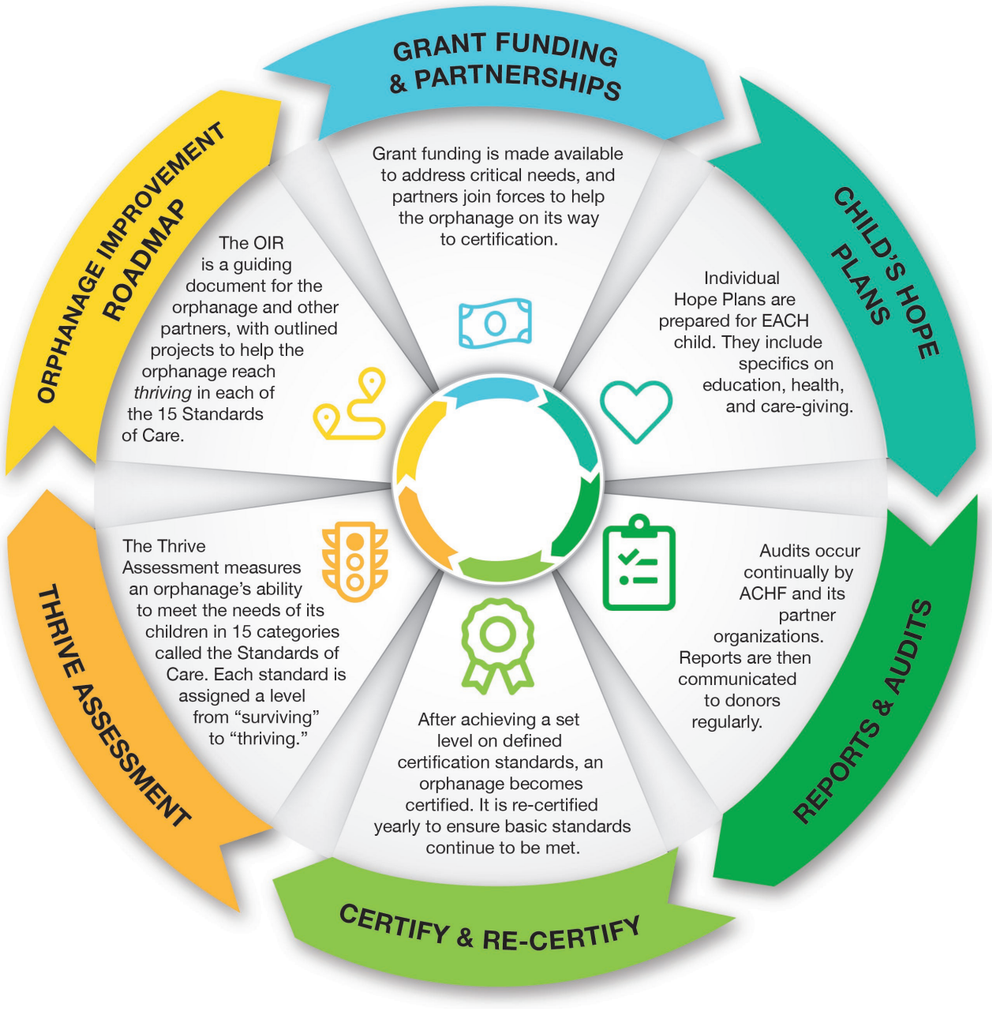
ORPHANAGE IMPROVEMENT ROADMAP

November | 2021

Casa Hogar de la Esperanza

Tijuana

The Thrive Plan



A Child's Hope Foundation

Thrive Plan Agreement

A Child's Hope Foundation (ACHF) has a unique approach to "Lift Orphans from Surviving to Thriving." We are dedicated to programs that offer long-term success. Through vetted relationships and clear priorities, we help connect donors to programs that are already working.

Each Orphanage Improvement Roadmap (OIR) is built with the orphanage leadership after reviewing the results from the Thrive Assessment. In order to provide children with better outcomes, orphanage leadership prioritizes initiatives and works with A Child's Hope Foundation (ACHF) to create a plan for the next six months and beyond. The result is a document that allows donors and other parties to clearly see how they can contribute to improving the environment that will allow orphaned children to thrive.

Achieving certification demonstrates the ability of the Orphanage Leadership to provide a place where children can thrive, heal, and be prepared for a joyful and productive life. For most orphanages, the certification process takes a year. ACHF is deeply committed to our orphanage partners, and we demonstrate that commitment through grants made to help achieve strategic initiatives, coordinating with a network of partners to help address needs, and building strong, ongoing relationships with orphanage leadership to provide support, coaching, expertise, and advocacy.

Orphanages will be recertified annually, using the Thrive Assessment and building a new OIR every six months, while providing regular reports back to ACHF. ACHF then reports back to donors, sharing the orphanage's progress towards their goals. A Child's Hope Foundation works as a partner with orphanage leadership to ensure that improvements are maintained and that children have the best opportunity to thrive.

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Overview of Orphanage

Background

Casa Hogar de la Esperanza was founded in the 1950's by Mrs. María Castro from Bringas, who along with her husband picked up the children they found on the streets of Tijuana to offer them their home, food, clothing, educational support, and above all the love of a family.

