

A photograph of a woman and a young girl sitting on a dark horse. The woman, with long dark hair and a striped crop top, is smiling and looking to the right. The girl, wearing a yellow shirt, is also looking to the right. They are in front of a large, leafy tree with some red flowers. The background is slightly blurred.

Rancho de los Niños

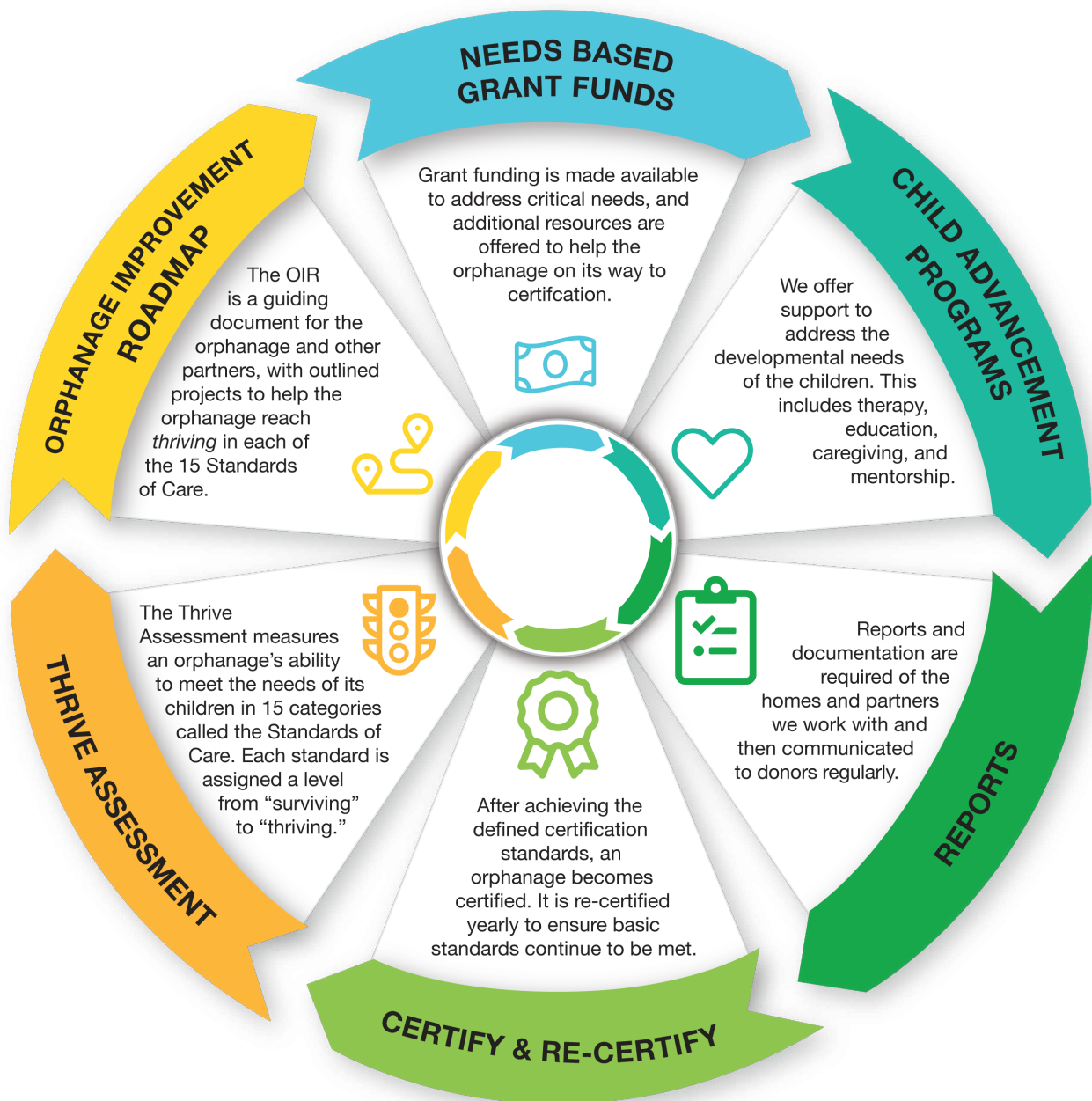
Valle Guadalupe

ORPHANAGE IMPROVEMENT ROADMAP

May | 2022



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 Rancho de los Niños go back to 1968, when Jerry Walkenson, a Christian leader from San Diego, began building churches and orphanages in Baja California. One of these projects was Rancho de los Niños, which from the beginning has been largely staffed by local members of the community.

