

# Casa Hogar de la Esperanza

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Tijuana

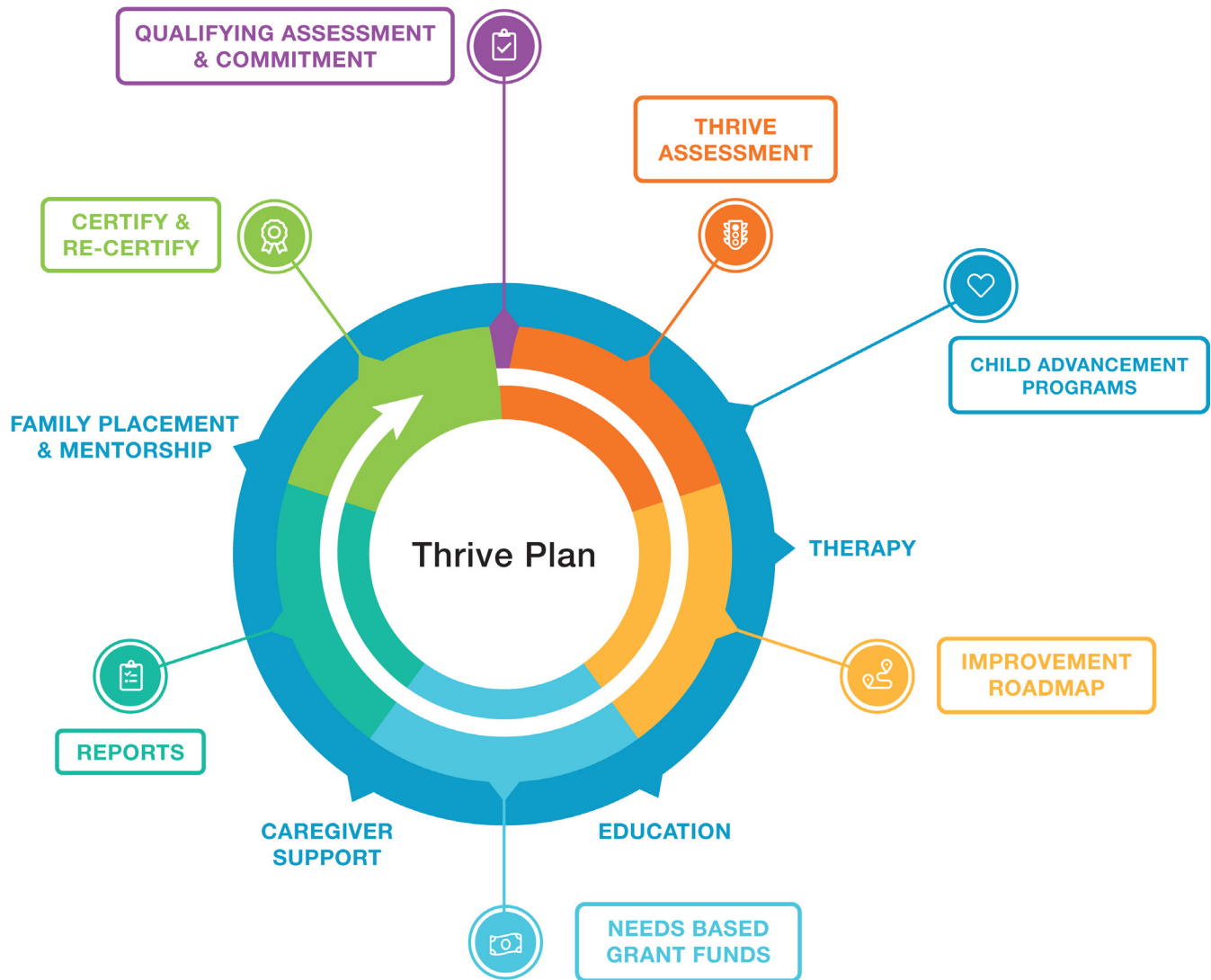
## HOME IMPROVEMENT ROADMAP

October | 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 Improvement Roadmap (OIR) is built with the home's leadership after reviewing the results from the Thrive Assessment. In order to provide children with better outcomes, the 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 home's leadership to provide a place where children can thrive, heal, and be prepared for a joyful and productive life. For most homes, 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 the home's leadership to provide support, coaching, expertise, and advocacy.

Homes 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 home's progress towards their goals. A Child's Hope Foundation works as a partner with home's 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 de la Esperanza was founded in the 1950's by Mrs. Maria Castro de Bringas. Along with her husband, they took in children they found on the streets of Tijuana to offer them a home, food, clothing, education, and above all the love of a family.

When the group of children grew, Mrs. Bringas decided to seek the support of others in Tijuana who could provide additional resources to maintain their mission. She contacted the then-wife of the Governor of Baja California, and between the two women, they appealed to the leaders of the State to be granted a space of their own to build an orphanage. Thanks to the commitment of these two women, local leaders approved the grant with land that was seized from a clandestine casino and brothel, located on the road 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 along with her husband and six highly recognized members of the Tijuana community. Through the efforts of the board, they were officially able to obtain the property title in the institution's name with the State Government of Baja California in September 1975.

By obtaining a larger space for the children, the home was able to provide care for more children, eventually growing to support 100 children. In addition to providing housing, food, and clothing, they provided education and training in areas such as housework, raising chickens, cattle farming, and other industrious activities that also helped provide livelihood for the orphanage itself.

