

Nuestra Familia

Tijuana

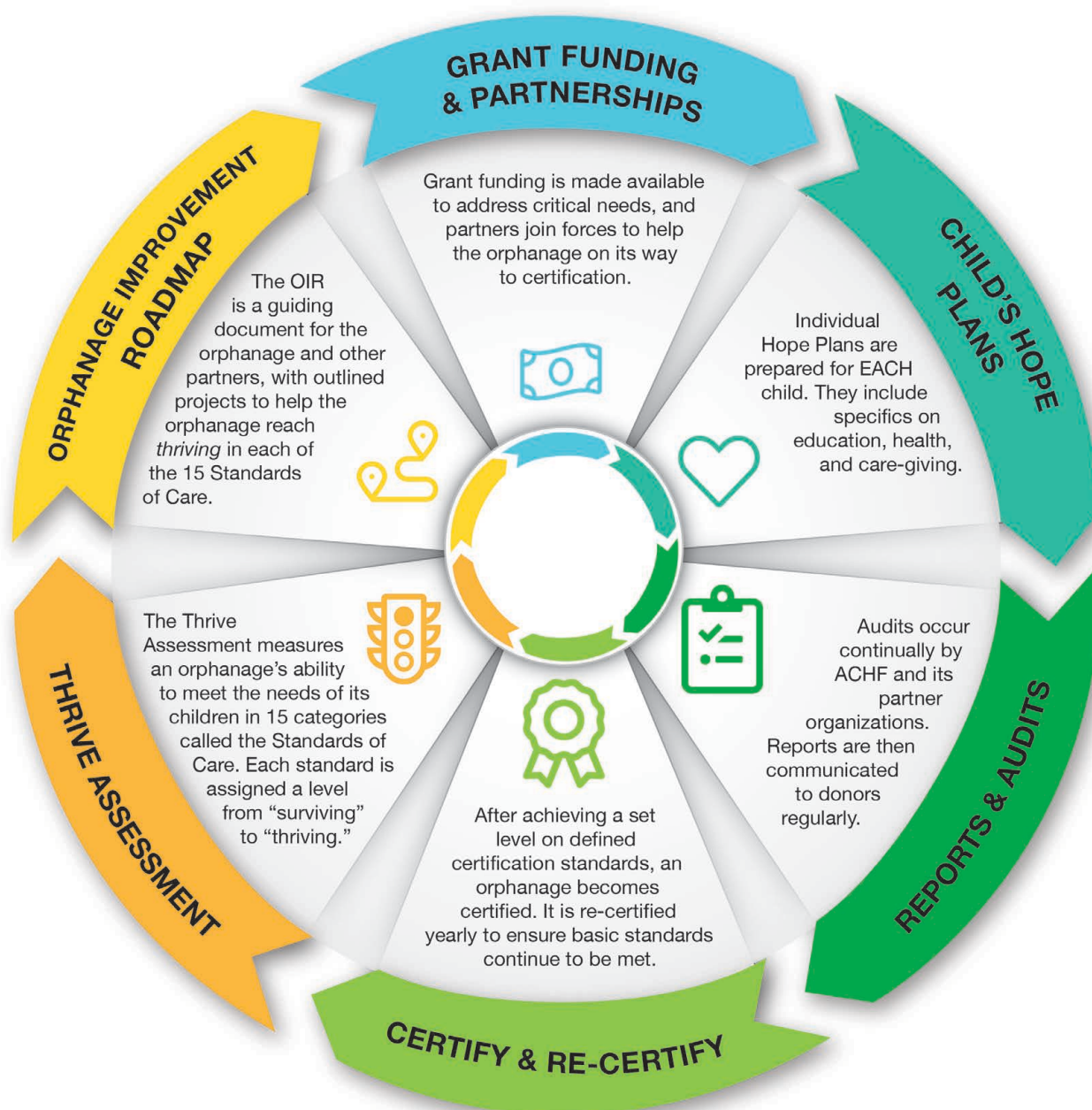


ORPHANAGE IMPROVEMENT ROADMAP

September | 2021



The Thrive Plan





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

The beginnings of Nuestra Familia (officially known as Casa Hogar Maria Inmaculada, A.C.) go back to 2011, when Noel Diaz, founder of El Sembrador Ministries in Los Angeles, took over the orphanage in Tijuana, Baja California, Mexico; his hometown.