Through the years, they have benefited from both American and Mexican connections, whose combined efforts have provided for amenities such as underground electricity and plumbing, workable farmland and, of course, facilities for the children. These connections have allowed the orphanage to continue to function and provide happy childhoods for hundreds of children throughout the years.

Today, Rancho de los Niños is part of a larger orphanage community in Baja California, working together with the National System for Integral Family Development (DIF) to provide safe facilities for children in unsuitable conditions.

Mission

The mission of Rancho de los Niños is to provide the foundations for proper development of its children, which are: housing, nutrition, education, and balanced growth. Rancho de los Niños hopes to provide their children with not just the basic necessities, but also the resources needed to realize their full potential, both personally and in society.

At Rancho de los Niños, children are more than just residents– they’re a loyal trust. Most of the children entering the home are not orphaned or abandoned, rather they have been removed

from their parents by the government due to abuse or neglect. The orphanage directors, Jorge and Ellie Fonseca, work to ensure that their children feel confident, safe, and loved. They hope that as they become adults, each child will be able to live independently and contribute to society in a meaningful way.

Rancho de los Niños teaches this by providing each of their children unique opportunities for growth, both in academic and extracurricular spheres. Many of these activities are made possible through generous donations by sponsor organizations or by local groups with an interest in the children's future.

What Makes Orphanage Unique?

At Rancho de los Niños, directors believe that all children should have the opportunity to succeed. They have a unique model, in which they provide a family environment with dorm parents for each group of children. By providing the children with Christian morals, educational opportunities, and parental figures, the staff invites the children to see themselves as individuals who can make a contribution to others.

In each of the five houses, nearly 75 children learn to live and work together with other residents. Each house is watched over by an on-site host family. What also sets Rancho de los Niños apart from other organizations is that they receive all children, regardless of age or need. As a result, they are one of the few homes that provide care for those with special needs as well as infants. They have children from newborns to teenagers transitioning into adulthood.

The directors, Jorge and Ellie Fonseca, also distinguish Rancho de los Niños from other homes. Beside leading the orphanage for the last four years, they were both raised there. During a troubled childhood, Jorge and Ellie found support from the then-serving staff and went on to get college degrees. After their marriage, they lived in Ensenada until recently, when they chose to return to Rancho de los Niños and give back.

Since returning, Jorge and Ellie have improved conditions greatly, increasing the monthly budget, building new facilities, receiving babies, and increasing the number of children at Rancho de los Niños. They have also adopted four of the children and built strong relations with several charitable foundations. Throughout their service, Jorge and Ellie have attributed their success to God. They say that faith is a fundamental part of their work and share that knowledge often.

Long-Term Vision

Jorge and Ellie hope to eventually provide a home for 100 children. They also want to provide the opportunity for those who are transitioning into adulthood a place to stay temporarily while they're at college or establishing their careers. Rancho de los Niños hopes to continue to be a home that can provide for infants and children of all ages, including those with special needs.

Rancho de los Niños wants to be a model orphanage in Baja, to inspire and teach how to raise the standard of care for children in all orphanages in the region. They want to create the opportunity for their children to change the negative trajectory of their pasts by providing quality educational support. Their focus is to help elementary, secondary, and high school children overcome illiteracy and perform at grade level so they will be prepared to enter college or technical school according to their interests and abilities. By providing guidance for healthy lifestyles, they hope to help children overcome the trauma that brought them to Rancho and launch them into the larger world so they can thrive as happy, contributing members.

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

Provide a home for 100 children

Provide the opportunity for those who are transitioning into adulthood

To be a model orphanage in Baja, to inspire and teach how to raise the standard of care for children in all orphanages in the region.



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.