When the group of children grew, Mrs. Bringas decided to seek the support of more people in Tijuana who could provide more resources to maintain her mission, so she contacted the wife of the Governor of Baja California for help. These two women appealed to state leaders to grant them their own space to build what is now the orphanage. Thanks to their interventions in different spaces, they were granted the facilities and the entire land that was seized for violating the laws and regulations in force at that time and where a clandestine casino/brothel was located, on the route to Rosarito - Ensenada.

On September 24, 1956, the foundation called "La Casa de Bringas" was established in honor of the founder of the orphanage, who formed the first board of directors together with her husband and six well-known members of the Tijuana society. Through the actions of this council before the Government of the State of Baja California, in September 1975 they managed to obtain the title of the property in the name of the institution.

By having a larger space, they were able to not only provide 100 children with housing, food and clothing, they were also able to provide educational support, training in domestic work, raising chickens and cattle, and other valuable life skills.

"Mama Bringas," as the children of that time called her, is remembered for her very special way of directing the operation of the house, her unique way of mentoring, educating and disciplining children, and especially because she legally registered each child who came in as hers, giving them their own Castro surname.

By the mid-1980s, only three people remained from the Founders of the Civil Association. Ms. Bringas was forced to resign from the Association due to a health condition. Based on this, a Binational Commission was formed to ensure the continuation of the Casa De La Esperanza operation, in accordance with the vision of "Mamá Bringas."

Martha Plata, an educator at the Toluca Presbyterian Church, was selected as Director. Her service was from 1975-1986. She, in particular, was known for dressing children in indigenous costumes when they received visits from United States donors to the Institution.

From 1986 to 1993, Casa Hogar de la Esperanza went through three short periods of interim leadership: during 1986-1989 they were Arango and Raquel Cano, in 1989-1990 Jorge Peña and Rogelio Valencia were in charge, and during 1991 to 1993 Dr. Roberto Saavedra and Martha Bocanegra were directors.

In 1993, the professors Antonio Lara Cárdenas and his wife Alejandra Judith Rivera Hernández took the position of Directors. They started out as employees in the administration of Jesús Arango.

One of the most important achievements of Antonio Lara and Alejandra Rivera was highlighting the value of education as one of the most important tools for the success of the children. The directors, being trained as teachers, helped to achieve local agreements with renowned schools during their tenure to focus all their efforts on providing a quality education to all their children, achieving alliances and agreements to provide this benefit for free to the children who belonged to this orphanage. For their part, the children who lived during these years at Casa Hogar de la Esperanza keep memories of pleasant moments and great adventures, such as witnessing the filming of two Mexican films in the orphanage facilities and the visit of great personalities of the national and international entertainment, as well as great figures of local municipal politics, and the publication of a book with the stories and paintings of the children of the orphanage, a book that is still on sale to this day on internet sites, and whose profits are added directly to the orphanage expense account.

With the death of teacher Antonio Lara and the retirement of teacher Alejandra Rivera, the post was passed to the current directors of the orphanage, a group of young people who have spent part of their lives living in this orphanage.

Currently and since 2013, the home is in the charge of Martin Hernández and Sarahi Lara. Martin is one of the young people who grew up in the orphanage and Sarahi, biological daughter of Antonio Lara and Alejandra Rivera, have assumed the position with the goal of keeping the mission and vision of the place alive, and promoting day by day the main objective that children can adapt to everyday life and have a great sense of belonging to a family where they can overcome the traumas of the past by being in a protected and safe environment, so that in this way they can transform themselves into individuals who provide a positive influence to those around them. This would not be possible to achieve without the support of institutions, churches and individuals who faithfully contribute money, time and other resources to help prepare the children for adulthood and give them a healthy, family-like experience.

Mission

Providing minors a home with a family environment that includes Spiritual Education, Food, Clothing, Academic Education, Mental Health and Physical Health. Stimulating them with exemplary models to follow, giving them the necessary tools for their integration into society.

To train minors who are professionals, fearful of God with human values such as: Humility, Obedience, Discipline, Honesty, Cleanliness, Responsibility, Lovers of Peace, Self-confident, Respectful and with High Professional Ethics.

What Makes Orphanage Unique?

Throughout Casa Hogar de La Esperanza's service to the community, the values of education and preparation for life have been a priority. Each member of our great family has the opportunity to explore their talents, abilities and desires to learn with the firm intention that each one of our children, adolescents and young people will achieve the fullness of their potential. We do all of this with the hope that in the near future they can, with these talents, lead a productive adult life that supports their sustainability.

Our director Martin and his wife Sarahi are the most important figures for the 47 children, adolescents and young people that make up this great family. Some of them see Martin and Sarahi as their parents, and others, more as their older siblings in whom they can find day-to-day guidance as well as guidance for the adult life they will lead. Director Martin is convinced that the process of training these children does not end when they legally become adults at 18 years of age, but that this process takes longer. For this same reason, the young adults, by choice, remain in the orphanage until they achieve the minimum standards of independence and decent housing, resulting in a favorable and safer experience of transition to independent adult life.