1985 - Father José de Jesús Quezada Martínez opened the shelter and protection to single mothers and mothers with children who did not have a place to live, giving it the name of Casa Hogar Hacienda de la Inmaculada, A.C.

1987 - Mother Virginia Alejandra Oropeza Baez is welcomed in the home by Father Quezada Martínez

2007 - Father José de Jesus Quezada Martínez grants the direction of the house and later the legal representation to Mother Virginia Oropeza Baez and she named it: CASA HOGAR MARIA INMACULADA, A.C.

2011 - Mother Virginia arrives in Los Angeles to speak to Noel Diaz, president and founder of El Sembrador Ministries, Inc. asking him to be responsible for the home. Noel Díaz agrees to take over the direction of the home and all the legal representation of Casa Hogar Maria Inmaculada, A.C., which he calls “Nuestra Familia” (or “Our Family” in English).

Through the years, Nuestra Familia has benefited from both American and Mexican connections, whose combined efforts have led to a partnership between the people of Mexico and the United States to enhance the facilities and services of Nuestra Familia to displaced children of Tijuana. These partnerships have provided for special amenities for children and teens, boys and girls, a soccer field, upgraded utilities, and Christ based primary and secondary education. These connections have allowed the orphanage to continue to function and provide happy childhoods for hundreds of children throughout the years.

Today, Nuestra Familia is home to 42 children and is part of the orphanage community in Tijuana, working together with Mexico’s National System for Integral Family Development (DIF) to provide a safe and nurturing home for children found in unhealthy or dangerous conditions.

Mission

The mission of Nuestra Familia is to raise happy kids through a Christ-centered foundation, providing children everything needed to prepare for a life of meaning and service. This includes housing, nutrition, healthcare, education and providing children the message of hope grounded in the love of God and belief in human dignity. In order to accomplish this special mission, Nuestra Familia offers the children with more than just the basic necessities of life. Our purpose is to take care of their bodies, mind and soul, providing psychological support to help each child to realize his or her full potential, both personally and in society. As a relief charity, our vision

is guided with the hope that one day, each child we touch will be able to live independently and contribute to society in a meaningful way, that's why at Nuestra Familia children are more than just residents; they are pearls of great price with whom we are entrusted. Just like any parent, Nuestra Familia wishes for their children to feel confident, safe, and loved.

"[...] Verily I say unto you, Inasmuch as ye have done it unto one of the least of these my brethren, ye have done it unto me." Matthew 25:40

What Makes Orphanage Unique?

At Nuestra Familia, we believe that all children deserve and should have an opportunity to succeed. What makes us unique as a home is that we treat each one of our children as unique and very special individuals. Our kids have had very difficult histories; they already are warriors and winners having made it this far in life. Our commitment is to walk with and strengthen these little ones, to help them heal and know they deserve love and can also give it. We exist to remind them how strong and capable they truly are!

Our directors, Emma and Juan Villagran, are well loved at our home because of their commitment. They work hard to provide a safe environment and give these children respect, affection, and tremendous love. Nuestra Familia provides each of our children with a unique personal development plan that identifies strengths and opportunity areas, in academic, extracurricular, personal and spiritual spheres. These activities are made possible only through generous donations by our sponsor organizations and individual donors interested in the children's future.

Our facilities include an in-house clinic, upgraded utilities, bathrooms, a dining room, a commercial kitchen, solar panels, HVAC, enhanced security and a Life Safety system (smoke and fire alarms) as well as quality of life enhancements such as a play area for toddlers, a full playground for pre-teen and teens, a soccer field, a computer room, a library/study hall and a Chapel. In addition, each child is provided with school supplies, school uniforms, new shoes, and new clothing of their choosing to mitigate any stigmatization.

Long-Term Vision

Nuestra Familia hopes to eventually house about 100 children; including housing for those who have transitioned into adulthood but would like a place to stay temporarily while they're at school or looking for their own place. In order to reach this vision, we need to build individual housing for the teen girls and their house parents. The goal is to have the children per household based on their age group on its current campus, as well as expand its services exponentially.