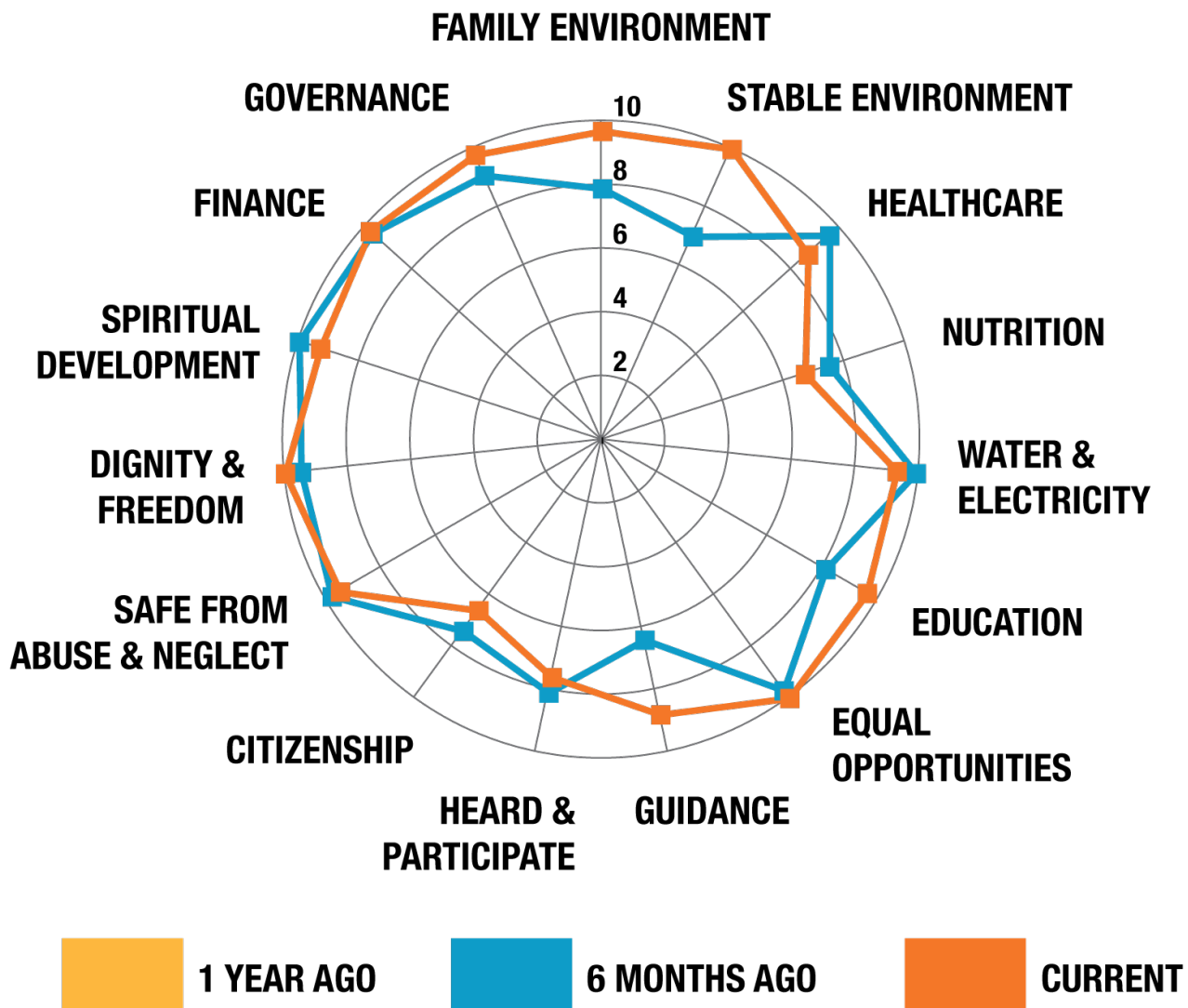
Based on the adopted declaration, The Miracle Foundation (miraclefoundation.org), a family-focused non-profit that provides resources to orphans mostly in India, codified the UN's Rights of the Child and developed a Thrive Scale, which measures how well child care facilities are able to obtain each of 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, Rancho de los Niños is at the **THRIVING** level. The home has a sufficient number of house parents to raise and care for children, complying with the guidelines established by local laws regarding the ratio of the number of adults for the care of children. Therefore, the house parents have more time to interact with the children in their care and thus develop ties and bonds as family groups. They have the support of a therapist who is responsible for providing the necessary and sufficient training so that house parents have the necessary tools and knowledge to care for the children in their care. She works with them individually and in group settings to encourage feedback work among them, focusing on training them in topics such as using appropriate discipline techniques, as well as showing appropriate affection and emotion validation for children.

