



Casa Hogar De La Esperanza

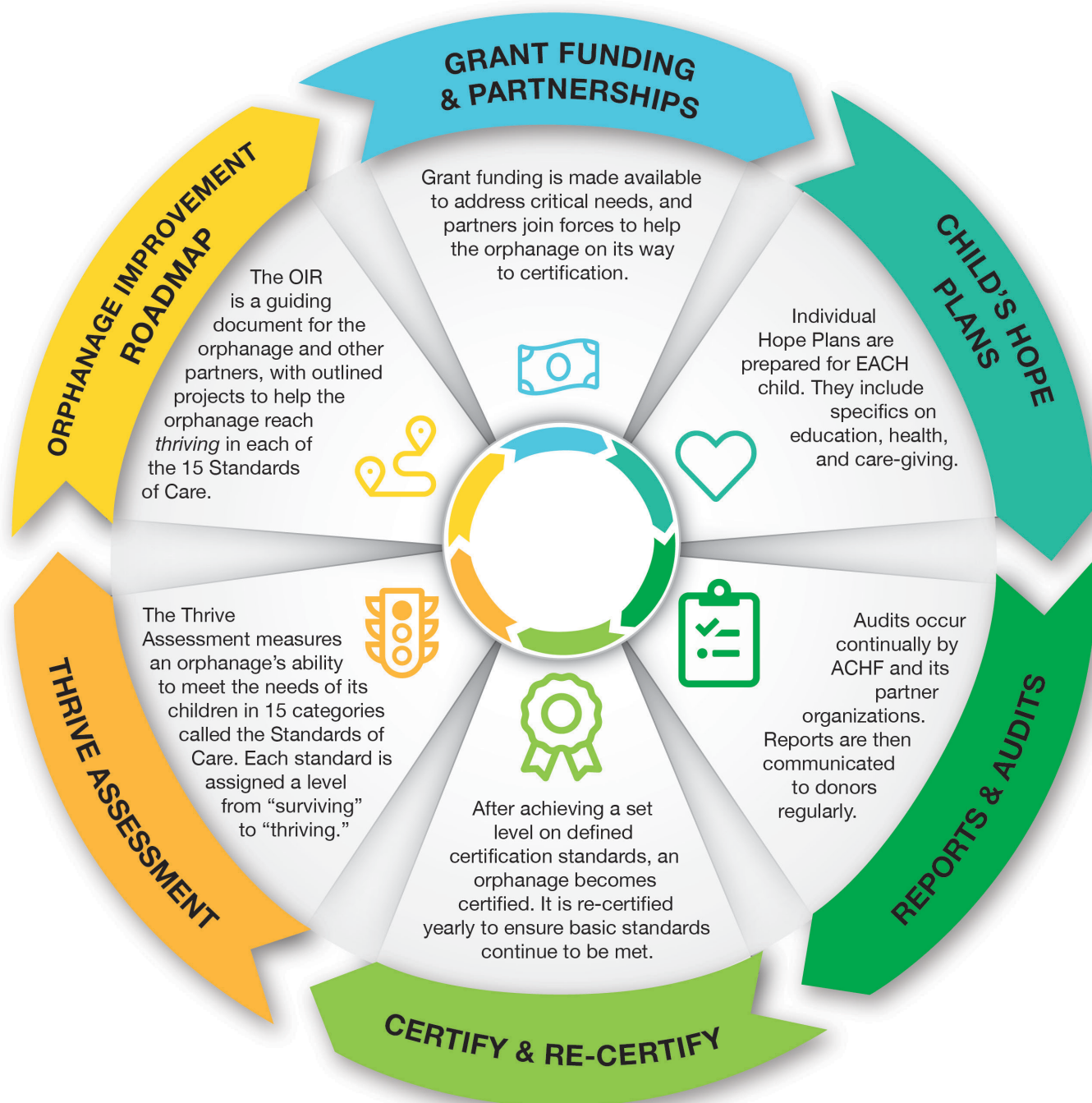
Tijuana

**ORPHANAGE
IMPROVEMENT
ROADMAP**

January | 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

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 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?

