

The background image shows a group of children in a shelter-like setting. A young boy in the foreground is wearing a light blue surgical mask and a white t-shirt, looking down at a card game on a wooden table. To his right, a girl with long blonde hair, wearing a yellow t-shirt and a grey face mask, is also looking at the cards. In the foreground on the left, the back of a girl with long brown hair wearing a blue plaid shirt is visible. The table is covered with playing cards, blue chips, and a game board. In the background, there are blue and red plastic barrels and a blue tarp wall.

**Casa Hogar Ebenezer**

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**Tijuana**

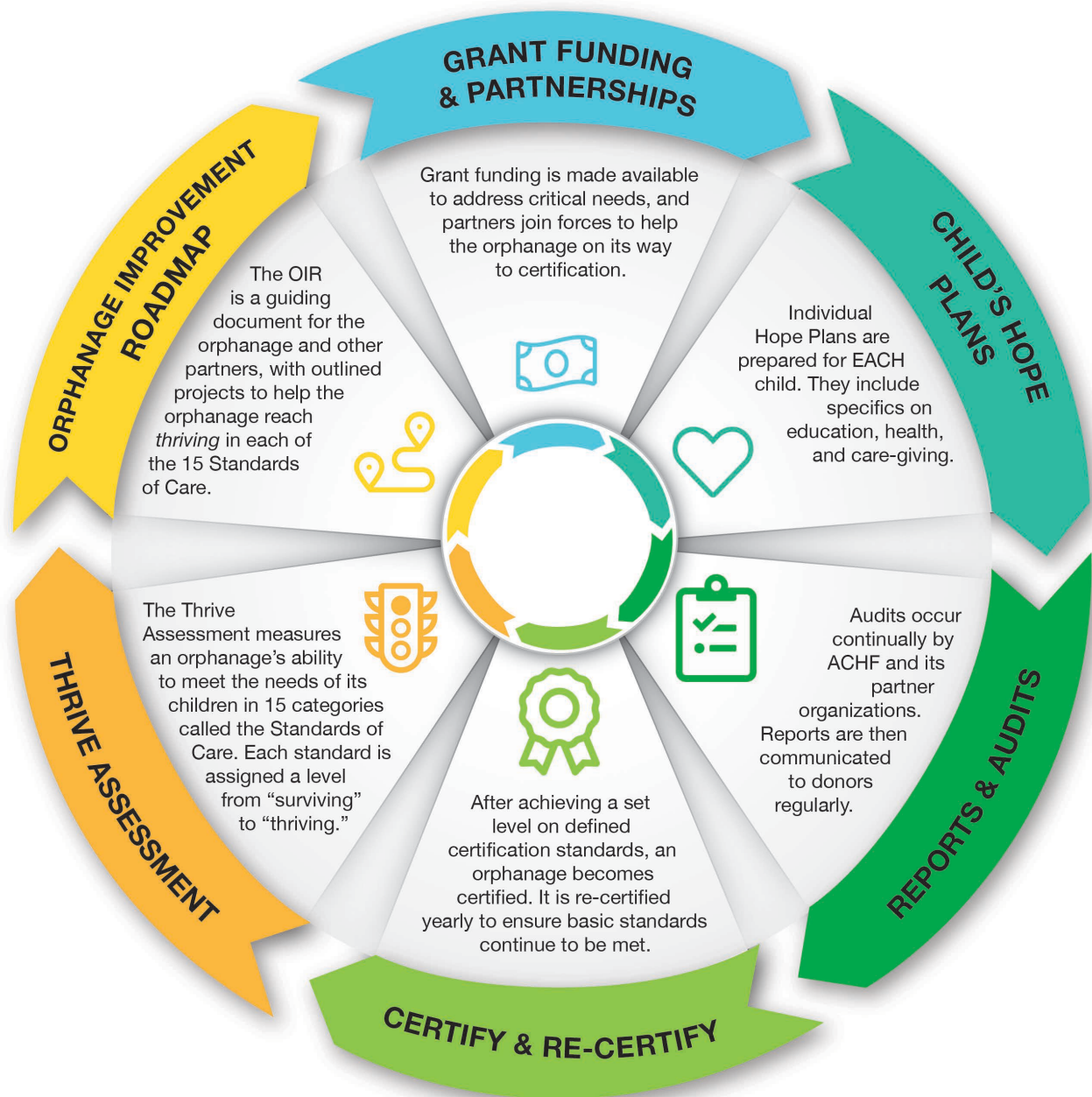
**ORPHANAGE  
IMPROVEMENT  
ROADMAP**

**May | 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

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## Background

Casa Hogar Ebenezer is an orphanage connected to the Casas Hogares network in Tijuana, Mexico, which offers safe housing and stability for displaced, orphaned and abandoned children. Casa Hogar Ebenezer is home to 18 children between the ages of 8 and 21. It was founded and run by Pastor Freddie and Eva Duarte, a couple originally from Guatemala, who started the home in 2002 when they were invited to care for 18 children who had been living in a nearby orphanage that had to close its doors. The need for care, love and attention for these 18 children was so great that Eva and Freddy looked for all possible alternatives to help them. This is how they decided to leave their home in Los Angeles, California to move to Tijuana and undertake their mission.