To achieve independence, from a young age, children and adolescents are instructed in the importance of education and work. That is why the orphanage (in addition to having bedrooms, bathrooms, kitchen, dining room, play areas and soccer field) also has a library, music room, computer room, classrooms or study halls, movie theater, a stage, a blacksmith workshop, a carpentry workshop and a mechanic workshop. All of these areas are available for children and teens to explore their interests.

Long-Term Vision

Martin's long term vision for Casa Hogar de la Esperanza is to have enough dorms to help 30 more boys and girls, and thus be able to give attention and care to 80 in total. Also, he would like to have all of the infrastructure needed to make the location self-sustaining. He envisions doing this by reusing grey water, capturing sunlight with solar panels to support all of the facilities, using their farm and harvesting fruits and vegetables from the garden, thus providing enough to support the nutrition of the children of the house as well as to share with others in the community.

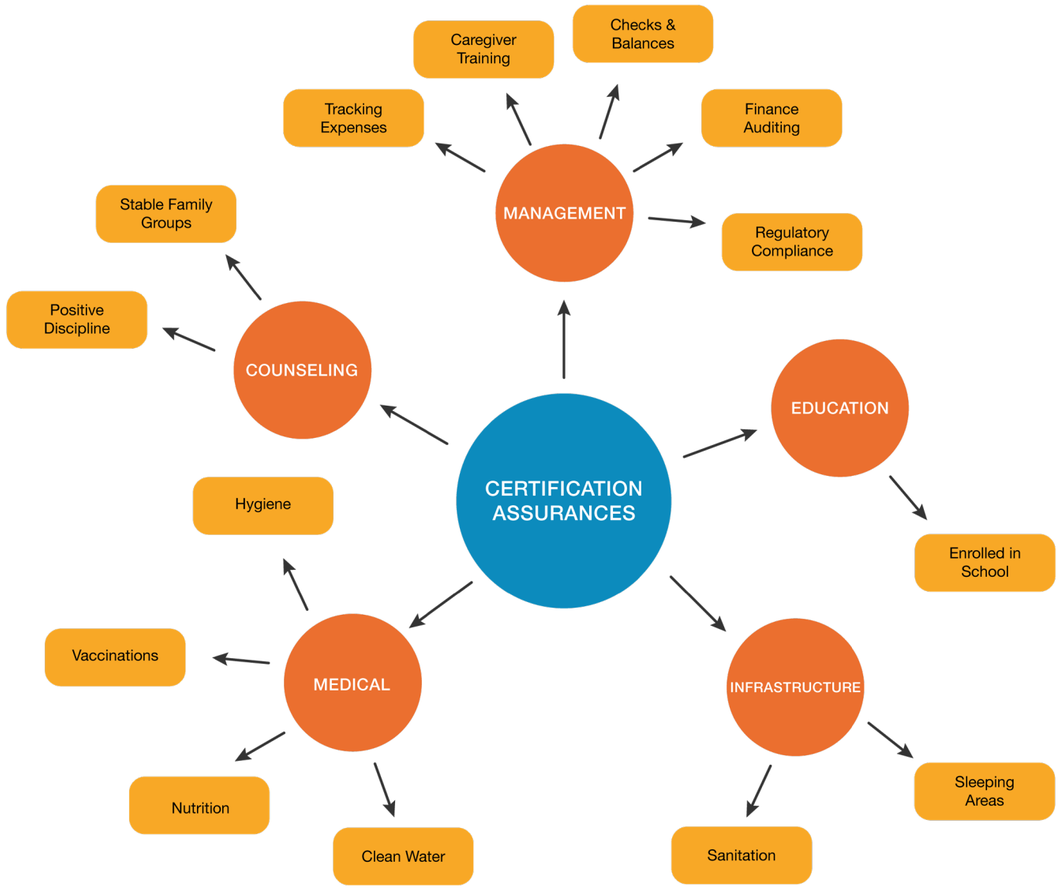
Another important thing to come for Casa Hogar de la Esperanza is that more young people will integrate and finish their professional education or training for work, thus managing to develop independence, achieve self-sufficiency and grow up to be of service to others. In order to achieve this, Martin will need more committed caregivers who can provide better quality child care for children.

WHAT PIECES OF THE VISION DO YOU HOPE TO ACCOMPLISH IN THE NEXT 2-3 YEARS?

- Build a new dormitory to house 10 more girls between the ages of 10 and 14.
- To be able to provide support to 50 orphan children.
- Finish the project of the fruit and citrus garden in the home.

Certification Assurances

The following pages outline the assurances an orphanage must guarantee in order to become ACHF Certified. Certification opens the door to many more opportunities, resources, and partnerships for the orphanage. The goal is for orphanages to be certified within 12-18 months. The certification assurances checklist are questions that are part of the Thrive Assessment and is the baseline that orphanages need to achieve certification.



Certification Assurances Checklist

CASA HOGAR DE LA ESPERANZA

This process began on: Month day, year

The Certification Assurances are rated on a scale of 1-4, 4 being the best.