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

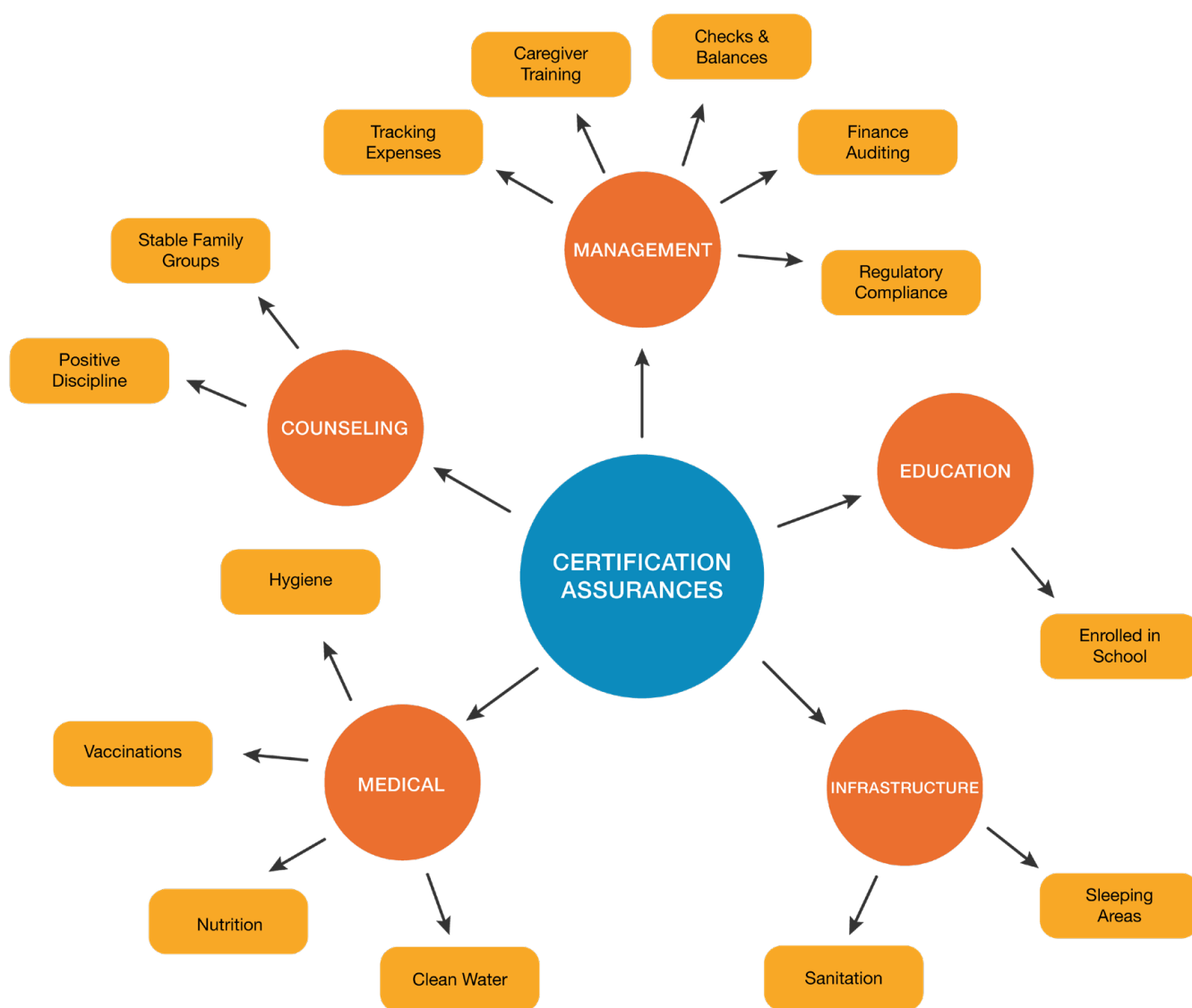
Build individual housing for the teen girls and their house parents.

Expand its services exponentially.



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

NUESTRA FAMILIA

This process began on: January 2019

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?
4	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?
4	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?)
4	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.