At Casa Hogar Ebenezer, all the children are part of one big family. The older children teach the younger ones how to fold their clothes, do their chores, get ready for school and do their homework. Over the past 19 years, a total of 210 children have been part of Casa Hogar Ebenezer. Eva and Freddy have provided the same parenting style to all of their children where love for God, honesty and responsibility are the core values of their extended family. Eva and Freddy have helped their children, as they call them, to become integrated members of society, responsible, successful and happy citizens in what they have decided will be their life path once they leave home. Casa Hogar Ebenezer works hard to ensure that the children will be prepared to take care of themselves and will be good citizens and good parents once they are on their own. That is why for Eva and Freddy, vocational education or learning a trade is the most important tool they can leave their children with to become self-sufficient.

# Mission

Casa Hogar Ebenezer is an institution with moral and spiritual values whose mission is to support children and adolescents in stages of vulnerability.

Our vision is to provide the necessary tools to children and adolescents so that they have the skills to face challenges in the future.

Our values are generosity, order, patriotism, honesty, respect, friendship, gratitude, kindness, dignity, responsibility, perseverance and prudence.

## What Makes Orphanage Unique?

This Home is unique because everyone who lives in it is part of a big family, where the love of God and others is the foundation for everything they do.

Here, each child is cared for with quality and warmth in all areas of their development and the work that is done is not for the pleasure of the government or visitors, but for the pleasure of God.

Each child is treated with respect and their weaknesses and talents are recognized, which helps children get the attention they need to improve and heal.

## Long-Term Vision

To provide a dignified, safe and quality space for the 25 children and adolescents living in the home, to help them heal and be happy.

## What pieces of the vision do you hope to accomplish in the next 2-3 years?

Improve security in the facilities.

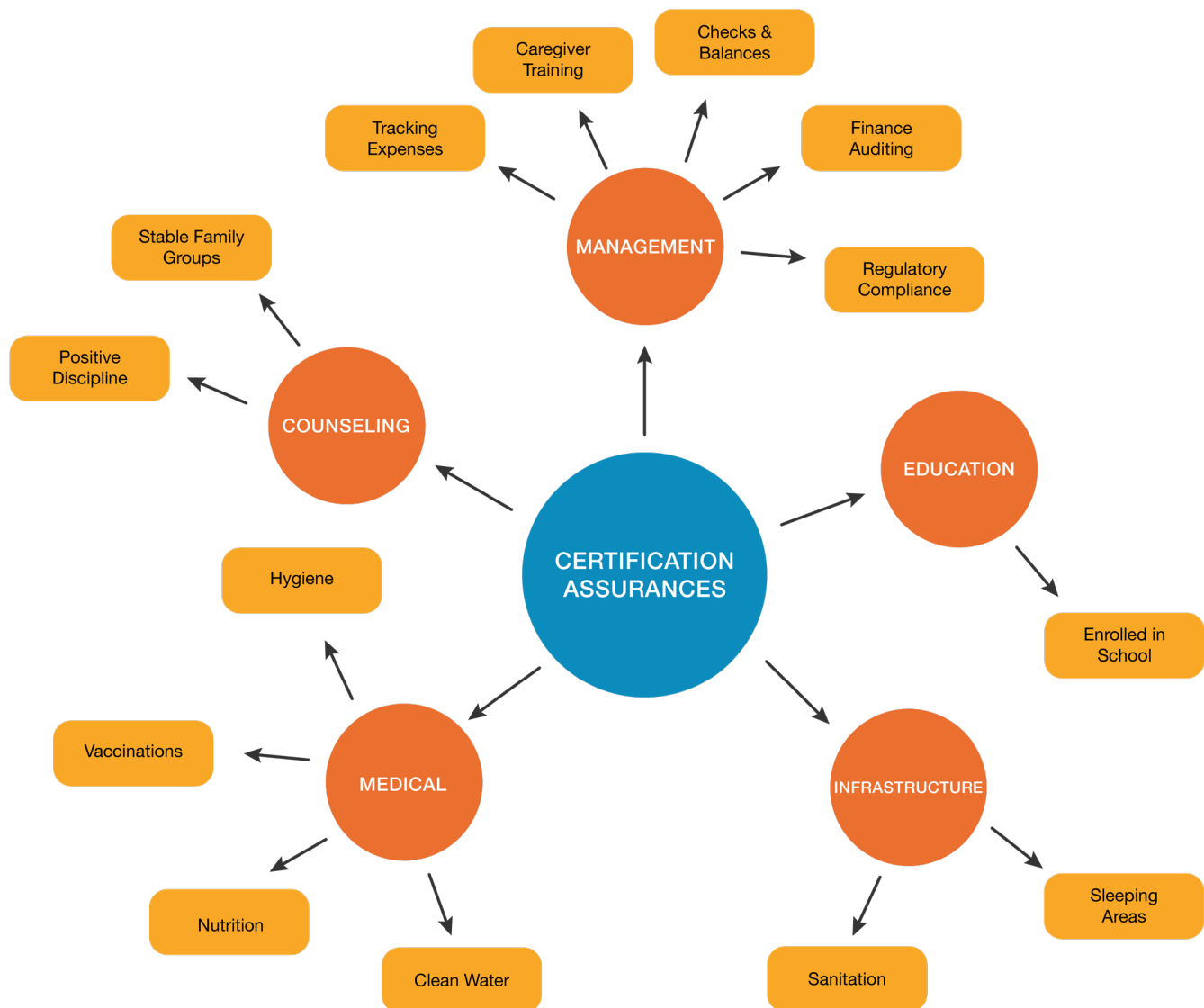
Care for 25 children.