At Casa Hogar De La Esperanza, we believe that those children and adolescents who have been trapped in the state system have an opportunity, with us, to grow and be part of our family. Casa Hogar de la Esperanza sees each child as unique, with his or her own needs, talents, desires, and dreams; not just as another child with a file number that identifies them.

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.



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: January, 2021

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?
3	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?
3	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?
3	Right to be Protected from Abuse and Neglect	Are caregivers trained every six months in how to recognize/prevent abuse?
3	Equal Opportunities	Do both male and female mentors/adults act as role models and are available for counsel?

CERTIFICATION ASSURANCES

COMPLETED	CHILD RIGHT	QUESTION
3	Nutrition	Do children get the proper amount of caloric intake each day?
3	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.
3	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.

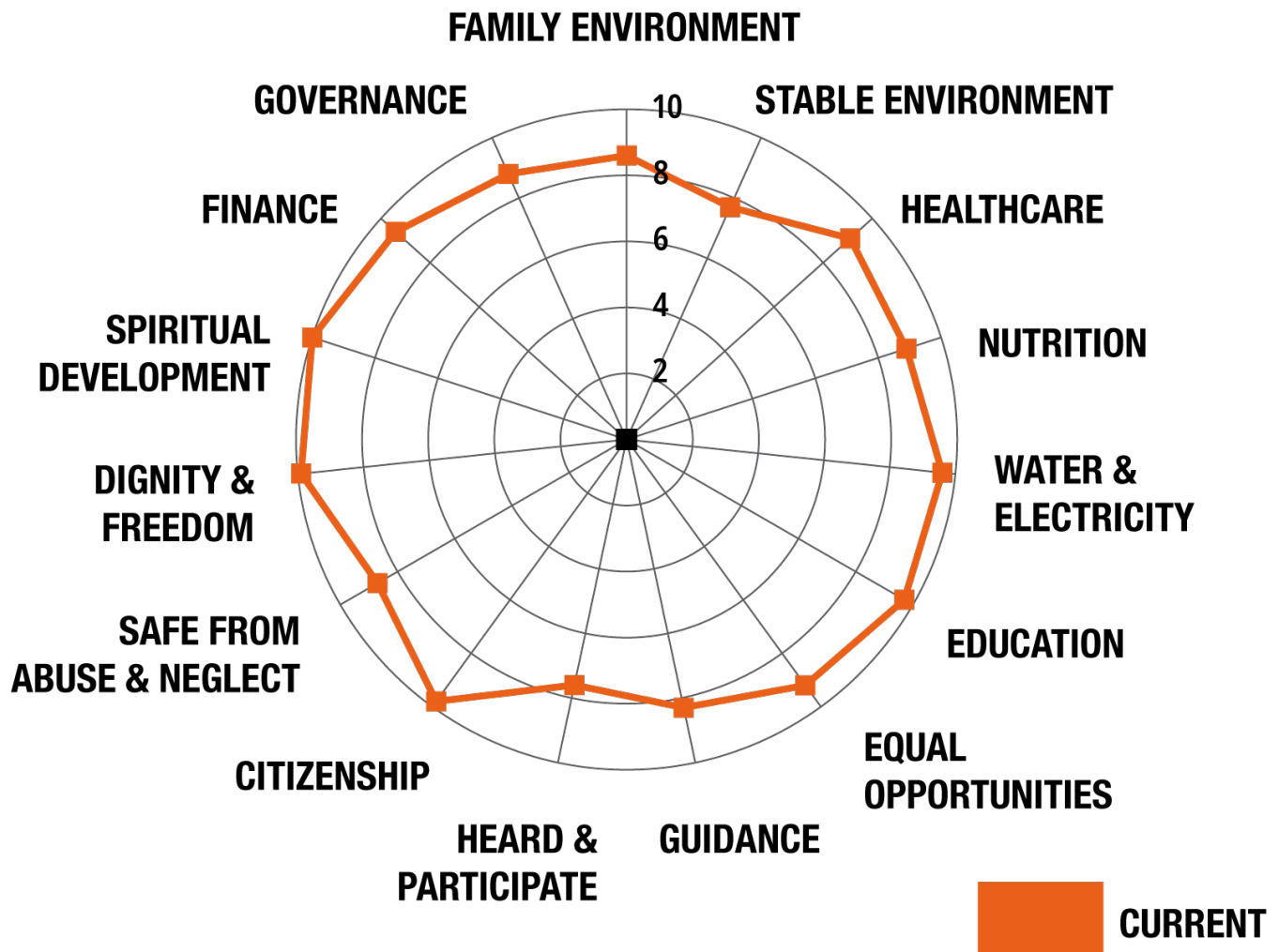
Based on the adopted declaration, The Miracle Foundation (miraclefoundation.org), a family-focused non-profit that provides resources to orphans mostly in India, codified the UN's Rights of the Child and developed a Thrive Scale, which measures how well child care facilities are able to obtain each of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