CERTIFICATION ASSURANCES		
COMPLETED	**CHILD RIGHT**	**QUESTION**
4	Water	Does the home have water that is safe to drink (free from chemicals, bacteria & decaying pipes)?
4	Water	Do children have access to water whenever they would like a drink?
4	Water	Does home have a safe disposal method for sewage and wastewater that does not contaminate the drinking water source?
4	Dignity & Freedom	Do children have access to their own bed? (bed, bedmat, sleeping area)
4	Education	Is every child enrolled and able to attend school 80% + of the time?
4	Stable, Loving Family	Are consequences for infractions of rules, positive discipline based and appropriate to age? (ex: no time out all day, etc)
4	Right to live with Family	Do house groups live as a stable family group (Do house parents commit to 2+ years of service and staying with kids 5 days or more of the week so they have consistent caregivers)?
4	Right to be Protected from Abuse and Neglect	Has all staff and ancillaries received training on positive discipline techniques and alternatives to corporal punishment?
4	Right to be Protected from Abuse and Neglect	Does the home implement a child protection program/policy that ensures children are not abused (physically, verbally, emotionally, etc.) by house parents?
4	Right to be Protected from Abuse and Neglect	Are caregivers trained every six months in how to recognize/ prevent abuse?
4	Equal Opportunities	Do both male and female mentors/adults act as role models and are available for counsel?

CERTIFICATION ASSURANCES		
COMPLETED	**CHILD RIGHT**	**QUESTION**
4	Nutrition	Do children get the proper amount of caloric intake each day?
4	Nutrition	Is protein provided daily?
4	Healthcare	Are soap and water readily available in a hygienic manner near the dining area, toilet facilities, and nursing area?
3	Healthcare	Do all children receive and have documentation of their vaccinations?
4	Dignity & Freedom	Are children bathed/showered weekly and proper safety precautions taken for infants?
4	Governance & HR	Land and improvements are secured so that they can't be sold for personal gain.
4	Governance & HR	Are house parents given a written document that details their terms of employment and a job description outlining the responsibilities of their position?
3	Governance & HR	Does home comply with all licensing, audit, and governance requirements? (If not fully licensed are you actively working to receive it?)
4	Finance	Do you have a form of tracking your income and expenses?
4	Finance	Are records maintained and available for review?
4	Finance	Do you keep receipts and create a profit and loss statement by month?
4	Finance	Are controls in place and followed to minimize opportunities for misuse of funds? (ex: Is purchase policy in place and followed for procuring non-recurrent/recurrent items?)
2	Finance	Does a qualified accountant validate the books for the organization?

The Thrive Assessment

What is the Thrive Assessment?

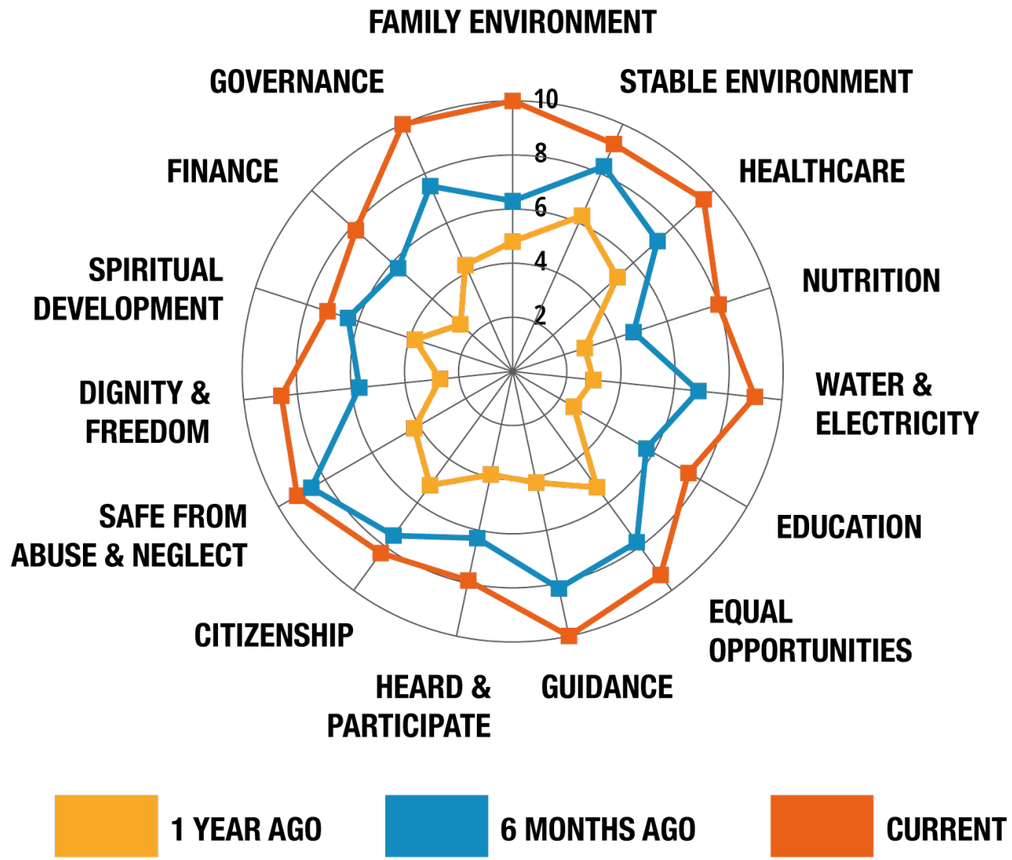
The United Nations (UN), an international organization, has worked tirelessly to find ways to promote a better quality of life so that basic needs are met. In 1959, the UN adopted the Declaration of the Rights of the Child, which defines children's rights to protection, education, healthcare, shelter, and nutrition.

