate danger
- child's caregiver is ill and basic care cannot be provided in the child's community
- child has been abandoned and the whereabouts of his/her parents are unknown.

16. In the case of a child in one of the above categories being admitted to a Child Care Centre, Emergency Placement *Form P4* shall be completed and sent to the Regional Social Service Office within 72 hours.
17. Steps 4 – 13 above shall be carried out within 14 days, including the completion of Assessment for Placement *Form P2*.
18. If the decision is for the child to return to his/her parent or guardian, the child shall be returned within 7 days.
19. If the decision is for the child to remain at the Child Care Centre, Registration *Form P3* shall be completed to confirm the child's registration.

6.3 PLACEMENT OF CHILDREN IN BOARDING HOUSES

Predominantly, children are placed in Boarding House with the objective of their being able to receive a good quality of education. Some children are placed in Boarding Houses for reasons of the family's lack of capacity to provide for the child. As with Child Care Centres, it is essential that each child's situation is assessed to determine his/her needs and best interest.

1. The Boarding House receives the name of a child for referral.
2. The institution meets with the family and the child either at the Boarding House or in the family home.
3. The institution staff carry out an assessment, which includes consultation with the following people, either at the Boarding House or in the child's home.

Essential:

- the child
- the mother and father if available
- guardian or other caregiver if appropriate

As appropriate, depending upon circumstances

- other family members
 - Head of Village
 - Head Teacher of local school
 - Priest or Sister in the home area.
4. In the case of a child being admitted because of the family's economic situation, the assessment shall examine the situation of the child and principally assess any possible alternatives.

Consideration must be given to whether the child could stay with their family or others in the immediate community. Consideration shall be given to the possibility and appropriateness of assistance being provided to the parent or guardian to allow the child to stay in the community.
 5. The assessment shall consider geographic limitations and the importance of the child maintaining contact with his/her family.
 6. The assessment shall consider the child's social development, health and educational needs.
 7. The assessment shall consider the child's cultural background, religion, disability and any other special needs.
 8. During the assessment the responsibility of the family shall be identified and their role in ensuring continuity of family inclusiveness for the child.
 9. During the assessment, the child must be given an opportunity to make his/her views known. To allow the child to speak freely, it will normally be necessary and desirable to make an opportunity for the child to speak away from others.
 10. In the event of a child being admitted to the Boarding House, an internal assessment report shall be kept in the child's file, accompanied by the following documents:
 - Birth or Baptism Certificate of the Child
 - statement/permission from the parents or other primary caregiver.
 11. In the event of the assessment being that the child shall stay with his/her family, if appropriate the child may be referred to the Regional Social Services Office for family assessment.

Placement in Emergencies

The following categories constitute reasons for an emergency placement:

- child is being abused by their caregiver and is in immediate danger
- child's caregiver is ill and basic care cannot be provided in the child's community
- child has been abandoned and the whereabouts of his/her parents are unknown.

12. In the case of a child in one of the above categories being admitted to a Boarding House, steps 2 – 11 shall be carried out within 14 days.
13. If the decision is for the child to return to his/her parent or guardian, the child shall be returned within 7 days.
14. If the decision is for the child to remain at the Boarding House, no further placement action needs to be taken.

6.4 CHILD CARE MANAGEMENT

Registration of Children

CHILD CARE CENTRES	BOARDING HOUSES
Every child must be registered with the Child Care Centre.	Every child must be registered with the Boarding House.
Every child must have Registration <i>Form P3</i> sent to the Regional Social Services Office. This will be in force for every child who enters a Child Care Centre from 1 January 2003.	
The Child Care Centre must keep a register of all children residing in the institution	The Boarding House must keep a register of all children residing in the institution
A copy of this register must be supplied when submitting an Application to Operate <i>Form R1</i> .	A copy of this register must be supplied when submitting an Application to Operate <i>Form R2</i> .
Thereafter an updated copy of the register must be supplied to the Regional Social Service Office by end of June and end of December every year.	Thereafter an updated copy of the register must be supplied to the Regional Social Service Office by end of December every year.

Children's Files

The institution must keep a file on each individual child. The file shall contain the following documents:

Child's Profile:	Name, date of birth, family address, parent's or guardian's details, religion, any other personal information.
Health Record:	Details of any health or medical needs. Space allocated to record any details of visits to medical services and record of medication given.
Assessment Report:	Original placement assessment report.
Child Care Plan:	As detailed below.
Child Care Reviews:	A report of each Child Care Review, as detailed below.
School Reports:	School reports as appropriate to the child's age and school attended.
Communication:	All communication concerning the child.
Other Documentation:	Any other documentation pertaining to the child.

These files must be treated as confidential. (Section 5.2 provides – as a minimum standard – a requirement that the institution's office include a locked filing cabinet for keeping children's records confidential.)