Currently Casa Hogar de la Esperanza is at a **Thriving** level. The children find in Martin and Sarahi stable figures in whom they can trust and obtain support, and who participate in their training 7 days a week. They also have enough caregivers to provide care for the 47 children and youth who live in the orphanage during the day and night. The caregivers are committed for more than 3 years to care for the children. 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 in Casa Hogar De La Esperanza have visits from a biological family member authorized by DIF. However, in those cases that do have the possibility and in the face of the COVID-19 pandemic situation, it is promoted that children and young people remain in contact with their biological family through phone calls supervised by the orphanage staff.

Previously, DIF would provide trainings two to three times per year related to child care, self-esteem, bullying prevention, norms and limits and more to staff members and directors. However, due to the pandemic, all DIF activities and trainings were halted. The staff members and directors have not received up-to-date trainings since November 2019 and according to DIF plans, the next training would happen in April 2020 but that obviously didn't go through.

For Casa Hogar De La Esperanza to raise its level in this category, it is necessary to train and certify caregivers in informed trauma since it is an alternative that will support them with the necessary tools to care for the children under their supervision. The caregivers are to be evaluated every three months to ensure the standard of child care.

- ☐ Train and certify caregivers in informed trauma since it is an alternative that will help them have more support tools to care for the children under their supervision
- ☐ Evaluate 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 **Sustaining** level. Martin, Sarahi and their team of caregivers provide significant support and affection to the children under their care. This is in such a way that they function as a large family. Children and young people have had a stable group of caregivers for the last 5 years since the percentage of turnover of caregiver staff is very low. Those who work for the children in this home remain for very long periods of time, focused on providing the love and attention necessary to the development and education of their children. They maintain a system of rules with clear consequences for infractions based on discipline and love to others. Children and youth maintain a very high level of respect and recognize Martin, the director, as a good role model.

For Casa Hogar de la Esperanza to advance in this level, it is necessary that the directors, caregivers and the team in general receive training on family enrichment activities, participate in joint activities, receive training on healthy ways to show affection, validation of feelings and are taught to use proper discipline techniques.

- ☐ Directors, caregivers and the team in general receive training on family enrichment activities and participation in joint activities
- ☐ Receive training on healthy ways to show affection and validation of feelings
- ☐ Caregivers are taught to use proper discipline techniques



Right to Healthcare

SURVIVING

SUSTAINING

THRIVING

Currently Casa Hogar de la Esperanza is at a **Thriving** level. The children bathe, wash their hair and brush their teeth daily. They also wash their hands before eating and after going to the restroom. They receive regular dental and vision exams; glasses are also provided to those who need them. The children with a health condition are identified before their arrival at the orphanage and receive follow up regularly. Upon entering the home, a general health examination is performed. The orphanage has identified a doctor and qualified specialists that they can contact in the case that any of the children need a consultation or treatment. Prior to the pandemic, they had support from the local university who would send their students to perform visual and dental exams on the kids. However, after schools were closed and because of health regulations, the students have not been able to receive support in these areas since March of 2020.