Based on the adopted declaration, The Miracle Foundation (miraclefoundation.org), a family-focused non-profit that provides resources to orphans mostly in India, codified the UN's Rights of the Child and developed a Thrive Scale, which measures how well child care facilities are able to obtain each of the rights to the children in their care. This Thrive Scale not only gives child care facility leaders a picture of how they're doing, but specific and practical steps to improve.

With permission, A Child's Hope Foundation has revised The Thrive Scale to make it adaptable for orphanages. We have codified all 12 Rights, as well as a Finance, Governance, and Human Resource standard, resulting in a total of 15 ACHF standards. These standards ensure that children receive care that truly helps them to thrive, now and in the future.

The Thrive Assessment will be administered every 6 months to chart the progress of each standard. It, along with the Orphanage Improvement Roadmap and individual Child's Hope Plans, will measure and help obtain these rights for each child.

Current Thrive Scale for Orphanage



Right to Live with Family

SURVIVING | SUSTAINING | **THRIVING**

Currently, Casa Hogar de la Esperanza is at the **THRIVING** level. Martin, Sarahi, and caregivers are stable figures that children can trust, receive support from, and who participate in their education 7 days a week. The home has enough staff to take care of the 30 children and 4 young people who live in the orphanage during the day and night. Caregivers have been engaged in childcare for more than 3 years and their turnover rate is very low. Sibling groups have the opportunity to spend time together during their daily activities and if gender and age allow it, they share the same bedroom.

It is very rare that children and young people living at Casa Hogar de la Esperanza have visits or make phone calls authorized by DIF on behalf of a biological family member. However, in those cases that do have this possibility, it is encouraged that children and young people continue to be in contact with their biological family.

Currently, Casa Hogar de la Esperanza has space to receive 15 additional children and therefore, it will be necessary to hire more staff to provide better care. They will need at least two more caregivers.

For Casa Hogar de la Esperanza to continue to thrive in this category, it is necessary to hire, train and certify caregivers and evaluate existing caregivers every three months to ensure the standard of child care.

- ☐ Hire two caregivers to care for 15 new children
- ☐ Certify new caregivers and evaluate existing caregivers every three months to ensure the standard of child care

Right to a Stable Environment

SURVIVING | SUSTAINING | **THRIVING**

Currently, Casa Hogar de la Esperanza is at the **THRIVING** level. Martin, Sarahi, and their team of caregivers provide significant support and affection to the children in their care so that they function as one large family. Children and young people have had a stable group of caregivers for the last 3 years, as the percentage of direct care staff turnover is very low. They maintain a system of rules with clear consequences for infractions, based on positive discipline and love for one another. Children and teens maintain a very high level of respect and recognize Martin, the director, as a great example to follow. The young people still in the orphanage play the role of older siblings and motivate the rest of the children to treat each other with respect. However, there are still important areas for improvement, especially when new children arrive at the orphanage. This is when the modeling has to be constant so that they can also practice respect and improve in some situations of unwanted behaviors.

For Casa Hogar de la Esperanza to remain at this level, it is necessary for the directors, caregivers, and the team to receive advice and support from a specialist to suggest ideas on how to improve children's behavior and to help them learn positive discipline strategies.

- ☐ Directors, caregivers, and the team in general to receive advice and support from a specialist to suggest ideas on how to improve children's behavior and to help them learn positive discipline strategies

Right to Healthcare

SURVIVING | SUSTAINING | **THRIVING**

Currently, Casa Hogar de la Esperanza is at the **THRIVING** level. Children bathe, wash their hair, and brush their teeth daily. The children wash their hands before eating and after using the restroom. They also receive regular dental and vision exams; glasses are provided to those in need. Upon entering the children's home, a general health examination is performed and children with a health condition identified before their arrival at the orphanage receive follow-up visits. The home has identified a doctor and qualified specialists in case a child needs consultation or treatment. In August 2021, the children received a general health check-up, as well as visual and dental exams. This helped to more clearly identify some immediate care needs, which were addressed promptly and other children are still under medical and dental follow-up.

Each child has a complete medical record that includes all the relevant information regarding the topic. This includes documents such as medical history, growth measurements, incident reports, specifications for when a child receives medication for any illness, dental and visual follow-up notes, visits to the psychologist, etc. and it is up-to-date and available in case of revision.

For Casa Hogar de la Esperanza to keep advancing in this level, an emergency medical expense fund is needed to attend to the health needs of children or to attend to any unforeseen medical event. This fund should have a minimum of $1500 USD and should be available to them upon request.

- ☐ Create an emergency fund with a minimum of $1,500 USD

Right to Nutrition

SURVIVING | SUSTAINING | **THRIVING**

Casa Hogar de la Esperanza is at the level of **THRIVING** in this category. Currently, the orphanage can provide the children with three meals a day prepared in a hygienic, appetizing, and tasty manner. Protein and three servings of fruits and vegetables a day are provided as often as possible. Their food is varied and healthy. The home also tries to include the children's taste into the menu as best they can. Outside of the dining room, the menu is displayed on a weekly basis so that the children can know what they will eat throughout the week.