In order for Rancho de los Niños to continue to advance in this category, quarterly training is needed for house parents in crisis care techniques and management of traumatic situations.

- ☐ Provide quarterly training for house parents in crisis management and traumatic situations



Right to a Stable Environment

SURVIVING

SUSTAINING

THRIVING

Currently, Rancho de los Niños is at the **THRIVING** level. House parents at Rancho de los Niños are committed to their work and support for children. House parents know children and care for them and interact with them as if they were their own children. Each group in the home lives as a stable family would: under the same roof, sharing meals and free time together, as well as having shared responsibilities. Children associate with their siblings on a daily basis, both through community activities and free time.

With the support of the therapist and the training they have carried out, the house parents have established clear and appropriate rules and limits for the children in their care and work is still being done to ensure that this family dynamic is maintained in each of the casitas.

On a bimonthly basis, caregivers meet with the psychologist to address issues individually and in groups, thus supporting the growth of couples as parents within a home environment.

Family groups have and practice traditions as groups, such as family walks, movie nights, celebrating family birthdays, and attending church as a family group—activities that have strengthened family ties between children and their foster parents.

In order for Rancho de los Niños to remain at this level, it is necessary to continue with the constant training of its house parents, and thus ensure that it remains under the turnover level of its caregivers, thus providing a stable and loving space for children.

- ☐ Maintain quarterly training for house parents on topics that support them with their work.



Right to Healthcare

SURVIVING

SUSTAINING

THRIVING

Currently, Rancho de los Niños is at the **SUSTAINING** level in this category. They currently have access to medical, dental and vision care. For the physical area, children are seen annually for general review and in the case of dental and visual services, only those children who need it or show any important symptoms are seen. The children have received the necessary vaccinations according to their health cards and thus stay healthy. The staff of the home supports the children with the issue of hygiene and reminds the children of the importance of washing their hands and teeth. The home has identified a pediatrician and hospital to attend emergency cases, which from previous experiences have been reliable and sufficient to meet your health needs. Children brush their teeth at least twice a day and have been instructed on how to maintain good dental health.

The home has an emergency medical fund that is available for use, and recently it was used to treat one of the girls for a broken arm.

In the case of adolescent girls, they have the necessary personal hygiene products and have also been instructed on how to dispose of these products. There are currently six important cases in the home that need orthodontic checkups; however, there is no budget for this expense and the follow-up that is needed, since they are periods of more than one year of follow-up.

Another important area of care is that the home does not have a complete first aid kit in case of emergency. When the DIF has supervised and reviewed this area, Jorge has had the support of the local fire department by lending this kit to pass the necessary reviews and audits; however this is not the property of the home, so it is a vulnerable area of attention to children in case of emergency.

In order for Rancho de los Niños to advance to the next level in this category, it is necessary to have a complete first aid kit sufficient to meet the needs of the children at the ranch. In addition, funds are needed to send children with orthodontic needs to care and follow-up for treatment and to re-establish the emergency medical fund to make it available for possible eventualities.

- ☐ Having a first aid kit with materials and in sufficient quantities for the number of children in Rancho at an approximate cost of \$1,500 USD
- ☐ Follow up for orthodontic treatment of 6 children and general dental treatment of 6 other children at a cost of \$600 per month for orthodontics and \$250 for general treatments until the end of their treatment.
- ☐ Reinstate the emergency medical fund for \$1,500 USD



Right to Nutrition

SURVIVING

SUSTAINING

THRIVING

Currently, Rancho de los Niños is at the **SUSTAINING** level. Currently, they can provide children three meals a day cooked in a hygienic, tasty and appetizing way, trying to provide them with protein daily and with the appropriate calorie content for their age and growth.

The kitchen area is free of toxic substances, free of pests, and is well ventilated, ensuring hygiene during the production of food for children.

For budget reasons, it is not possible to provide children with 2 to 3 servings of fruits and 2 to 3 servings of vegetables daily to children since in many cases their budget is limited to be able to buy fruits and rather depends on local donations to cover this area.