Child Care Plans

Every child must have a care plan drawn up within 14 days of admittance to a Child Care Centre or within 28 days of admittance to a Boarding House.

The Child Care Plan must include:

- long-term goals and short-term objectives that are clear and achievable
- time frame for achieving objectives
- identified tasks and name of persons responsible
- planned dates for family visits.

The Child Care Plan shall

- take into account the views of the child
- take into account the views of the parents, other primary caregiver or other family members (where appropriate) and institution staff
- reflect consideration and response to individual identity and needs
- reflect planning and decision-making which takes into account a life-long view and strives to enhance the child's life chances as an individual
- pay particular attention to reintegration of children with families
- consider the child's age for long term planning: for younger children deemed not probable for a return to their families, consideration shall be given to making an adoption or fostering placement to allow the child to experience a full family life
- ensure goals and objectives are set for children who will be leaving the institution within the following 12 months.

Child Care Reviews

A Child Care Review must be held every six months for a child in a Child Care Centre and annually for a child in a Boarding House.

The Child Care Review shall occur via a meeting that can be held either in the institution, in the family home or in another agreed venue.

The following people shall be present at the Review

- child (see additional comment below)
- parents
- other caregiver (where appropriate)
- other family (where appropriate)
- head of institution
- staff member closest to the child
- the child's teacher

- any other significant person in the child's life

The Child Care Review shall look at the previously agreed Child Care Plan and assess whether objectives have been achieved. If objectives have not been achieved the person responsible shall provide details.

The meeting shall then discuss the child's progress and any specific issues that have arisen. It is important for the child that recognition be given to his/her achievements during the review period (that is, since the previous Child Care Plan).

The meeting shall then give consideration to the child's future and set goals and objectives for the coming period.

Whilst the emphasis of the Review is on a constructive, interdisciplinary and inclusive, and cooperative consideration of the child's needs and best interest, it may be intimidating or stressful to the child to be present at that Review. If this is deemed likely, then special provisions need to be made for the views of the child to be gained in a more conducive environment: this should occur both prior to and immediately following the Review meeting held with the various adults. Judgement needs to be exercised about who should be present with the child at such meetings, and this will also be influenced by the child's maturity and relationship with those various adults.

Either way, the child's views and comments must be accorded prominence in the Review process, and in formulating a new Child Care Plan.

7: MONITORING

7.1 INTRODUCTION

A system of monitoring is required to ensure that standards are maintained in Child Care Centres and Boarding Houses. That system must not only report on any concerns but also highlight areas of good practice. The National Division of Social Services and all institutions need to be able to learn from experience, through the sharing of good practice.

The first visit for an institution will be at the registration stage but thereafter there will be regular visits by National Division of Social Services staff. This is required at a minimum bi-annually. As the National Division of Social Services strengthens it is envisaged that visits will be more frequent.

This section outlines the monitoring procedures followed by the Division. Institutions will be kept fully informed at every stage of the process.

7.2 PROCEDURES FOR MONITORING

Confidentiality

All monitoring procedures are carried out with consideration for the institution and for children who reside within it. Reports are confidential. Names of children are not used in the reports. If there are specific concerns relating to an individual child(ren) these shall be in a supporting document. Supporting documentation is not to be attached to copies of the report.

1. The National Division of Social Services informs the institution of the forthcoming visit for the purposes of monitoring. This includes advice of the week in which the visit will take place, although it may not be possible to give an exact date. The institution is provided a minimum of 7 days notice, using the Notice of Monitoring Visit *Form M1*.
2. The National Division of Social Services informs the District Administrator of the planned visit, including forwarding a copy of the *Form M1*.
3. One or more members of the National Division of Social Services staff comprise the Field Monitoring Team which makes the visit and prepares the Monitoring Report *Form M2*. The members of staff in that Team come from either Regional or National level depending upon the availability of personnel, but will include a social worker.
4. During the visit the social worker takes the opportunity to talk to children who stay in the institution to get their perceptions of life in the institution. These conversations are held independent of institution staff to enable the children to talk freely. No information derived from these discussions may be used in the report in a way that may identify the child.
5. The *Form M2* report will normally contain recommendations and, if these are mandatory, a date is given by which these shall be completed. (An exact time-frame is not specified as this would vary depending upon the improvement required.)
6. The report is submitted to the supervisor of the member of the Team who prepared the report, to ensure that it is of the required standard. The report is then submitted to the Director of Social Services for approval. If the report is prepared by a Regional office the Co-ordinator sends it to the National Office for the attention of the Director.

7. Once the Director approves the report, copies are sent to:
 - the Minister of Labour and Community Reintegration,
 - Regional and National Social Services offices,
 - the institution,
 - the Headquarters of the institution (if different from the institution), and
 - the District Administrator.