For Casa Hogar De La Esperanza to keep progressing in this level, it is necessary for the children to receive an annual medical check-up or examination to reveal the needs of each child in this area. Each child is required to have a complete medical record that includes all relevant information in this area such as medical history, growth measurements, incident reports, specifications when a child receives medication for any illness, dental and visual follow-ups, visits to the psychologist, etc. and that it is updated and available.

In order for them to improve their ability to meet the unforeseen needs of children, an emergency fund is needed to address gaps in children's health.

- ☐ Provide an annual medical check-up or examination to all the children, which reveals the needs of each child in this area
- ☐ Compile all of the children's missing documents, organize their files and maintain them updated with incoming records
- ☐ Provide an emergency fund to address gaps in children's health



Right to Nutrition

SURVIVING

SUSTAINING

THRIVING

Casa Hogar de La Esperanza is at a **Thriving** level in this category. Currently the orphanage can provide the children with three meals a day prepared in a hygienic, appetizing and tasty way. Whenever possible, they are provided with protein daily and three servings of fruits and vegetables a day. The house has the support of a nutritionist and children therefore receive adequate calories. They have the professional advice of a nutritionist who supervises the weight and height of children when necessary, making recommendations regarding healthy eating.

For Casa Hogar de la Esperanza to continue advancing in this category, it is necessary to have constant advice from a nutrition specialist to help them design more nutritious menus that provide an adequate consumption of calories per day. This specialist should also advise and train cooks in strategies of food preparation that provide better nutrition for children.

- ☐ Have advice from a nutrition specialist to help them design more nutritious menus that provide an adequate consumption of calories per day. This specialist should advise and train cooks in strategies of food preparation that provide better nutrition for children



Right to Clean Water and Electrical Power

SURVIVING

SUSTAINING

THRIVING

Casa Hogar De La Esperanza is on a **Thriving** level. They currently have clean drinking water and enough for all their needs: to drink, prepare food, wash and perform personal hygiene and house cleaning. Children have easy access to drinking water whenever they need it. They also have water storage systems in case of outages and have trained children and workers on how to make good use of them. They have all been taught the importance of water care. They have electrical wiring and lighting in all their facilities. They have adequate power and electricity at home and have solar panels installed that have the ability to power almost the entire property. However, they still need to improve the external lighting in common areas to ensure the safety of children.

- ☐ Perform an annual general electrical maintenance of their facilities with a cost of \$1350 USD
- ☐ Installation of 31 external lights to improve lighting.



Right to Quality Education

SURVIVING

SUSTAINING

THRIVING

Currently, Casa Hogar De La Esperanza is at a **Thriving** level. Children are able to attend school consistently throughout the academic year. With the support of local donors, all children are enrolled in private schools. Casa Hogar De La Esperanza was led and managed by two teachers for many years. The orphanage maintains a culture of special attention to the performance of its children's academic areas. For this same reason, most of them perform at their current level or beyond the expectations for their ages. For those children who are slightly behind, the orphanage has the support of an educational psychologist who currently lives at Casa Hogar De La Esperanza as a long-term volunteer. She is committed to providing individualized support to each child who has fallen behind to bring them back on track. In the case of tutoring, Martin and Sarahí provide extra support in areas such as writing, reading comprehension and mathematics to those who need it. The tutoring takes place in one-on-one sessions whenever the child or youth requests it. All children take English classes and computer training as part of their regular school activities. Two cases of children with attention deficit disorder have also been identified with the support of the school teachers. For them, and due to the new virtual school modality due to the COVID 19 pandemic, the orphanage has implemented the use of special equipment and furnishings to support these children in having longer attention periods during their classes. In the case of teens and young adults who are about to enter high school or university, the orphanage has the support of a psychologist who performs vocational tests which help these young people to make the best choice for their career path, based on their abilities and skills.