To be recognized as a quality space for the care and service of 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 EBENEZER

This process began on: May 18, 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?
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.
2	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?)
2	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.

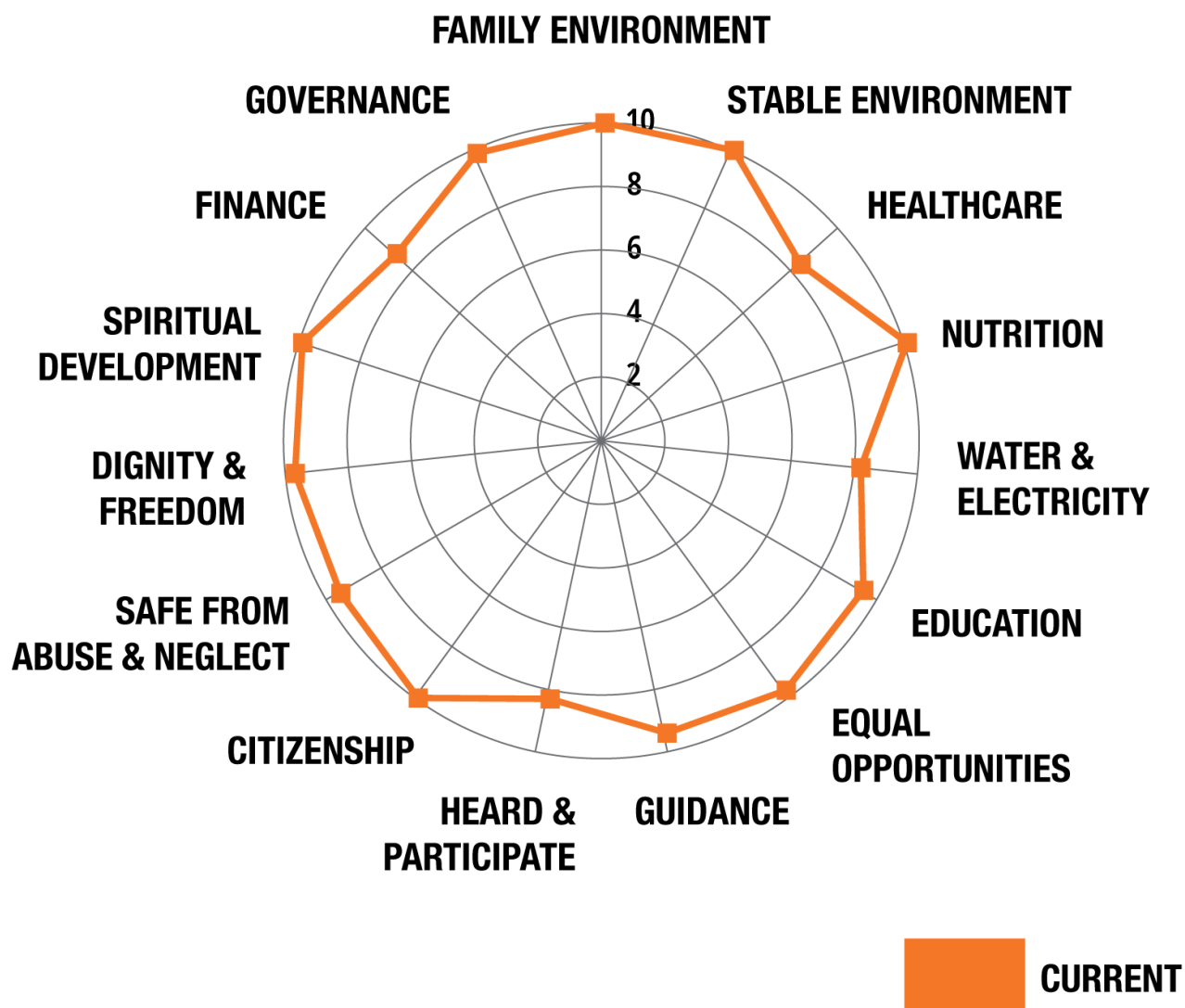
Based on the adopted declaration, The Miracle Foundation ([miraclefoundation.org](http://miraclefoundation.org)), a family-focused non-profit that provides resources to orphans mostly in India, codified the UN's Rights of the Child and developed a Thrive Scale, which measures how well child care facilities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