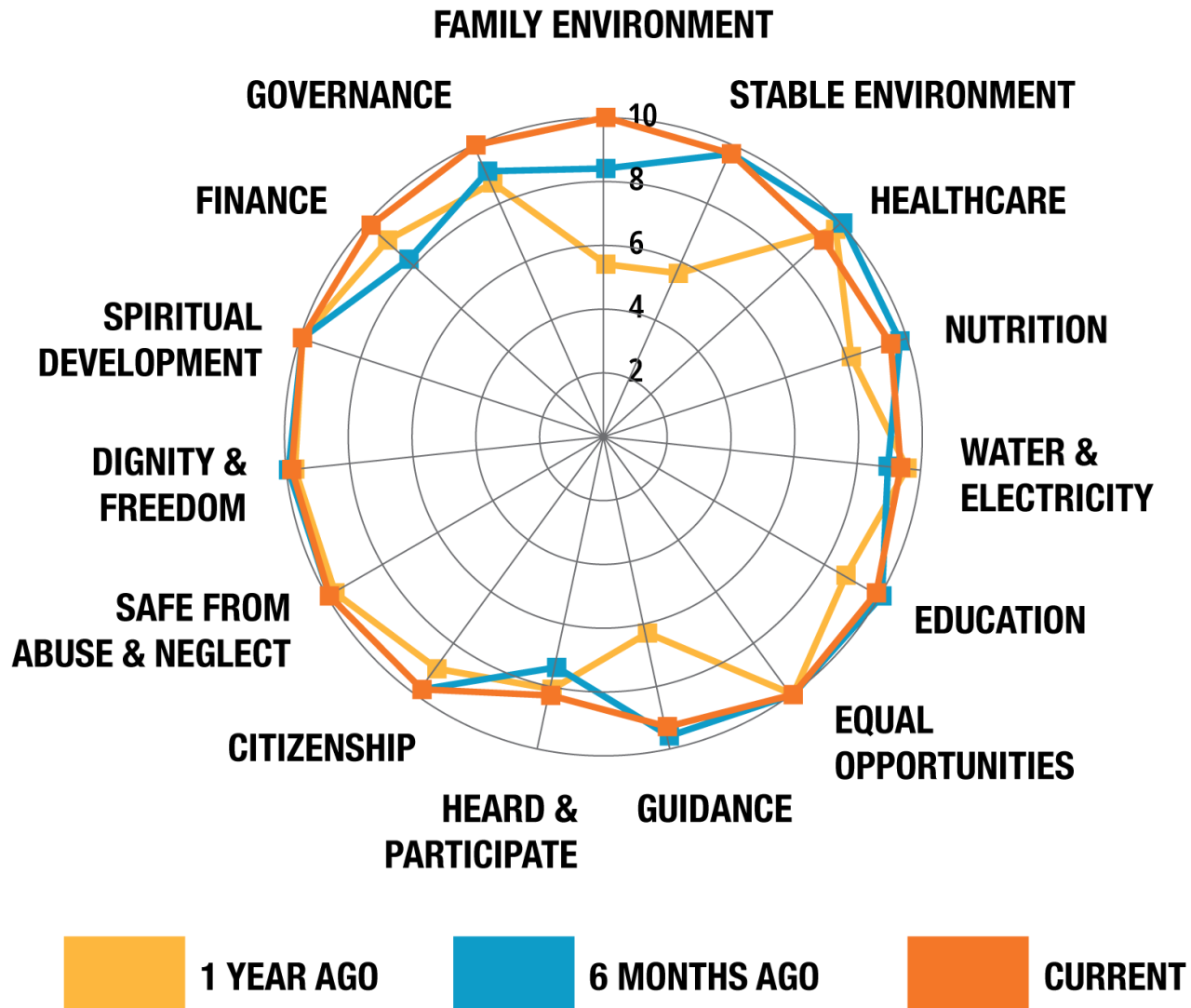
Based on the adopted declaration, The Miracle Foundation (miraclefoundation.org), a family-focused non-profit that provides resources to orphans mostly in India, codified the UN's Rights of the Child and developed a Thrive Scale, which measures how well child care facilities are able to obtain each of 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

Nuestra Familia is currently at the **THRIVING** level. The staff who care for children in the modality of house parents or caregivers have remained stable over the past six months. In addition, they are committed to their personal and spiritual development in order to provide better care for the children. Undoubtedly, the key to maintaining this stability has been the interdisciplinary work of the entire team and the leadership of Juan and Emma, who are very close to the house parents and caregivers, provide support and are role models in their relationship with the children; as well as ongoing training by psychologists, therapists and spiritual mentors who support house parents, caregivers and general staff at home. Certifications are focused on training caregivers and house parents regarding how to maintain and enhance children's development in a family environment.