To stay on the Thriving level, Casa Hogar de La Esperanza needs to create continuing education or training plans with all children beginning at the age of 15, to guide them to continue their academic or job training education after they have graduated from high school.

- ☐ Create continuing education or training plans with all children at the age of 15, to guide them to continue their academic or job training education after they have graduated from high school

Right to Equal Opportunities

SURVIVING

SUSTAINING

THRIVING

Currently, Casa Hogar De La Esperanza is on a **Thriving** level. Children can participate in extracurricular activities such as dance, music classes, yoga, soccer, and arts. The orphanage has a stage where children and young people present plays and choreographed dances, sometimes trained by their teachers and on many other occasions with the support of their caregivers. Everyone participates with the intention of keeping their creativity and interest stimulated and opening up spaces of expression for children.

For Casa Hogar De La Esperanza to continue advancing in this category, caregivers need to be trained to be more empathetic to children's needs for expression and to be available to guide children and young people, acting as role models.

- ☒ (No step needed; the training for this will be provided alongside the training for Stable, Loving, Nurturing Environment)



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 the director Martin, the teachers, the educational psychologist or the caregivers identify this need or even when a young person expresses the desire to do so. This therapist talks with adolescents, either individually or in group sessions, about the changes related to puberty and prepares them for those changes. With the young adults, she carries out counseling related to responsible sexual behavior. In cases identified with a history of abuse, the therapist develops individual counseling to address the trauma. Regarding life skills, Martin the director, caregivers and volunteers play a very important role in the development of these skills. With the effort of the whole team, a series of workshops have been built in which the children can attend if they are interested in learning skills such as welding, mechanics, carpentry, cooking, farm care, painting, driving skills, general construction, gardening, farming and more. In addition to regular school activities, the kids have the option of attending these extracurricular activities and they can learn from the modeling of the people who facilitate these workshops.

In order for Casa Hogar De La Esperanza to move from sustaining to thriving in this category, a specialist in the subject needs to train caregivers in responsible sexual behavior, healthy expression of affection, and hygiene and care in adolescence.

A life skills plan is also needed for all youth ages 15 and older to have a plan for life after the orphanage.

- ☐ Provide training for the caregivers in responsible sexual behavior, healthy expression of affection, and hygiene and care in adolescence
- ☐ Develop and implement Child's Hope Plans for all youth ages 15 and older to have a life plan after the orphanage



Right to Be Heard and Participate in Decisions

SURVIVING

SUSTAINING

THRIVING

Currently Casa Hogar De La Esperanza is at a **Sustaining** level. Most of the time the children in the orphanage can make decisions about what they wear or do in their free time. They have a say in what they eat on special dates such as holidays and birthdays. They also make suggestions for vacation plans, excursions, etc. In order to move from sustaining to thriving, the orphanage needs to develop and have a children committee to exercise their leadership skills and have a sense of agency. To facilitate this type of initiative, staff would need templates and training from a counseling expert who would teach them how to conduct these types of meetings in an organized manner; for the purpose of developing leadership skills and active participation in decision-making with children.

- ☐ Develop and have a children committee, to exercise their leadership skills and have a sense of agency
- ☐ Staff training from a counseling expert to teach how to conduct these types of meetings



Right to Be Prepared for Citizenship

SURVIVING

SUSTAINING

THRIVING

Currently, Casa Hogar De La Esperanza is at a **Thriving** level. All children and youth have been assigned appropriate chores according to their age and are expected to perform them as assigned. They understand the importance of responsibility and the role they play in their home. They are aware of the importance of actively participating in maintaining their space in a dignified manner. The children and youth of Casa Hogar De La Esperanza have been exposed to the wider community and have participated in serving others who are less fortunate. Martin the director has taught the children to share what they have with others and practice values such as effort and work ethic. Children are aware of what is happening in their community, environment and dare to ask questions if they have doubts about what is happening.

In order to continue to maintain the Thriving level, adolescents over 15 years of age need to continue developing life skills seeking the necessary support to achieve this task, either inside or outside the orphanage.