The current kitchen staff have not been trained in healthy, varied, and sufficient eating strategies and have not been trained in hygienic food management issues. The home does not yet have the support of a nutritionist who will advise them on these strategies or who supervise, monitor, and suggest more complete and nutritious eating menus.

In order for Rancho de los Niños to advance to the next level in this category, kitchen staff needs to be trained in hygienic food management and varied and sufficient healthy eating for children. They also need to have a more nutritious meal plan tailored to the needs of the home and be supervised by a nutritionist who reviews their eating plan, provides professional advice, and trains the cooks. They also anticipate that they may not be able to follow a new nutritional plan due to a lack of funding.

- ☐ Train staff in hygienic food handling and menu design with healthy, varied, and sufficient food.
- ☐ Have the support of a nutritionist who supervises the menus and advises the kitchen staff.
- ☐ Achieve more local partnerships to increase your food budget with at least \$1,000 per month in your current budget through service travel.



Right to Clean Water and Electricity

SURVIVING

SUSTAINING

THRIVING

Currently, Rancho de los Niños is at the **THRIVING** level. The home has enough clean water to drink; it is available to the children at all times and a filling station is placed so that all families can have easy access to filling their jugs.

For service and cleaning needs, the home has a water well that supplies the facilities without having intermittent problems. All children's dorms have safe and adequate electrical installations that are checked on a regular basis. If there is a need for maintenance on the premises, it is attended to immediately to avoid any situation of risk to the inhabitants. They have adequate energy and electricity in the home and a water storage system.

A Child's Hope Foundation

The home has an annual written maintenance plan and it is serviced and reviewed periodically. The property and its facilities have all the necessary safety certifications, complying with safety measures in accordance with local regulations.

At the moment, the home does not have any other source of energy in the event of an outage, however, its installations are connected to the solar panel grid. One of the most important needs in this area is the change and supply of chairs in two of the casitas; one of them requires 25 folding chairs since it has 17 members, plus the caretakers in that group, and the other home requires 20 chairs. The ones they currently have are in very poor condition and others are no longer useful, so the children and young people in these two homes do not have adequate and safe furniture to sit at the table.

To keep Rancho at the Thriving level, they will need an estimated total of \$1,500 per year for maintenance, upgrades, and certifications of their electrical installations \$1,950 USD is also needed for the purchase of 44 folding chairs for two children's and young people's homes.

- ☐ Perform maintenance, upgrades, and certifications of electrical installations at a cost of \$1,500 per year
- ☐ Buy 44 folding chairs for two dorms, costing \$1,950 USD



Right to Quality Education

SURVIVING

SUSTAINING

THRIVING

Currently, Rancho de los Niños is at the **THRIVING** level. Children are enrolled in school and can attend school consistently throughout the academic year. However, due to the COVID-19 quarantine, children are still in online class models and are supported by two on-site teachers to address their questions and needs. The home has internet access and has the necessary equipment so that all children can be connected to their classes and teachers.

With the support of psychologists, assessments are conducted for learning needs so that therapists and teachers can direct the efforts to support each child in reaching developmental milestones according to their age. Qualified resources are also used to identify the special educational needs of children with disabilities. The home has educational books according to the language and age of the children, and activities are carried out to promote reading so that the children develop in that area, which are coordinated by the teachers and followed up in each of the homes. For those children who have literacy problems or academic deficits, there is a care plan for each of them, which is coordinated by teachers and psychologists. Children have enough materials, toys, and school supplies to meet their needs and sustain artistic activities.

In order for Rancho de los Niños to be able to maintain this level in this category, it is necessary to maintain support with the economic budget for tutors, teachers, and school fees for adolescents and young people.

- ☐ Maintain budget support for caregivers and teachers
- ☐ Achieve sponsorship for the payment of school fees for teens currently in middle and high school and for those about to enter in fall 2022.

Right to Equal Opportunities

SURVIVING

SUSTAINING

THRIVING

Currently, Rancho de los Niños is at the **THRIVING** level. Children have a personal space to store their belongings and personal items. They also have the opportunity to participate in extracurricular activities regardless of gender, age, or disability status. Appropriate accommodations have been implemented in the home for children with disabilities so that they can enjoy the same benefits as the rest of the population. In the area of disability, children have the support of a psychologist and a psychiatrist who, working together, design care and follow-up strategies for each of their cases, always seeking the integration of these children with the rest of the community. In this home, the children carry out different productive and occupational therapy activities that also teach them some trade or activity with which they can have an income in the future, such as the piñata workshop, maintenance of the family garden, and other artistic activities that aside from entertaining children with disabilities, it gives them the opportunity to explore their talents and abilities.