Regarding the children's biological families, Juan, Emma and their team continue to promote positive family visits and contact for children, and accompany them at all times in the process of family reintegration if DIF so determines. They even support other families who need someone to care for their children while parents are at work, avoiding the case that children stay home alone or in a vulnerable situation. This is the case of 10 children who are being supported in this modality; Emma and Juan receive 6 children at home for a couple of hours a day to prevent child abuse, child abandonment or family separation, the other 4 remain in the children's home throughout the week and return to their father's home on weekends. Nuestra Familia supports them with the expense of private schools, uniforms, books, supplies, food, hygiene, etc. They are included in all field trips, extracurricular classes, celebrations, etc. One of the children's needs is transitioning one of the dorms from caregiver to house parent care model. This requires having at least two more couples who commit to staying with the children day and night at least 5 days a week and commit to 2+ years to have consistent reference figures and to function as a family unit. The Nuestra Familia team is currently in the process of evaluating a new couple to serve as house parents and assessing whether they are fit to take care of the group of young children.

In order for Nuestra Familia to remain Thriving, they need to hire more married couples to serve as house parents for the children's dormitory (6 to 12 years), which would cost \$842.10 USD per month.

- ☐ One new set of house parents for elementary school kids \$842.10 USD/month - A house couple for elementary school girls for \$842.10 USD/month



Right to a Stable Environment

SURVIVING

SUSTAINING

THRIVING

Nuestra Familia is currently at the **THRIVING** level. Juan, Emma, the house parents, the therapists and staff are available most of the time to meet with children individually and provide meaningful support and affection. The ongoing training program that has been implemented in the home, the spiritual accompaniment sessions and retreats for house parents, caregivers, team members, and children who are of appropriate age, have helped in a significant way to develop emotional attachment among families.

A clear example of this is the attachment that exists between house parents and the children in the preschool dormitory; children look very happy and stable. They have developed personal and family habits that demonstrate the high level of commitment and care that their house parents have instilled in them, thus achieving better stability in this dormitory for children.

For Nuestra Familia to remain at this THRIVING level, ongoing training plans for house parents and staff members are needed to ensure that everyone further develops positive parenting skills.

- ☐ Maintain fund support for payment of services of psychologists and therapists for trainings



Right to Healthcare

SURVIVING

SUSTAINING

THRIVING

Nuestra Familia is currently at a **THRIVING** level. In a very successful way, the Nuestra Familia staff is supported by three nurses, one for each shift of the day and weekend shift. They are responsible for keeping the medical records of children up to date upon entering the children's home, as well as continuously monitoring the medication intake and medical follow-ups of all children. They keep an impeccable health record of every child and are always up to date with the application of vaccinations for all children, even those who have a temporary stay. They keep medical records for each child and children receive annual check-ups. Nurses also support house parents to help their children develop and maintain hygienic habits. Children have regular medical and dental check-ups and are currently supported by a foundation specializing in general medical and dental care; they receive advice from a nutritionist, too.

Nurses are also responsible for attending medical appointments with children and to give the proper follow-up and psychiatric medication for those children who require it. On their part, DIF occasionally offers support with the purchase of necessary medications for the children, but this support is not consistent and there is no assurance that it will be provided on a monthly basis.

To remain at the Thriving level, the home needs to have a fund for current medical and mental health expenses, to cover the cost of controlled medications and other equipment for daily use in the home. This would cost \$460.52 USD per month.