- ☐ Provide life skills training to adolescents over 15 years old
- ☐ Implement Child's Hope Plans



Right to Safe from Abuse & Neglect

SURVIVING

SUSTAINING

THRIVING

Currently Casa Hogar De La Esperanza is at a **Thriving** level. One of the main characteristics of this home is that the director, Martin, takes the protection and care for the privacy of the children and young people who live there very seriously. To protect children from possible situations of abuse, the orphanage has a general protocol so that visitors know the rules during their stay. In the case of recurring visitors and staff in general, a background check is required to validate and verify their references. Casa Hogar de La Esperanza also carries out training exercises with all staff members at least once a year on the subject of violence and abuse prevention, positive parenting and alternatives to corporal punishment, and tools to detect abuse. The orphanage has the support of two psychologists who provide individual attention to the children if they request it and who continuously follow up with the children who have been identified as having a greater need due to their family history or those with a history of violence.

For Casa Hogar De La Esperanza to continue advancing in this category, it is necessary to develop and implement a more solid annual training plan that includes children, young people and the entire team of collaborators on tools that allow everyone to identify and avoid abuse. It is also necessary to have a written code of conduct so that all staff and visitors know the rules of coexistence and expected behavior during their visit.

Currently, the staff members and caregivers know and understand the code of conduct but there is no visual of it for them to refer back to. To obtain their operational license, DIF and the ministry of labor require the home to have this document in physical form. This code of conduct comes in relation to the Child Protection Policy as there is zero tolerance for violence. They would commit themselves, with a signature on the document, not to exercise any practice that puts children and young people in situations of violence, abuse or neglect.

- ☐ Develop and implement an annual training plan that includes children, young people and the entire team of collaborators allowing everyone to identify and avoid abuse
- ☐ Create a written code of conduct so that all staff and visitors know the rules of coexistence and expected conduct during their visit



Right to Dignity & Freedom

SURVIVING

SUSTAINING

THRIVING

Currently Casa Hogar De La Esperanza is at **Thriving** level. Each child has their own bed and they are provided with what's needed for personal hygiene. Their clothing, footwear and uniforms are in good condition. The children's bedrooms are separated by gender and age; they are clean and tidy. They have numerous play areas where they can spend free time once they have finished their tasks. In the case of young men 18+ who are still living in the orphanage, there is a dormitory area on the premises in which they can stay in the short or long term before their independence from the orphanage, since being of legal age does not limit their stay for a longer period of time. Young women and men both have the opportunity to go out to work; some of them use this income for their personal expenses and others to generate savings that can help them start their independent life (i.e. with the purchase of basic household items, their own bed, etc.).

For Casa Hogar de La Esperanza to maintain the Thriving level, preventive and corrective maintenance is needed to the playground. This maintenance includes general repairs, painting and the change of some games such as the swings and slides. They would also like to add chairs or benches to make this area safe and have there be enough for all ages.

- ☐ Provide preventive and corrective maintenance to the playground that includes general repairs, painting and the change of some games such as swing, slides. They would also like to add chairs or benches to make this area safe and have there be enough for all ages.



Right to Spiritual Development

SURVIVING

SUSTAINING

THRIVING

Currently Casa Hogar De La Esperanza is at a **Thriving** level. Children and teens have the opportunity to belong to a spiritual community, participate in community prayer and spiritual rituals, and carry out Bible reading circles within the orphanage. They are taught about God and religion, but they are not forced to attend church. At home they are taught about right and wrong and how to make restitution for wrongs. With the support of local volunteers, they carry out meditation sessions and reading circles helping them to generate their own judgment, establish and develop a bond with God and maintain their Faith.

- ☒ No project is needed here

Finance Standard

SURVIVING

SUSTAINING

THRIVING

Casa Hogar De La Esperanza is at a **Thriving** level. The home has the services of a professional accountant who is in charge of keeping the records of income and expenses of the house. Such records are available each time they are requested for review or internal and external audits. The accountant is also in charge of preparing the annual tax returns in accordance with Mexican tax laws and validating the books and records of the orphanage. The home has administrative measures to minimize the misuse of resources; they are committed to being transparent with their donors on how they use the resources they receive. The orphanage operates with an annual budget. However, the budget is always in constant motion due to investments in construction, maintenance and improvement of facilities among other items due to the growth of the orphanage in matters of infrastructure, services and the population it serves.