Casa Hogar Ebenezer is currently at a **THRIVING** level in this category. Eva and Freddy have worked all these years to create a space for the children to feel part of a big family. Siblings have the opportunity to stay together, fostering unity and permanence. The children see in Eva and Freddy not only authority figures, but guardians who are responsible for their care, protection and education. They have assumed the role of parents to each of the children who live and have passed through Casa Hogar Ebenezer.

Caregivers have been instructed mainly by Eva, in addition to receiving training, courses and certifications on child care, to foster an environment of family care where everyone is equally special and important. They have been able to make the caregivers an important part of the family. Because there is such a small group of caregivers to care for the children, staff turnover is minimal, as there have been no staff changes in the last 5 years, a situation that generates greater stability and constancy for the children. The caregivers play a very important role in supporting the children, but it is Eva directly who makes the main decisions in the best interest of each child.

Eva and Freddy encourage and facilitate visits for the children, as DIF grants permission for this. In the case of phone calls, these must also be authorized by the DIF and there is always close supervision, however the reality is that there are only three children who have this possibility, the rest of the children are in a situation of total orphanhood.

For Eva and Freddy, the main priority is to work with the children and that all the resources that come to the children's home are always directed to care for them. Freddy and Eva, having a mentality of "children first" have not allowed for a dignified and comfortable living space in the home. They currently have a small space under the stairs of the children's dormitories that they use as a room, but this space is too small. On the third floor of the house they have a space for an apartment, but due to the crisis of donations and the lack of resources, it was not possible to finish it. This is why this space requires an investment of approximately \$5000 USD for Eva and Freddy to have a better living space.

No steps needed here.



## Right to a Stable Environment

SURVIVING

SUSTAINING

THRIVING

In this category Casa Hogar Ebenezer is at the **THRIVING** level. Eva and Freddy maintain a system of clear rules based on positive discipline. They help the youth to take responsibility for the consequences of their actions and help them to remedy their misdeeds. Eva is primarily in charge of setting up talks with the youth when rules are broken. She is also the one who determines the consequences and establishes disciplinary measures for all the children. The caregivers and cook are fully involved in the children's daily activities. In the absence of Eva and Freddy, they are in charge of everything related to the children.

In addition, the home has implemented family enrichment activities that have promoted a better relationship between the caregivers and the children. One of their favorite activities is bike rides around the house, an activity in which all of the adults in the home have become involved. The older siblings, who are young boys who are now independent of the home, always come back to visit the younger ones. They have made the family of Casa Hogar Ebenezer grow even more by bringing their children, who Eva and Freddy call grandchildren.

In order to achieve this stability it was necessary to train the staff in child care issues in addition to having monthly meetings with a specialist to look for alternatives to strengthen the family unit and create a more stable environment for everyone who lives there. Eva is always looking for opportunities to train her staff in child care and strategies to care for each of the children. All of her staff at the home are also always open to learning and continuing to prepare themselves.

No steps needed.