- ☐ Improve co-responsibility with DIF for the purchase of children's medication
- ☐ Receive monthly donations for medical and mental health expenses of \$460.52 USD/month



Right to Nutrition

SURVIVING

SUSTAINING

THRIVING

Nuestra Familia is currently at a **THRIVING** level. The home provides healthy, nutritious and tasty food, with a high standard of cleanliness and nutrient balance, according to what children need for their healthy growth. Nuestra Familia is supported by an external nutritionist who supervises and monitors the menus as well as the weight and height of children according to Mexican standards.

In order for them to remain on the THRIVING level, they need to maintain the same strategy and support from the local nutritionist to verify menus, weight and height of the children. To continue moving forward in this category, the kitchen crew needs training on hygiene in food preparation, through strategies that are dynamic and simple for the staff.

- ☐ Provide staff training on food handling and hygiene



Right to Safe & Adequate Water & Facilities

SURVIVING

SUSTAINING

THRIVING

Nuestra Familia is currently at a **THRIVING** level. The home has drinking water for all needs (drinking, preparing food, washing, etc.). However, due to intermittent water cuts in the city due to shortages, there have been outages that have lasted up to 4 continuous days. During this time, Juan has had to make emergency purchases of drinking water, since they only have a single storage tank. They have electrical wiring and lighting throughout their facilities. Recently, external lighting has been improved in common areas such as soccer fields and children's playgrounds. They have adequate power and electricity at home, connections that were recently upgraded to support the voltage needed to power all facilities. Solar panels have been installed and have reduced their monthly electricity costs. The premises of the property are safe and have accredited certifications of the local authorities in terms of safety and these premises can withstand the elements of water and wind. As for gas installations, the gas supply tank needs to be replaced because the equipment is past its expiration date. Therefore, in addition to replacing the tank, it is necessary to carry out maintenance activities on the piping.

To stay at a THRIVING level, they must replace the propane gas tank and the pipes of this very tank would require preventative maintenance as well. It is also necessary to install two storage tanks with an automated filling system in case of major water outages, to provide the liquid to girls' dorms and to general offices.

- ☐ Place two water tanks with automatic filling
- ☐ Change of kitchen gas mine \$605.30 USD



Right to Quality Education

SURVIVING

SUSTAINING

THRIVING

Nuestra Familia is currently at a **THRIVING** level. Children attend school consistently throughout the academic year and are all enrolled in private schools. Currently and due to COVID-19 pandemic restrictions, children are having a hybrid program in which they attend school two or three days in person and stay in online classes the rest of the days. Children also have tutors, and most children perform at or beyond grade level.

For those children who are behind, there is the support of two education psychologists; one of them attends to all children in general and the other one generates and executes individual support programs for children with academic lag or any intellectual disability. All children take English classes and computer workshops as extracurricular activities. In the case of young adults over the age of 18 who still live in the home, there's the opportunity for them to continue on to university or professional education.

To maintain the THRIVING level, the leadership of the home will need to create, with all children, continuing education or training plans for after graduating from high school.

- ☐ Perform Child's Hope Plans for children 15 and older



Right to Equal Opportunities

SURVIVING

SUSTAINING

THRIVING

Nuestra Familia is currently at a **THRIVING** level. Children can participate in extracurricular activities such as piano lessons, English lessons, computer classes, arts and crafts, drawing, sports etc. The Nuestra Familia staff has obtained local agreements with institutions and donors or volunteers who support them with these activities. They have also looked for local sports venues or clubs where young people can practice some activities. However, since these are temporary, one-time donations or with volunteer support, there has been a lack of continuity in activities, therefore there is no certainty of the positive impact on this activity. As for children or young people who require some form of support, adequate accommodations have been made so that children with special needs can carry out an activity such as painting, drawing, among other activities that encourage their development.

To maintain a thriving level, the home needs ongoing funding for children to participate in extracurricular activities, such as sports, dance, music, and crafts. This would cost about \$20 USD per month per child for approximately 47 children.

- ☐ Have monthly funding of \$940 USD per month to pay for extracurricular activities for 47 children



Right to Guidance

SURVIVING

SUSTAINING

THRIVING

Nuestra Familia is currently at a **THRIVING** level. The home has sufficient adults who are trained to work with and guide children. This progress has been achieved with the participation and work of the entire staff at Nuestra Familia. The directors, Juan and Emma, provide guidance on an ongoing basis; Juan teaches them some basic life skills such as how to shop at the supermarket, how to budget personal expenses, how to use some tools to fix simple problems at home, etc. Emma supports them with coping with emotions and how to help those less fortunate than them.