Children have been taught not to waste food and have been taught the importance of eating all foods for healthy development. The home has the support of a nutritionist to supervise the development of the children who have shown some indication of malnutrition or overweight.

For Casa Hogar de la Esperanza to continue advancing in this category, it is necessary to train kitchen staff in hygienic food handling and food preparation strategies that provide better nutrition for children.

- ☐ Train kitchen staff in hygienic food handling and food preparation strategies that provide better nutrition for children

Right to Clean Water and Electricity

SURVIVING | SUSTAINING | **THRIVING**

Currently, Casa Hogar de la Esperanza is at the **THRIVING** level. They currently have sufficient clean drinking water for all their needs: drinking, preparing food, washing, performing chores, and bathing. Children have easy access to drinking water whenever they need it. They also have water storage systems in case of outages. The leaders of the home have trained children and workers on how to make good use of water.

They have electrical wiring and lighting throughout the property; the necessary maintenance is carried out on the facilities when there is a need to attend to a specific issue. The home has solar panels installed; these are safely connected and guarantee electrical energy for the entire facility. However, they still need to improve on external lighting in courtyards and common areas to ensure the safety of children. This requires the installation of 31 external luminaires with their own solar panel, safely connected to the rest of the installation.

Regarding the local regulatory requirements for security, Casa Hogar de la Esperanza complies with all the requirements, permits, and certifications. However, there is an urgent need to replace windows and window rails in children's rooms, offices, and warehouses as they are more than 50 years old; some are broken or it is not possible to open them, therefore it limits the correct ventilation of the rooms and bedrooms.

- ☐ Create an annual plan for preventative and corrective maintenance to the home
- ☐ Install 31 external luminaires
- ☐ Replace 60 windows and window rails in dorms, offices, and warehouses.

Right to Quality Education

SURVIVING | SUSTAINING | **THRIVING**

Currently, Casa Hogar de la Esperanza is at the **THRIVING** level. Children are able to attend school consistently throughout the school year and with the support of local donors, all are enrolled in private schools. During this school period, the children have been enrolled in a different school in which they are provided a bilingual education from elementary on. They are also receiving instructional reinforcement in areas such as computer skills and math.

For those who require a little more academic support, Casa Hogar de la Esperanza has the support of an extended volunteer who works with psycho-pedagogical strategies to help them reach the desired levels according to their age. In the case of young adults who are entering high school or university, the home has the support of a psychologist who performs vocational interest tests, helping these young people make a better choice of career or job training according to their skills and abilities.

For Casa Hogar de la Esperanza to continue advancing in this category, it is necessary to implement a stronger reinforcement program in the area of reading.

- ☐ Implement a stronger reinforcement program in the area of reading

Right to Equal Opportunities

SURVIVING | **SUSTAINING** | THRIVING

Currently, Casa Hogar de la Esperanza is at the **SUSTAINING** level. At Casa Hogar de la Esperanza all children have the same opportunities to participate in extracurricular activities, as long as they are available because of COVID restrictions. Among the children's favorite activities are dance classes, music classes, soccer, and the arts. They have made excellent use of the stage they have at home, and the children are always ready to perform artistic numbers to surprise their visitors. This becomes a great opportunity for the children to express their artistic side and gratitude for the support.

On the other hand, although all boys and girls have the same opportunity to attend school or training for work, there is a case that requires particular attention; this is due to the fact that an 18-year-old is not enrolled in any school or training for work. She is required to attend a special education school due to moderate disorders of intellectual development. For her, the most suitable option is to be sent to a center that specializes in the development of skills for independent living, which will help her learn and develop a trade that in the future will sustain her needs.

For Casa Hogar de la Esperanza to go from Sustaining to Thriving, it needs to have the necessary funds for this young woman's educational expenses. In addition, the expenses of materials and transportation so that she can attend an educational service model according to her needs, which amounts to approximately $400 USD per month.

- ☐ Have a monthly donation of $400 USD for special needs education expenses

Right to Guidance

SURVIVING | **SUSTAINING** | THRIVING

Currently, Casa Hogar de la Esperanza is at the **SUSTAINING** level. Children have the opportunity to see a therapist when Martin, teachers, education specialists, or caregivers identify this need or even when a young person expresses the desire to do so; however, this is not consistent. The most common situations for which children attend with this therapist are to receive guidance and to prepare them for the changes related to puberty. They also attend to behavioral or maladaptive problems of the children. Only in cases identified with a history of abuse, the therapist develops individual counseling to address the trauma.

In terms of life skills, the whole team plays a very important role in the development of these skills. In addition, with the support of an institution specialized in job training, inside and outside the home, children have options to develop skills in some areas such as welding, mechanics, carpentry, cooking, farm care, painting, driving, general construction, gardening, agriculture and more. Thus, in addition to regular school activities and extracurricular activities, they also have the option of attending trade workshops inside and outside the home.

For Casa Hogar de la Esperanza to go from Sustaining to Thriving in this category, it is necessary to implement training workshops on issues of responsible sexual behavior for children 13 years and older. A strong therapeutic program is also needed so that all children have the opportunity to be seen by a therapist and receive follow-up care in a timely manner. Finally, they should also have a life skills and abilities plan for all young people over 15 years of age, to have a plan for life after their stay at the orphanage.