In order for Rancho de los Niños to continue to remain at this level, it is necessary to maintain support with the therapist assigned to this area and thus continue to obtain more results in children.

- ☐ Maintain support with the therapist assigned to this area and thus continue to achieve more results in children.



Right to Guidance

SURVIVING

SUSTAINING

THRIVING

Currently, Rancho de los Niños is at the **THRIVING** level. In Rancho de los Niños, each family practices the value of respect and children are taught to practice it among themselves. Every home has parents, to whom children know they can go for help or approach to resolve doubts. House parents and other staff are loving and most of the time available to care for children. They provide help and guidance when they see a need and have received training in child development and communication issues. With these tools, they always try to implement what they have learned in their daily interactions with children.

The home has the support of three psychologists: Andrea, Cristina and Dulce; each of them is assigned to a specific activity for working with children. Andrea, for example, is in charge of following up with young people in high school and university with the intention of starting to plan their next steps for higher education or the transition to their life outside the home. Cristina provides support in individual and group sessions to children and also provides training and follow-up to house parents. Rocío is responsible for therapeutic, occupational, and inclusion work with children with disabilities and their house parents.

With all this support, the boys and girls of Rancho de los Niños have a solid and constant guidance system for their development within the home.

To continue advancing in this category, they need to be able to offer/teach children from the age of 15 a variety of life skills to implement the child's hope plans. In addition, they must provide them with career tests and professional advice for their academic, vocational training and in the process, create their plans for transition to life away from the home.

- ☐ Have all the psychological evaluations of children from the age of 15
- ☐ Implement Child's Hope and life skills plans with children starting at age 15



Right to Be Heard and Participate in Decisions

SURVIVING

SUSTAINING

THRIVING

Currently, Rancho de los Niños is at the **SUSTAINING** level. Children in the home can make decisions about what they wear or do in their spare time, they participate in proposing the menu for important dates or celebrations, and the menu of the day is published in the kitchen where all children can know what they will be served everyday. They can also make suggestions for holiday plans and group activities, etc.

When it is necessary to visit the doctor or dentist, children and caregivers are told what procedure they are going to undergo. If the children are going to receive any vaccines or medications, they are made aware so that they are prepared and alert about what is going to happen.

Children have the opportunity to develop leadership activities, and they even lead some activities, especially sports and community support.

To move from Sustaining to Thriving, the home needs to implement the child's hope plans with the population aged 15 and older to help them develop decision-making and leadership skills.

- ☐ There is no next step until implementing Child's Hope Plans



Right to Be Prepared for Citizenship

SURVIVING

SUSTAINING

THRIVING

Currently, Rancho de los Niños is at the **SURVIVING** level. Currently, not all children have their birth documents as the state has not provided them since they were admitted to Rancho de los Niños. In most cases, school secretaries or administrators have supported the initiative to provide children with an identity document. However, despite all that effort, there are still 30% of the total number of children on the ranch who do not have that document.

All children have been assigned tasks and are expected to perform them as assigned; it is house parents who assign these tasks. These are according to the age of each of the children, and each child is taught the importance of participating in the community by fulfilling their assigned tasks. They understand the importance of responsibility and the role they play in their home. They have been exposed to the community in general and have been part of it, especially their spiritual community who have been a great support for children, especially in times of pandemic. However, they only participate in community activities if there is a group of volunteers who support these outings to the community and they must also be allowed by DIF.

As for the development of life skills, Jorge, Carlos, and the house parents have been responsible for carrying out this task within the ranch and the casitas themselves to promote the development of young people, as well as the volunteers who participate in the Summer Camp.

In order for them to move from Sustaining to Thriving, the necessary actions and steps must be continued so that all children have their birth documents as soon as possible. In addition, with the permission of DIF and the volunteers needed to support, implement more community integration activities.