Also, at the time of this assessment, there is a married couple in the home who have come to mentor the children and lead the Child's Hope Plans. They have committed to stay and support the children for a full year! This couple will work with the rest of the Nuestra Familia staff to provide the best possible support to children in areas such as education, social and personal development, life skills, spiritual strengthening, etc. With the support of therapists, house parents have learned ways or strategies to guide and orient children who, together with Juan and Emma, have created a more trusting environment for them to talk about their concerns. Therapists provide additional guidance to children.

To stay at the Thriving level, they will need to implement a life skills development plan and education or training plans to work with adolescents over the age of 15, to support them in their independence when they leave the home (CHP).

- ☐ Maintain therapeutic support
- ☐ Implementing CHPs



Right to Be Heard and Participate in Decisions

SURVIVING

SUSTAINING

THRIVING

Nuestra Familia is currently at a **SUSTAINING** level. Children at home can make decisions about what they wear or do in their spare time. They also have a say in what they eat, and make suggestions for vacation plans, leisure time, etc.

To move from Sustaining to Thriving, the home needs to model and train children's committees so they can develop leadership and have a sense of agency. To facilitate this type of initiative, although no funds are needed, staff would need templates and training from a counseling expert to teach them how to conduct such meetings.

- ☐ Deploy Child's Hope Plans



Right to Be Prepared for Citizenship

SURVIVING

SUSTAINING

THRIVING

Nuestra Familia is currently at the **THRIVING** level. All children have been assigned tasks and are expected to perform them as assigned. They understand the importance of responsibility and the role they play in their home. They have been exposed to the community at large and have fulfilled various responsibilities in their church. Children are supported by different donors and volunteers who, in addition to teaching subjects such as computer science and English, also talk to them during their classes about social responsibility, motivation, personal goal setting, civic responsibility and values. Through these teachers, as well as through Juan and Emma, children also learn about everyday life, responsibilities and occupations in life outside the home.

To continue to maintain the THRIVING level in Nuestra Familia, teens over 15 years of age need to continue to develop daily living skills that can be learned from a mentor within the home and the support of therapists.

- ☐ There are no next steps until the Child Hope Plans are completed



Right to Be Safe from Abuse & Neglect

SURVIVING

SUSTAINING

THRIVING

Nuestra Familia is currently at the **THRIVING** level. Staff treat children well and avoid physical punishment. With all the training and staff development work, areas of opportunity that may have been small red flags have been addressed from the previous assessment to this current one. The drop in staff turnover has been impressive, and above all, an atmosphere of tranquility and love for children can be perceived in the home.

Local police and government psychologists visit the home regularly and provide training sessions to therapists. They have also implemented courses and workshops for the children on different topics of interest, such as proper sexual and romantic behavior, self-esteem, emotion management, rules and boundaries, among others.

In order for Nuestra Familia to remain at this level, continued support is needed to keep therapists and psychologists working on site, providing training to children and staff.

- ☐ Maintain the support of psychologists and therapists



Right to Dignity & Freedom

SURVIVING

SUSTAINING

THRIVING

Nuestra Familia is currently at the **THRIVING** level. Children are treated well and have the right to privacy. Children do not have nicknames that are derogatory or that threaten their psychological integrity. Children are taught good manners and respect for others. There are also spaces where they can share their ideas either through art or in spaces designed for children to feel listened to and cared for with their concerns or worries.

For those children or young people who show initiative towards a project that supports their development or learning, Juan and Emma support and encourage them to take action to achieve that goal or to look for alternatives to help them achieve it. Such is the case of Angela, a 20-year-old girl, who, out of her own initiative, decided to start a small food business to raise the funds needed to cover half of her education expenses. Juan and Emma never limited her initiative, and so far, Angela is still working hard to reach her goal.