- ☐ Implement training workshops on issues of responsible sexual behavior for children 13 years and older
- ☐ Have a strong therapeutic program so that all children have the opportunity to be seen by a therapist and to follow up in a timely manner
- ☐ Have a life skills and abilities plan for all young people over 15 years of age, to have a plan for life after their stay at the orphanage

Right to Be Heard and Participate in Decisions

SURVIVING | **SUSTAINING** | THRIVING

Currently, Casa Hogar de la Esperanza is at the **SUSTAINING** level. Most of the time, the children at the orphanage can make decisions about what to wear or do in their spare time. As for food, they propose what they want to eat on important dates such as birthdays or holidays. However, even when they don't have access to the daily menu, they always know what the meal of the day is. They also participate in planning activities and trips for their vacations. Although children have many opportunities to develop leadership skills, there is no children's committee at Casa Hogar de la Esperanza that meets constantly to discuss matters of interest to them, nor do they have life or development plans made to support them in having a roadmap for when their stay at the home terminates.

To go from Sustaining to Thriving, Casa Hogar de la Esperanza needs to implement stronger child participation to develop leadership and decision-making skills among children. In addition, they must start with the implementation of the Child Hope Plans to have a document that helps them prepare the young adults for when they leave the home.

- ☐ Implement stronger child participation to develop leadership and decision-making skills among children
- ☐ Begin the implementation of Child's Hope Plans to have a document that helps them prepare the young adults for when they leave the home

Right to Be Prepared for Citizenship

SURVIVING | SUSTAINING | **THRIVING**

Currently, Casa Hogar de la Esperanza is at the **THRIVING** level. All children and young people have been assigned tasks according to their age to support the cleaning, organization, and distribution of day-to-day activities in the home. They understand the meaning of responsibility, the role they play in their home, and the importance of being actively involved in maintaining their space in a dignified way.

The children and young people of Casa Hogar de la Esperanza actively participate with the community in general and carry out monthly service activities to others who are less fortunate, distributing food baskets to families or other institutions that really need it. Through this activity, the children are in charge of assembling the food baskets and going to deliver them to different communities. Martín, the director, has taught the children to share with others what they have and practice values such as effort and hard work. Children are aware of what is happening in their community and surroundings. In addition, they dare to ask questions if they have doubts about what is happening, and thus are not confused about the most current events.

For the home to continue at the Thriving level, adolescents over 15 years of age need to continue to develop life skills by seeking the support of teachers or mentors to achieve this goal, whether inside or outside the orphanage.

- ☐ Implement Child's Hope Plans with teens over 15

Right to Be Safe from Abuse & Neglect

SURVIVING | **SUSTAINING** | THRIVING

Currently, Casa Hogar de la Esperanza is at the **SUSTAINING** level. The family home is not completely safe in relation to the surrounding community. This is because part of its perimeter fence is still under construction and this causes residents of the nearby community to use part of the property as a shortcut to get to the main road. Thanks to Martin's efforts, this wall is currently under construction due to an agreement made with the State Water Commission for them to complete the construction of the wall.

The home has security protocols and codes of conduct for visitors, thus, it protects children from any situation of abuse or mistreatment, and also ensures their privacy and well-being. Casa Hogar de la Esperanza also conducts training exercises with all the home staff at least once a year. They go over topics such as violence and abuse prevention, positive parenting, alternatives to corporal punishment, and tools to detect abuse.

The home has the support of two psychologists who provide individual and group care to the children if they so request. There is also support for children who have been identified as having the greatest need due to family history or history of violence. However, in recent times, this support is not constant due to a lack of financial resources. In those more complex cases, the support or intervention of DIF psychologists is requested for urgent attention, however, this is not immediate.

For Casa Hogar de la Esperanza to go from Sustaining to Thriving in this category, a therapeutic program is needed so that children can have access to the support of a therapist who carries out the appropriate follow-ups in a more constant manner.

- ☐ A therapeutic program is needed so that children can have access to the support of a therapist who carries out the appropriate follow-ups in a more constant manner

Right to Dignity & Freedom

SURVIVING | SUSTAINING | **THRIVING**

Currently, Casa Hogar de la Esperanza is at the **THRIVING** level. Each child has their own bed and they are provided with what is necessary for their personal hygiene. Their clothing, shoes, and uniforms are in good condition for their use. The children's bedrooms are separated by gender and age; they are clean and tidy. They have numerous play areas where they can spend their free time once they have finished their tasks. However, the playground for children under 12 years old was demolished a couple of months ago due to severe damage and not having the minimum safety conditions for its use.

In the case of young men aged 18+ who are still living in the orphanage, there is a dormitory area on the premises in which they can stay for the short or long term before their independence from the orphanage. They also have the opportunity to work for their personal expenses, to generate savings that can help them start their independence, for example with the purchase of basic kitchen utensils, their own bed, etc.

For Casa Hogar de la Esperanza to remain at the Thriving level, it is necessary to replace the playground for the children under 12 years of age. This includes general repairs, painting, afforestation with trees and flowers, and adding games such as swings, slides, a playhouse, and chairs so that this area is safe and sufficient for children of those ages.