- ☐ Continue to take the necessary steps to ensure that all children have their birth certificate
- ☐ With the permission of DIF and the volunteers needed to support, implement more community integration activities



Right to Be Safe from Abuse & Neglect

SURVIVING

SUSTAINING

THRIVING

Currently, Rancho de los Niños is at the **THRIVING** level in this category. As for the security of the home, in regards to the surrounding community, the back of the ranch is completely exposed. The land next door is full of weeds and garbage. Tools have been stolen and intruders have been present on the property, whom house parents have had to scare away to keep children safe. Construction in the front part of the fence has started, however, it has not been completed. As for the main road where the orphanage is located, this is very busy and motorists who travel there can cause accidents due to the tourist activity of the Valley (vineyard area).

House parents treat children well and do not abuse them in any way. Staff members have been trained in positive discipline and alternatives to corporal punishment.

The home has a child protection policy and is aligned with the internal regulations of the home, which are validated by DIF and are applicable to all staff and visitors of the home.

The children have completed training sessions to help them understand how to be more responsible and respectful. The home has an anti-bullying policy that is implemented, however, it is important that children are trained in ways to report abuse.

To stay at this level, it is necessary to continue the construction of a perimeter wall to increase the safety of children inside the ranch. They should also ensure that training sessions on the topic of child abuse prevention for house parents and children continue to be held annually for the prevention of any type of abuse.

- ☐ Train staff on abuse prevention issues
- ☐ Train children on bullying prevention and how to report it



Right to Dignity & Freedom

SURVIVING

SUSTAINING

THRIVING

Currently, Rancho de los Niños is at the **THRIVING** level. Children are treated well and have the right to privacy. Each child has access to their own bed, and toiletries are generally limited. With the support of local and some international donations, this need can be met for 2 or 3 weeks of the month. They have enough shoes and clothing. Occasionally, some kids also have the opportunity to work and earn an allowance, for example when they clean volunteer rooms or do some other cleaning and tidying up activity onsite.

Children know the consequences of violations and house parents implement the consequences.

The home has safety and civil protection protocols, guaranteeing the safety of children and staff of the home.

Young adults who are of legal age can carry out activities outside the home to generate an income for their personal expenses without having to account for this money to the home or the director. Also, those teens who have a scholarship or educational support from a government agency have the opportunity to keep that income for their personal expenses.

Actions have been implemented with children over 15 to participate and learn life skills activities, such as paying at a restaurant, buying a movie ticket, and shopping at the supermarket, actions that have given them a greater sense of independence and self-sufficiency. Long-term volunteers have also helped facilitate special outings in small groups; it has fostered a sense of independence in young people.

In order for Rancho de los Niños to remain at this level, it is necessary to have the needed budget to provide personal hygiene items for all children on a monthly basis, which would cost \$1,000 USD. In addition, they should continue to have the support of volunteers during summer, or extended periods, that encourage activities outside the home to help teens over the age of 15 develop and learn life skills.

- ☐ Have the necessary budget to provide personal hygiene items for all children on a monthly basis, which would cost \$1,000 USD (a project that will be allocated to service trips).
- ☐ Have the support of Summer Camp volunteers and extended volunteers to develop independent living skills activities with young people over the age of 15.



Right to Spiritual Development

SURVIVING

SUSTAINING

THRIVING

Currently, Rancho de los Niños is at the **THRIVING** level. Children are respectful and obedient. They have great role models that provide examples of what they should do. Children are taught about God and religion, but they are not required to choose any specific religion. The home will continue to teach children good from evil and will help them develop an inner moral compass so that they can pursue good continuously. They actively participate in their spiritual community and are taught to be grateful for what they have, receive, and keep their faith.



Finance Standard

SURVIVING

SUSTAINING

THRIVING

Currently, Rancho de los Niños is at the **THRIVING** level. The home has a way of recording their expenses and income. They keep all of their receipts and have a way of keeping these records available for any internal or external audit. They are supported by a certified accountant who is responsible for making the corresponding tax payments and validating the record books on a monthly basis. The home has administrative controls to minimize the risk of misuse of resources.

Bank reconciliation is not carried out since the income that the home receives on a monthly basis is designated for the current expenses and needs of the children, so that as soon as the deposit arrives in the account, the money is used immediately without there being a remainder of it in the account. The home operates according to the annual budget, however, most of the time this budget is not enough to end the year due to different emergencies, growth of the population they serve, and above all the costs of safety and equipment that local laws require of the homes for its operation and obtaining annual licenses and certifications; this is undoubtedly what most impacts the home's budget annually.