For Casa Hogar De La Esperanza to maintain a Thriving level and improve, it must have a clear and adequate division of functions for internal control, including all the key people involved in the operation of the orphanage.

It is also necessary to develop and structure a strategic work plan for one year, where it is possible to establish clear goals for growth and towards what the orphanage is to take, aligning all the efforts and resources available to achieve this plan.

- ☐ Coaching session done by ACHF for management training, which would result in the adequate division of functions for internal control, including all the key people involved in the operation of the orphanage
- ☐ Develop and structure a strategic and prioritized work plan for one year, where it is possible to establish clear goals about growth and towards what the orphanage is to take, aligning all the efforts and resources available to achieve this plan



Governance and Human Resource Standard

SURVIVING

SUSTAINING

THRIVING

Currently Casa Hogar De La Esperanza is at a **Thriving** level. The home has the supporting documentation showing that the property where the orphanage is located belongs to the institution and is intended only to provide accommodation to children and young people in a situation of orphanhood. Therefore, any improvement that is made to the place is, and will only be, for the benefit of the children.

Regarding licenses and permits, the orphanage has an Operating License, however it expired in 2019. They are currently in the process of renewing all certifications, providing training to staff and obtaining the necessary requirements to renew the operating license. The orphanage has a board of directors that meets at least twice a year. They participate in a very active way in making decisions that affect the orphanage. Weekly meetings are held with the staff to receive guidance and support on their jobs, however these are not well structured and lack follow-up.

For Casa Hogar De La Esperanza to improve and remain at this level, it is necessary to have detailed job descriptions of the activities and responsibilities of each staff member. It is also important to determine the terms and conditions of their employment in order to reduce the staff turnover and ensure that children have more stability.

It is necessary to provide medical insurance to 10 collaborators to guarantee their right to health and medical attention, which will cost \$4,106 USD per year.

- ☐ Create job descriptions of the collaborators, with specific details of their activities and responsibilities
- ☐ Determine the terms and conditions of their employment in order to reduce the staff turnover and ensure that children have more stability
- ☐ Provide medical insurance to 10 collaborators to guarantee their right to health and medical attention, which will cost \$4,106 USD per year and ensure that children have more stability

Strategic Initiatives

EXTERNAL LIGHTING

PROJECT OWNER	Martin Hernandez
ANTICIPATED COMPLETION DATE	July 2021
PROJECT SUMMARY	The project consists of installing 31 external lights around the property in common areas. For this, they need lamp posts, wiring, PVC pipes and the lights themselves.
PROJECT PURPOSE	The lights are intended to be installed because there are teens who have to travel across the campus to access their restrooms. When attending in-person school, these teens shower early in the morning and oftentimes, the sun is still not out, meaning they are walking in the dark. There is also a section of the property where pedestrians walk across to get to their destination and this obviously presents a risk to the children of the orphanage as they are trespassing. Additionally, when there are volunteer groups visiting and having a bonfire, they are entirely in the dark because of the lack of lighting.

MEDICAL INSURANCE FOR STAFF MEMBERS

PROJECT OWNER	Martin Hernandez
ANTICIPATED COMPLETION DATE	June 2021
INITIAL ANTICIPATED COST	\$4,106 USD
PROJECT SUMMARY	Provide medical insurance to 10 collaborators to guarantee their right to health and medical attention.

PLAYGROUND AREA UPGRADES

PROJECT OWNER	Martin Hernandez
ANTICIPATED COMPLETION DATE	July 2021
PROJECT SUMMARY	Provide preventive and corrective maintenance to the playground that includes general repairs, painting and the change of some games such as the swing, slides, chairs or benches to make this area safe and have there be enough for all ages



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