Supporting documents remain confidential and are held in the National Division of Social Services file and are not distributed with the report.

8. Where recommendations require action to be completed by a given date, the institution receives a second visit soon after that date. This visit must be made by a different member of the National Division of Social Services staff who made the initial visit.
9. That different staff member prepares an Amendment to the Monitoring Report *Form M3* and sends it to all parties following the procedures in steps 5 -7 above.
10. If the requirements specified in that report have not been complied with, the institution is sent a written reminder, and a letter is sent to the institution's Headquarters highlighting the concerns.
11. A subsequent visit is made to ensure that the requirements have been complied with.
12. If the institution is unable to meet the minimum requirements, copies of all reports and a recommendation for further action is sent to the Ministry of Labour and Community Reinsertion.
13. The Minister makes a decision and gives authority to the Director of Social Services to implement the decision. The institution is informed of that decision within 7 days of the decision being made.
14. If a decision is made that an institution shall close and its Licence to Operate revoked, the institution shall be given 28 days notice. The notification letter shall include details of all previous reports, recommendations, dates of visits and the decision taken (as well as the institution's right to appeal that decision within 28 days), with copies sent to:
 - the District Administration,
 - the Regional Social Services Office, and
 - the institution's Headquarters.
15. The National Division of Social Services shall work with the institution's staff to either rehabilitate children with their families or to receive a placement in an alternative institution. National Division of Social Services staff have the responsibility to ensure that the outcome is in the best interest of the child.

7.3 APPEALS OR COMPLAINTS

If there are any complaints regarding the procedure, the complainant shall follow the steps outlined in Section 4.6 (Appeals or Complaints). A decision by the institution to appeal must be made in writing according to the provision of step 1 of Section 4.6 prior to the expiration of the 28 days notice provided for in step 14 above.

8: SUMMARY OF PROCEDURES

This section summarises the various procedures to be followed by institutions and the National Division of Social Services in the registration, monitoring, operational and placement processes described within this Policy & Procedures document. It is emphasised that this is a summary only: it is essential that reference is made to the more comprehensive provisions presented within the relevant sections of the document.

8.1 REGISTRATION: THE PROCESS FOR THE INSTITUTION

Primary reference needs to be made to Section 4.

Application

1. Ensure that the requirements of Section 4.2 (steps 1-5) have been addressed.
2. File interest with the Division and receive an Information Pack (primarily this contains this Policy & Procedures document and the relevant Application to Operate Form).
3. Complete and lodge the Form with the Division, and receive a receipt.
4. Organise a meeting with the local community to ascertain local support (notify and invite the Chefe de Aldeia and District Administrator's Office).
5. Cooperate with the Division as it assesses the application, including having relevant documentation available (see Section 4.2, step 11).
6. Act upon the Division's advice of any necessary improvements to meet the minimum standards.

Registration

1. Display the Licence to Operate in the main office.
2. Every 3 years, apply for renewal of the Licence to Operate.

Monitoring

1. Cooperate with the Division in its carrying out of periodic monitoring visits.
2. Comply within the prescribed time with any requirements for improvement set down in the Division's written report of its monitoring visit.
3. If the Licence to Operate is revoked by the Division, and the institution decides to appeal that decision, then proceed to Appealing below.
4. If the institution decides to cease operations (other than due to the Licence to Operate being revoked), then notify the Division at least 30 days beforehand.

Appealing

1. Appeal or complain a Division decision or action in writing to the Division or the District Administrator within 30 days of that decision or action.

2. Cooperate with the Review Committee which deals with that appeal or complaint, including attending its Formal Hearing which will make a final decision.

8.2 REGISTRATION: THE PROCESS FOR THE DIVISION

Application

1. Upon the filing of an institution's interest to register, issue it with an Information Pack, and provide any additional information that may be requested.
2. Upon receipt of an Application to Operate (*Form R1* or *Form R2*), issue the applicant with a written and dated record of receipt of the application, and retain a copy on file.
3. The District Administrator's Office attends the institution's community meeting, prepares a report as per Section 4.3 (step 10), and forwards it to the Division within 14 days of the meeting.
4. If the report supports the Application, then visit the institution and review it against the required standards (Section 5), within 14 days of the receipt of that report.
5. Provide the institution with an Assessment Report *Form R3* (copied to the District Administration) within 14 days of that visit, including advice of the time limit for making any required improvements.
6. If *Form R3* requires improvements to meet the minimum standards, then the Division or District Administrator's Office re-visits the institution after that time limit, and completes the Amendment to the Assessment *Form R4*, with copies to the Division and institution within 14 days of that visit.
7. If the application relates to a building that is in the planning or construction stage, then step 4 above includes an inspection of the plans and preparations, and the Division re-visits the institution once the building is completed and prior to final approval/registration.