Juan and Emma have designed a daily living skills development plan in which they encourage young people from the age of 15 to take responsibility for certain household activities. These activities include things like buying food or performing a service so they have the possibility to leave the home (only in the vicinity of the home) to fulfill their task. DIF is fully informed of this activity plan, and has given permission for children to have more activities outside the home to encourage their individual development.

As for the girls, Juan and Emma would like to be able to build a better living space, being that the one they are in now is very cramped and requires a very important investment for repairs. This is why the directors would like to have a new building for girls so that they have an adequate and dignified space for their development.

To maintain a THRIVING level, the leadership of the home must provide more opportunities for children to do more activities outside the home. Depending on the age-appropriate activity, house parents or caregivers would be involved. They will also need to build the girls' dormitory and make this space decent and safe for girls.

- ☐ Girl's dormitory for 10 girls between 12 and 16 years old



Right to Spiritual Development

SURVIVING

SUSTAINING

THRIVING

Nuestra Familia is currently at the **THRIVING** level. Children are respectful and obedient. They have great role models in Juan and Emma who provide examples of faith, love, respect, and service. Children have spaces to practice prayer if they wish, and are taught about God and religion, but are not forced to attend church.

The home will continue to teach children good from evil and help them develop an internal moral compass so that they can pursue good continuously. Over the past few months, children and house parents have participated in spiritual retreats as well as different classes about the word of God, and this has helped them to continue to develop their relationship with God.

No steps needed in this category



Finance Standard

SURVIVING

SUSTAINING

THRIVING

Nuestra Familia is currently at the **THRIVING** level. The home has records of each child and strives to maintain proper data and documentation. With Juan's accounting skills, he keeps an excellent record of his income and expenses in the accounting books and these are available in case of reviews or audits. Juan always keeps copies of his receipts in his files and they are perfectly organized and available.

The organization has a perfect distribution of roles and activities and they meet weekly as a team to discuss the most urgent situations of the home and propose solutions to their challenges. Although the home has an annual budget for its operation, this is only an estimate of its actual expenses. Even when the home has tried to stick to the planned budget, year after year, emergency situations arise that have required the use of those resources, resulting in reaching the last quarter of the year with a tight budget that can only provide the basic minimum.

For Nuestra Familia to remain at a thriving level, the management team and directors need to be trained in creating a full annual budget where everyone participates collaboratively in the creation of it and not separately, thus integrating all areas and services of the home into a single budget with a comprehensive vision and understanding.

☐ Train the leadership and management team on annual budget creation.



Governance and Human Resource Standard

SURVIVING

SUSTAINING

THRIVING

Nuestra Familia is currently at the **THRIVING** level. There are regular staff meetings from all areas. There is clarity on the activities and roles of the entire staff and they have every legal document supporting their activities within the home. Staff have received sufficient training in their roles, and there is a plan in place for continuing education and training to ensure quality care for children. Most of the staff members have employee benefits and respect the breaks and vacation policy without distinction. All staff members have a record, which is continuously updated. The children's home has almost all certifications according to local standards and legislation and is in the process of obtaining their operating license for children's homes and orphanages. With this document, the organization will be certified as a childcare space in the state and in the federation.

There are no steps to follow

Strategic Initiatives

SET OF HOUSE PARENTS

PROJECT DESCRIPTION	Have a new set of house parents committed to spending 5 days a week at least, for 2 years caring for children of ages 6 to 12, providing them with care in a warm, stable and loving environment.
ESTIMATED FUNDING	\$5,000 - \$10,000

PROPANE TANK

PROJECT DESCRIPTION	Replace the existing propane tank with a new one that is certified to safety standards according to local civil protection rules and regulations. Also, performing preventive and corrective maintenance on gas lines to achieve certification in this standard.
ESTIMATED FUNDING	< \$5,000

GIRLS DORM WITH OWN WATER SUPPLY

PROJECT DESCRIPTION	Provide decent living space for a group of 10 girls between the ages of 6 and 11, where they have enough space for their belongings and a healthy development. This dorm will have its own water supply to avoid collapsing the current system. ACHF will be a contributor to this project. Juan and Emma will continue to look for other contributors to fulfill the remaining funds.
ESTIMATED FUNDING	\$15,000+



**A CHILD'S
HOPE**
FOUNDATION