- ☐ Replace the playground for the children under 12 years of age. This includes general repairs, painting, afforestation with trees and flowers, and adding games such as swings, slides, a playhouse, and chairs so that this area is safe and sufficient for children of those ages

Right to Spiritual Development

SURVIVING | SUSTAINING | **THRIVING**

Currently Casa Hogar de la Esperanza is at the **THRIVING** level. Children and teens have the opportunity to participate and belong to a spiritual community. They participate in community prayer, spiritual rituals, and hold Bible reading circles within the orphanage. The home is supported by a group of volunteer ladies who visit them at least twice a month to conduct Bible school classes and spiritual orientation sessions in the home. Both this group of volunteers and the caregivers are the main figures who teach children about God and religion but are not forced to attend church. At home, they are taught about good and evil, as well as to practice values of respect and care for others. With the support of local volunteers and the caregivers, they carry out meditation sessions and reading circles, helping them to generate their own judgment, establish and develop a bond with God and maintain faith.

Currently there are no next steps.

Finance Standard

SURVIVING | **SUSTAINING** | THRIVING

Currently, Casa Hogar de la Esperanza is at the **SUSTAINING** level. The home has the services of a professional accountant who is in charge of keeping the records of income and expenses of the home; Such records are available for review upon request, however, these books are required to be validated in accordance with local finance laws. The accountant is also in charge of filing the annual tax returns in accordance with Mexican tax laws. The family home is not constant in terms of reviews or internal and external audits according to the fiscal years. The home has administrative measures to minimize the misuse of resources. All monetary donations that enter the home are directly deposited in the joint account of the organization and two people (the director and a member of the board of directors) authorize the checks for expenses. The children's home is committed to showing its donors in a transparent way the use of the resources it receives.

The orphanage operates on an annual budget, however, it is always in constant motion due to investments in construction, maintenance, and facility improvement issues, among other areas. This is due to the growth of the orphanage in terms of infrastructure, services, and the population it serves, as well as the fluctuation of the prices of materials and services necessary for construction projects.

For Casa Hogar de la Esperanza to move to the next level, it needs the support of a specialist to help them plan and develop a detailed annual budget for the operation of the home, as well as plan detailed expenses for their construction projects next year.

- ☐ Have the support of a specialist to help them plan and develop a detailed annual budget for the operation of the home, as well as plan detailed expenses for their construction projects next year

Governance and Human Resource Standard

SURVIVING | SUSTAINING | THRIVING

Currently, Casa Hogar de la Esperanza is at the **SUSTAINING** level. The home has documentation that proves that the property where the children's home is located belongs to the institution and is intended solely to provide accommodation to orphaned children and teens. Therefore, any improvements made to the home are, and will only be, for the benefit of the children.

Regarding licenses and permits, the home is in the process of obtaining its renewed Operational License. The staff is trained on topics of civil protection and have the necessary security certifications according to local regulations and law.

The home has a management board that meets together at least twice a year. However, they have only met to sign legal and relevant documents for the operation license procedures of the home, for which the participation of this board has been very limited to administrative and accounting matters.

Weekly meetings are held with staff to receive guidance and support on their jobs, however, these are not well structured and lack follow-up. The most consistent are the 1-on-1 meetings between the directors and the caregivers in the event of any situation that requires immediate attention.

For Casa Hogar de la Esperanza to advance to the next level, it is necessary to complete the procedures to obtain the operations license and be certified as a safe place for child care. In addition, they must have the support of a specialist to help them develop action items and team communication, who supports the director to develop work meetings with the staff in a more effective and constant way.

- ☐ Complete the procedures to obtain the operations license and be certified as a safe place for child care
- ☐ Have the support of a specialist to help them develop work actions and team communication, who supports the director to develop work meetings with the staff in a more effective and constant way

Strategic Initiatives

REPLACE WINDOWS AND WINDOW RAILS

PROJECT DESCRIPTION	Replace 60 windows in the children's dorms, offices, and warehouses because a few of them are damaged or cannot be opened to have better ventilation in the rooms. These windows are over 50 years old and have been used extensively, which is why they are not in good condition or simply do not function properly anymore.
ESTIMATED FUNDING	$5,000 - $10,000

INSTALL 31 EXTERNAL LUMINAIRES

PROJECT DESCRIPTION	This project consists of installing 31 external luminaires in common areas around the property. For this, they will need lamp posts, wire, PVC pipes, and lamps. The purpose of this project is to ensure the safety of the children because there are teens who have to walk across campus to get to their bathrooms. When they attend in-person school, these teens shower early in the morning and a lot of the time, the sun is not out yet, causing them to walk in the dark. There is also a section of the property on which pedestrians walk across as a shortcut to get to their destination, and this obviously presents a risk for the children of the home because these are trespassers. Additionally, when there are volunteer groups visiting the home, they are in complete darkness at the fire site because there is no light in that area.
ESTIMATED FUNDING	< $5,000

UPGRADE THE PLAYGROUND AREA

PROJECT DESCRIPTION	Replace the playground games for the children under 12. This project would include general repairs, painting, forestation with trees and flowers, placing enough new swings, slides, and playhouses, as well as placing benches so that this area is safe for children.
ESTIMATED FUNDING	$10,000 - $15,000

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