## Right to Healthcare

SURVIVING

SUSTAINING

THRIVING

In this category, Casa Hogar Ebenezer is in the **SUSTAINING** level. Regularly the children receive their annual medical checkups, however due to the protective measures to avoid contagion by COVID-19 the last checkup was done at the end of 2020. This identified three children who need to be fitted for glasses. It is also important to highlight that in this home there are 4 children who need continuous attention due to the complexity of their medical and psychological diagnoses. There is a girl recovering from cancer and another girl diagnosed with nephrotic syndrome. There is also a young boy with a hearing deficit as a result of complications from an oral infection in childhood due to the degree of abuse and neglect by his family of origin and a girl with an intellectual disability, who constantly visits the doctor for follow-ups. For the past three years, the majority of the orphanage's budget has been directed towards these health needs due to the lack of an emergency fund to address these needs.

The children have the support of a local medical service at the Hospital de las Californias, due to a subsidy that this institution has for the children of casas hogares, however this support or subsidy only covers children under 18 years of age. With the support of this institution the children receive general medical consultations when they present any symptoms, routine medical check-ups and some medical appointments with specialists. However, it does not cover the costs of laboratory tests, laboratory studies such as ultrasounds or x-rays, or medication.

In order for Casa Hogar Ebenezer to advance in this category, it is necessary to have a medical emergency fund, which is available to attend to children with existing health conditions and any medical emergencies resulting from these conditions or an emergent case in another child.

- ☐ Provide annual health check-ups for all children and record them in their file.
- ☐ Create an emergency medical expense fund.





## Right to Nutrition

SURVIVING

SUSTAINING

THRIVING

In this category Casa Hogar Ebenezer is at the **THRIVING** level. The children receive nutritious meals cooked in a hygienic and tasty way. They are also provided with protein in its various forms in their food and are given enough vegetables and fruits in their diet. The children are able to include their tastes in their food at least once a month and there is food planning and menus that the children can look at to see what their meal of the day will be. Their kitchen area is clean, tidy and well-stocked; it is free of pests and they keep detergents and cleaning fluids in a safe place. The space is well ventilated, however due to leaks and seepage from the external roof, there is moisture on the ceiling of the dining room that has damaged the ceiling.

The house has all the necessary utensils to cook the food and these are in good condition and free of dirt or elements that could contaminate the food. Casa Hogar Ebenezer has enough food for the children because they have the direct support of two main donors who provide the house with perishable and non-perishable food for the children on a weekly basis. Sometimes they have more than they need and in order that the products do not go to waste, Casa Hogar Ebenezer shares their food donations with other organizations in need of support. Casa Hogar Ebenezer has an excellent food handling practice for the review, storage, packaging and distribution of products in such a way that they have a good control and management of their warehouses and raw materials for their food.

They also have the support of a nutritionist who makes the necessary adjustments in the feeding of special cases and also monitors the weight and height of all children. She is also in charge of the supervision of special feeding for the girl with nephrotic syndrome.

In order for Casa Hogar Ebenezer to maintain this level, repairs need to be made to the kitchen ceiling due to the presence of humidity originating in the upper ceiling that damaged the kitchen ceiling.

☐ Repair kitchen ceiling that was damaged by damp from the external ceiling.



## Right to Clean Water and Electricity

### SURVIVING

### SUSTAINING

### THRIVING

In this category, Casa Hogar Ebenezer is at the **SUSTAINING** level. The house has drinking water facilities in good condition and free of contaminants and its pipes have not had any major problems in the last 3 years. The children have clean water to drink and it is readily available and easily accessible when they wish to drink it. Faucets and showerheads throughout the house are in good condition and when there is a problem, repairs are made immediately. These are the main preventive and corrective maintenance activities that Freddy and Eva perform in the house.

The drainage system in the house works properly so that the water is free of any contaminants in the house and the methods of disposal are adequate. As for the electrical installations, the current installations are sufficient for the entire house, however they need to receive general maintenance so that they can function at one hundred percent. Recently there was a short circuit in the main box leaving half of the house without lighting and electricity, and sometimes the light is flickering due to load variations. The outside lighting is sufficient for the front of the building, but the lighting in the back is very poor. This represents a safety problem for the children as the land at the back of the house does not have a dividing wall with the surrounding community and therefore they are somewhat vulnerable.

The third floor of the house, where there are two spaces under construction that have not been finished, has no electrical installation for the laundry room and the directors' apartment. In case of power outages, the house does not have an alternative source of energy in case of emergencies. In case of an incident or fire, the house does not have a water reservoir to deal with any fire contingency. It is very important to mention that due to the location of the house and the narrow streets for access, in case of fire it would be impossible for the fire department to reach this location and there is no fire hydrant in the nearby streets. This observation was made by the fire department itself, making the recommendation to have one or two reserve tanks.