Registration

1. If the application is approved, issue the institution with a Licence to Operate, and enter details in a Register.
2. Ensure that registered institutions apply for renewal of their Licence to Operate every 3 years.

Monitoring

Primary reference needs to be made to Section 7.2.

1. The Division informs the institution (*Form M1*) of a monitoring visit, copied to the District Administrator.
2. The Field Monitoring Team (which includes a social worker) visits the institution and prepares the Monitoring Report *Form M2*.
3. During the visit, the social worker holds confidential and independent discussions with each child in the institution.
4. The *Form M2* is submitted to the Division's Director for approval, and copies are sent to, inter alia, the institution.

5. If the report requires action, a different Division officer will visit the institution after the deadline provided, and prepare an Amendment to the Monitoring Report *Form M3*, and follow the previous step.
6. If the required action has not been taken, the Division sends the institution a written reminder, and makes a subsequent visit to check compliance.
7. If the institution has failed to meet the minimum standards, a recommendation is sent to the Ministry of Labour and Community Reinsertion, who makes a decision and authorises the Division Director to implement that decision. The institution is informed of that decision within 7 days.
8. If the decision is to close the institution and revoke the Licence to Operate, 28 days notice is given to the institution, which includes advice of its right to appeal that decision, with copies also forwarded to the District Administrator, Regional Division Office and the institution's headquarters.
9. If an institution is being closed, the Division works with it to either rehabilitate the children with their families or to ensure alternative placement in the child's best interest.

8.3 STANDARDS OF OPERATION

In general, institutions need to note the policy provisions presented in Section 2.

In particular, institutions need to note:

- the standards for the physical facility presented in Section 5.2,
- the standards for the care of children presented in Section 5.3, and
- the requirements and standards for institutional staff presented in Section 5.4.

Where minimum standards are specified (5.2: Institution Building & Fittings, and 5.3: Care Provision for Children), these will be required to be met to the satisfaction of the Division in order to ensure compliance with registration standards.

Section 5 also includes suggested or recommended guidelines for Medicines & First Aid (Appendix I) and Nutritional Information (Appendix II).

8.4 CHILD PLACEMENT & MANAGEMENT

Primary reference needs to be made to Sections 6.2 (Child Care Centres) and 6.3 (Boarding Houses).

1. The institution receives the name of a child for referral, and makes a preliminary assessment of the child's situation including, where possible, a meeting with the family and other significant persons.
2. A more detailed assessment is carried out, with attention to the child's needs, background and circumstances. This must include attention to feasible and desirable alternatives, in particular with the view to maintaining close contact with any family member and options for non-institutional care.

If it is a Child Care Centre placement, the Regional Social Services Office or Section of Social Economy (District Office) is informed (*Form P1*) and conducts the assessment, with an institution staff member in attendance.

If it is a Boarding House placement, the institution conducts the assessment.

3. The views of the child shall be sought during the assessment, with regard to its age and capacity.
4. If it is a Child Care Centre placement, an Assessment for Placement *Form P2* is completed (with the original sent to the Regional Social Services Office) with the *Form P1*, Birth (or Baptism) Certificate, and parent/guardian statement attached. The *Form P2* includes a recommendation for or opposed to placement.

Following the Division's approval, the child may be moved to the institution and the Registration *Form P3* completed and sent to the Division (via the Regional Office).

5. If it is a Boarding House placement, an internal assessment report is kept on the child's file, with Birth (or Baptism) Certificate and parent/guardian statement attached.

If the assessment decides that the child shall stay with its family, the child may be referred to the Division's Regional Office for family assessment.

6. In emergency situations (defined in Section 6), the above assessments and recommendations must be made within 14 days of the child's admission. A decision to return the child to its family/guardian shall be enacted within 7 days. A decision that the child remain in a Child Care Centre requires completion of Registration *Form P3*.

9: DOCUMENTATION

Registration of Institutions

- Form R1* Application to Operate a Child Care Centre
- Form R2* Application to Operate a Boarding House
- Form R3* Assessment Report of Institution
- Form R4* Amendment to the Assessment Report
- Form R5* Application for Renewal of Licence

Child Placement & Management

- Form P1* Referral for Placement in Child Care Centre
- Form P2* Assessment for Placement in Child Care Centre
- Form P3* Registration of Child in Child Care Centre
- Form P4* Emergency Placement in Child Care Centre

Monitoring Procedures

- Form M1* Notice of Monitoring Visit
- Form M2* Monitoring Report of Institution
- Form M3* Amendment to the Monitoring Report

Licences to Operate

- Form L1* Licence to Operate a Child Care Centre
- Form L2* Licence to Operate a Boarding House