In order for Rancho de los Niños to remain at this level in this category, it is necessary to have the support of an expert in the field to carry out annual budget exercises, planning maintenance budgets and construction work and bank reconciliations to develop the pace of an internal audit of major expenditures.

- ☐ Have the support of an expert in the field to carry out annual budget exercises, planning maintenance budgets and construction work, and bank reconciliations to develop the pace of an internal audit of higher expenditures



Governance and Human Resource Standard

SURVIVING

SUSTAINING

THRIVING

Currently, Rancho de los Niños is at the **THRIVING** level. Rancho de los Niños has a complete file of each of its collaborators, in which they have integrated as part of this registry, documents explaining in detail the activities of their workplace. In addition, they have the internal regulations of the home signed by each of the collaborators in such a way that they are always informed about the rules within the workspace, in addition to the fact that the director ensures that all employees always have a copy of this important document.

On a weekly basis, employees have 1-to-1 meetings with the director or psychologist to discuss issues of concern about children's development or their main challenges. In addition, on a bimonthly basis, meetings are held with all staff to discuss issues of community interest or collective concern and if it is an extraordinary situation, they meet before the assigned time.

During 2021, DIF has not provided training on development issues due to COVID, however, Cristina the psychologist has implemented training workshops for both children and house parents on pressing issues of care for children.

The director is implementing a vacation and rest policy for employees in accordance with Mexican law. Staff members have received sufficient training in safety issues, strategies for caring for sick children, and first aid to continually learn how to provide the best care for them. The staff is properly compensated and has a balanced schedule that allows for personal time.

The home has all the necessary safety certifications according to the civil protection law and is currently in the process of obtaining its operating license as a home, thus certifying the home as a safe and quality place in the service to children.

In order for Rancho de los Niños to remain at this level in this category, it is necessary to continue with the necessary steps to obtain its operating license and resume annual staff training on attachment and child development issues.

- ☐ Continue with the necessary steps to obtain the operating license
- ☐ Train staff annually on issues of attachment and child development

Strategic Initiatives

CONSTRUCTION OF POSTERIOR PERIMETER WALL

PROJECT DESCRIPTION	Currently, the facility does not have the perimeter wall built at the back of the ranch. The lack of this construction places the inhabitants of the home in a vulnerable position to the intrusion of people outside the home, thus violating the right of children to live in a safe and protected space from any type of abuse or neglect. It is therefore of utmost importance to be able to count on the economic resources to pay for labor and human resources of volunteers to help with the tasks and materials for the construction of this wall, to ensure the safety of everyone in the home.
ESTIMATED FUNDING	\$15,000+

45 FOLDING CHAIRS FOR DINING ROOMS

PROJECT DESCRIPTION	<p>In two of the homes inside Rancho de los Niños, the chairs used by children and house parents to get together as a family are in very poor condition. So much so that when it comes to dinner in each of the two homes, the children have to sit in small groups at the table and the others have to stand around the table to enjoy their meal together. Their current chairs are an average of 5 to 10 years old since they have been moved from home to home and are now very worn out. Some of the chairs are broken and others lack the backrest, but families continue to use these as this is all they have.</p> <p>Providing these chairs in both dorms supports their family enrichment time, unity, and participation in games and other family dynamics, bringing younger children and adolescents closer to their house parents. By providing these chairs, it will somehow encourage families inside these dormitories to exercise the right to live as a family, the right to participate in decisions that affect them, the right to live in a stable and loving environment, as well as the right to be guided.</p>
ESTIMATED FUNDING	<\$5,000

MAINTENANCE AND CERTIFICATION OF ELECTRICAL INSTALLATIONS

PROJECT DESCRIPTION	Carry out preventive and corrective maintenance of electrical installations, as well as the accessories of switches and sockets, before the annual certification of the electrical installations of the property is carried out. Having certification in electrical installation safety measures is one of the essential requirements for Rancho de los Niños to be able to meet one more of the requirements to obtain its operating license as a home. By supporting compliance with these guidelines, we also support compliance with the right to safe facilities and the right to be protected from abuse and neglect, in addition to covering the governance and human resources standard.
ESTIMATED FUNDING	<\$5,000