In order for Casa Hogar Ebenezer to advance in this category, preventive and corrective maintenance needs to be done on the general electrical installations of the house, the pending wiring needs to be put in place and the installations in this area need to be improved. It also needs to place more lights in the back of the house to ensure the safety of the children. Finally, as a measure suggested by the fire department, have a tank or two of water reserves for exclusive use in case of fire and in the unlikely event that a fire truck can not reach the home.

- ☐ Implement a preventive and corrective maintenance plan for electrical installations.
- ☐ Installation of light fixtures at the rear of the property to improve child safety.
- ☐ Have a water tank in case of a fire emergency.



## Right to Quality Education

SURVIVING

SUSTAINING

THRIVING

Casa Hogar Ebenezer is currently at a **THRIVING** level in this category. All children and youth are enrolled in private school, with the intention that they receive quality education. Due to the COVID-19 contingency, they are currently attending school online. Elizabeth, who is one of the young women who grew up in Casa Hogar Ebenezer and who is Eva's right hand, takes care of everything related to the children's schooling, being the one who supervises and coordinates all the school activities. Eva maintains a very close relationship with the school directors and the children's teachers, and attends to any situation related to the children's school performance; they immediately talk to Eva to follow up immediately and prevent the children from falling behind.

One of the biggest challenges for the children in this area is the learning and performance in the area of mathematics as most of them are a little behind or have difficulties in this area, for which they need individual after-school support.

Casa Hogar Ebenezer will have a group of young people who will finish their high school education during the second semester of the year, so if they wish to continue their education, Eva and Freddy will need extra financial support to be able to cover their school expenses. In the past, the young people of Casa Hogar Ebenezer received support from another organization who absorbed these expenses for the young people, however with this new group of young people, the corresponding alliances have not yet been made to determine if they will have this support.

In order for Casa Hogar Ebenezer to remain at this level, tutors are needed to support the children in the area of mathematics in 1-on-1 sessions to improve their grades in that area. There is also a need to establish relationships or links with other organizations or donors who want to support the educational expenses of the young people who are about to turn 18 or who will go on to university in order to have protected funds to pay for their education.

- ☐ Tutor support for 1-on-1 sessions in the area of mathematics.
- ☐ Seek support for school activity expenses for youth coming of age.



# Right to Equal Opportunities

SURVIVING

SUSTAINING

**THRIVING**

Casa Hogar Ebenezer is currently at the **THRIVING** level in this category. Eva has been very careful in her methods of integrating the children into the family. For her, order and cleanliness are the qualities that she tries to develop with her children on a daily basis. Being such a large family, everyone is assigned some domestic chores and tasks to support the maintenance of the house and their own spaces; these tasks are divided by age and gender. The children's spaces are personal, they have a place to accommodate and store their private belongings. With Eva's teaching, the children keep these spaces in order.

Eva has implemented an internal program of skills-building activities for the transition to adulthood so that both women and men participate in domestic activities. These promote self-sufficiency such as cooking, cleaning of spaces, general maintenance of equipment, participation in shopping and organization of events, basic maintenance of the home's cars, collection of donations, general repairs and reception of suppliers, so that the boys above the age of 15 know the dynamics and functioning of the home. The youth have even participated in training on disaster prevention and how to deal with a fire contingency or evacuation of the building. With the active participation of Eva, Freddy, Ely, the cook and the caregivers, the children and youth at Casa Hogar Ebenezer have in them good role models to follow in order to prepare for adulthood.

Eva recognizes that the children are fully involved in the dynamics of the home, however, it is necessary to balance this with some extracurricular activity that the children enjoy and that allows them to get out of the house, as well as to spend time with other children of the same age and with the same interests.

In order for Casa Hogar Ebenezer to continue at this level, all that is needed is a balance between home activities and personal recreation, as well as the development of skills. That being said, Eva mentions that she would like her children and herself to be able to take swimming lessons this summer.

- ☐ Swimming lessons at a cost of \$22USD per month per child (three lessons per week)



## Right to Guidance

SURVIVING

SUSTAINING

THRIVING

Casa Hogar Ebenezer is currently at the **THRIVING** level in this category. One of the most important values in this family is respect and love, first for God and secondly for others. That is why Eva places special emphasis on teaching the children about this and other values.

The children have and have had the opportunity to receive counseling on topics that have been of interest to them and have received the therapeutic support needed to deal with crisis and trauma. These opportunities have also been extended to the staff to improve their service to the children. Casa Hogar Ebenezer has the support of a therapist who, until before the COVID-19 pandemic, visited the home twice a week and conducted follow-up sessions with the children. However, there is no therapeutic support plan in place for the children and caregivers.

In terms of life skills development sessions, Eva and Freddy have led this training with the children and young people, and at times and because of the origin of the issue, they have used professionals who have provided this training for the young people.

In order for Casa Hogar Ebenezer to remain at this level, a formal therapeutic plan needs to be implemented for all children and staff members. It is also important to have Child's Hope Plans in place, primarily with the youth over the age of 14.

- ☐ Implement a therapeutic plan.
- ☐ Create Child's Hope Plans.



## Right to Be Heard and Participate in Decisions

SURVIVING

**SUSTAINING**

THRIVING

Casa Hogar Ebenezer is currently at the **SUSTAINING** level in this category. The children are always able to make decisions about what they wear during the week or what they do in their free time. Children have input into what they eat on special dates such as holidays and birthdays. Once a month, Freddy offers a big feast open to his visitors after the church service in which the children always decide on the recipe according to their tastes or desires. They also make suggestions for vacation plans or activities away from home, whenever possible. At Casa Hogar Ebenezer, the children play a very active role in leading activities within the home, aside from their assigned household activities. For example, once a week it is the children who, by age and group, prepare and lead the devotional and religious service inside the house, an activity that takes a whole week of planning.

In order for Casa Hogar Ebenezer to move from sustaining to thriving, it is necessary to have the Child's Hope Plans from the previous category and for Eva and Freddy to be able to follow up on these plans to motivate and lead the youth in fulfilling their expectations or dreams.

☐ There are no next steps until the Child's Hope Plans are in place.





## Right to Be Prepared for Citizenship

SURVIVING

SUSTAINING

THRIVING

Currently, Casa Hogar Ebenezer is at the **THRIVING** level. All of the children and youth have complete identity documents and know about the importance of having them. The children and youth at Ebenezer have assigned chores in the home according to their age. In addition, they are fully aware of the importance of their participation in maintaining good hygiene, order and cleanliness in the home to such an extent that they do not need to be reminded more than twice of their assignment and on their own initiative they take on more chores without being ordered to do so.

The children and youth of Ebenezer are aware of what is going on in their community and environment. They continually participate in serving others who are less fortunate by sharing with them food baskets and other things they have in their home. Eva and Freddy have taught the children to share what they have with others and to practice with them values such as effort and hard work. In this home, both adults and children convey a sense to visitors that they are always welcome to share what they have and what they know. The children are very warm and the young people are always very helpful, attitudes that undoubtedly come from Eva and Freddy's teachings.

To remain at this level, adolescents over the age of 15 need to continue to develop life skills by seeking the support necessary to achieve this goal, whether in or out of the home.

☐ There are no steps to follow until Child's Hope Plans are completed.



## Right to Be Safe from Abuse & Neglect

SURVIVING

SUSTAINING

THRIVING

Casa Hogar Ebenezer is currently at the **THRIVING** level. The children have private spaces for bathing, toileting and dressing. The bedrooms are separated by gender and age and the home has a policy that no adult may be alone with any child. There is also a policy posted on the premises stating that visitors may not photograph the children for any reason, and if photographs are required for the purpose of the visit, they may not show the children's faces. It is completely forbidden to provide personal information or exchange contact information with them. The caregivers and the director have received at least once a year training exercises with all the staff of the home on the topic of violence and abuse prevention and positive parenting. Eva is always available for 1-on-1 sessions with the caregivers and the cook to provide advice about their positions and to address any concerns regarding the care of the children.

Particularly in this house there are children who have a history of violence and mistreatment. The directors, Eva and Freddy, have been victims on several occasions of abuse of trust by "pseudo donors" who have only taken advantage of them without really helping the mission of the house. That is why the security protocols here are more specific and strict.

The children's home has the support of a psychologist who provides individual attention to the young people if they request it. They continuously follow up with children who have been identified as having a greater need due to their family history or with those who have a history of violence, abuse or mistreatment.

Casa Hogar Ebenezer is very vulnerable in terms of security in relation to the surrounding community. This is due to the fact that in one section of the property there is no wall that delimits the property, so most of the time they have intruders on the property on the back side of the house, which presents a high risk to the inhabitants of the house.

While in this category it is at a good level. To improve vulnerability in security issues, it is important for Casa Hogar Ebenezer to have a security camera system to monitor the weakest areas of the house and to build a perimeter fence to ensure that intruders do not enter the property.

- ☐ Security camera system
- ☐ Construction of the perimeter wall



## Right to Dignity & Freedom

SURVIVING

SUSTAINING

THRIVING

Casa Hogar Ebenezer is currently at the **THRIVING** level. Each child has his or her own bed and is provided with the necessities for personal hygiene and cleanliness. Their clothes, shoes and uniforms are in good condition for their use. The children's bedrooms are separated by gender and are clean and tidy. Eva, Freddy and their team encourage the children to be kind to each other and are corrected when they make belittling comments to others.

The children know the consequences before they commit any infraction and know that there are always ways to remedy their wrongdoings. The home has all the safety protocols required by the authorities and its staff has been trained in fire fighting, use and handling of fire extinguishers, search and rescue and evacuation and shelter. The children have art materials and they are available for their use but these are not sufficient for all the children. However, they do not have safe and sufficient play spaces and areas for all children of all ages as their play space is too small.

☐ No next steps until external lighting and fence construction are improved.



## Right to Spiritual Development

SURVIVING

SUSTAINING

THRIVING

Casa Hogar Ebenezer is currently at the **THRIVING** level. One of the cornerstones of this home is the education and spiritual development of the children. For this area, the children have the opportunity to participate in an active way and belong to a Christian community that has directly and indirectly supported the home since its inception. The children participate in community prayer, spiritual rituals, Bible reading inside and outside the home and participate in Sunday school. Freddy and Eva, as pastors, lead this process in which they are taught about God and religion. In the home they are taught about right and wrong and how to remedy or compensate for their wrongs. With the support of their spiritual community they develop a bond with God and learn to keep the faith.

There are no steps to follow.





## Finance Standard

SURVIVING

SUSTAINING

THRIVING

Casa Hogar Ebenezer is currently at the **THRIVING** level. The home has the services of a professional accountant who is in charge of keeping the books of income and expenses of the home. Such records are available for review whenever requested for internal and external review or audits. The accountant is also in charge of filing annual tax returns in accordance with Mexican tax laws and validates the books and records of the home. The home has administrative measures in place to minimize the misuse of resources and is committed to transparently showing its donors the use of the resources it receives. The home operates with an annual budget, however, it is always in constant movement due to investments in construction, maintenance and improvement of the facilities among other items due to the growth of the home in terms of infrastructure, services and the population it serves.

- ☐ To have the advice of an accountant to know how to use your donor's resources to their advantage.



## Governance and Human Resource Standard

SURVIVING

SUSTAINING

THRIVING

Currently Casa Hogar Ebenezer is at the **THRIVING** level. The house has the documentation proving that the property where the home is located belongs to the institution and is intended only to provide accommodation for children and young people in the orphanage. Therefore, any improvement made to the place is and will only be for the benefit of the children.

In terms of licenses and permits, the home has a valid state and national operating license. They are working on the validation of the civil protection folder.

As for the team members, Eva will be looking for one more person to support her in the housework and with the firm intention of bringing 4 new girls to her facilities.

- ☐ Hire 1 caregiver

# Strategic Initiatives

## SURVEILLANCE CAMERA SYSTEM

<b>PROJECT DESCRIPTION</b>	Placing a system of 12 security cameras outside and inside the premises in different blind or vulnerable spots in the house with the aim of increasing supervision and improving safety for the children living in the house. This will keep them protected from any situation of mistreatment, abuse or violence.
<b>ESTIMATED FUNDING</b>	< \$5,000

## DIRECTOR'S APARTMENT

<b>PROJECT DESCRIPTION</b>	Finish the construction of the apartment for the directors, as it is currently 70% complete. At the moment Eva and Freddy have a small room downstairs that connects to the children's bedrooms, however this space is very small, damp and is also used as a storage room for clothes, toys and shoes, among other donations that do not have a specific space for storage.
<b>ESTIMATED FUNDING</b>	\$10,000 - \$15,000

## PERIMETER WALL CONSTRUCTION

<b>PROJECT DESCRIPTION</b>	The property of Casa Hogar Eben-Ezer does not have its own boundary with respect to the community. At the back of the property there is only a mesh fence, which has been damaged on countless occasions in order to use the property of Casa Hogar Eben-Ezer as a shortcut and on other occasions, these same intruders have tried to break into the house with the intention of stealing or entering the orphanage. Having a perimeter fence will prevent outsiders from trespassing, damaging the property or attempting to steal, significantly improving the safety of all who live at the orphanage.
<b>ESTIMATED FUNDING</b>	\$15,000 +





A CHILD'S  
**HOPE**  
FOUNDATION