"Mama Bringas," as the children at the time called her, is remembered for her special way of running the operation of the home, her educational character, and her deep personal commitment to the children as she legally registered with her own last name "Castro" when they came to the home.

By the mid-1980's only three of the original founders of the orphanage remained. Mrs. Bringas was forced to resign due to her health condition. As a result, a Binational Commission was formed to ensure the continued operation of Casa Hogar de la Esperanza, following the vision of "Mamá Bringas."

During this period, Martha Plata, an educator from the Toluca Presbyterian Church, was selected as Director and served from 1975-1986. She was particularly remembered for dressing the children in indigenous costumes when they received visits from donors from the United States.

From 1986 to 1993, Casa Hogar de la Esperanza went through three short periods of interim leadership. During 1986-1989, Jesus Arango and Raquel Cano led the home. For a brief period from 1989-1990 Jorge Peña and Rogelio Valencia were left in charge. Later, Dr. Roberto Saavedra and Martha Bocanegra were in charge as directors from 1991-1993.

It was not until 1993 that teachers Antonio Lara Cardenas and his wife Alejandra Judith Rivera Hernandez took the position of directors. They had begun as employees during the administration of Jesús Arango before assuming leadership. Under their administration, an important achievement was the shift to focus on education as one of the greatest tools for the success of the children. Being trained as teachers, Antonio and Alejandra helped reach local agreements



with renowned schools to help ensure quality education was available. These agreements provided a huge benefit for free to the children who lived at the orphanage. During this time, the children also shared fond memories and adventures such as witnessing the filming of two Mexican movies on-site at the orphanage. They also saw visits from national and international celebrities and businessmen as well as the publication of a book with stories and paintings of the children from the orphanage. This book is still on sale online, and profits go directly to the expense account of the orphanage. Later, with the death of Antonio Lara and the retirement of Alejandra Rivera, the baton was passed to the current directors of the orphanage.

Since 2013, the direction of the home has been under the charge of Martin Hernandez and Sarahi Lara. Martin is one of the young people who grew up in the orphanage and his wife Sarahi is the biological daughter of Antonio Lara and Alejandra Rivera. Having both grown up in Casa Hogar de la Esperanza, this young couple has assumed their positions with great commitment and motivation to keep the mission and vision of the home alive. Their objective is to help children adapt as they experience a strong sense of belonging to a family where they are empowered to overcome past trauma in a protected and safe environment. This objective would not be possible without the support of institutions, churches and individuals who faithfully provide financial and material donations as well as their time as volunteers, to help the children feel happy and part of a big family.

## Mission

To provide minors with a family environment home that provides resources for Spiritual Education, Shelter, Food, Clothing, Schooling, Mental Health, and Physical Health as well as stimulates them with exemplary role models, thus giving them the necessary tools to integrate into society.

To raise minors to be God-fearing professionals with human values such as Humility, Obedience, Discipline, Honesty, Cleanliness, Responsibility, Peace-loving, Self-Confidence, Respect, and High Professional Ethics.

## What Makes This Orphanage Unique?

At Casa Hogar de la Esperanza, we believe that all children and adolescents who have been trapped in the state system should have an opportunity to grow and be part of a family. Casa Hogar de la Esperanza works with each child's circumstances, recognizing them as an individual with needs, talents, desires, and dreams. We avoid choosing to view a child as just another file number that identifies them.

Throughout Casa Hogar de la Esperanza's history of service, the values of education and preparation for life are a priority. Each member of our family has the opportunity to explore their talents, skills, and desires with the firm intention that each child can develop their full potential to lead a productive and self-sufficient life as an adult.

Director Martin and his wife Sarahi are the most important figures for the children, teenagers, and young adults who make up this large family. Some of them see Martin and Sarahi as parents, while others see them as older siblings on whom they can rely for orientation and guidance as they begin their adult lives. Martin believes that the process of raising these children does not end when they become legal adults at 18, and often continues beyond that age. Therefore, young adults are the ones to decide how long they want to remain in



the orphanage and are encouraged to achieve minimum standards of independence and housing. This has resulted in a more safe and gradual transition to independent adulthood for the young adults.

To achieve these skills of independence from an early age, children and adolescents are instructed on the importance of education and hard work. For this reason, the orphanage not only has bedrooms, bathrooms, a kitchen, dining room, playgrounds, and soccer field, but also a library, music room, computer room, study rooms, movie theater, stage, blacksmith shop, carpentry shop and mechanical workshop. All these areas are available to children and adolescents so that they can explore their interests.

# Long-Term Vision

Martin's long-term vision for Casa Hogar de la Esperanza is to have more dormitories that can accommodate 30 more children, thus providing a home to 80 children in total.

Additionally, he hopes to make necessary adaptations and construction that will establish the home as a self-sustainable space. Some of these adaptations include water-recycling to make reuse of greywater, utilizing solar power with panels that sustain all the facilities, and harvesting their own fruit from the garden as a resource to support the nutrition of the children as well as provide something to share with the community.

Another important focus for Casa Hogar de la Esperanza is to ensure more young people are successfully integrated into the community. This integration includes completing their professional education or training and developing the independence skills necessary to achieve self-sufficiency and benefit society.

Martin also hopes to find more committed and trained caregivers that can help provide better quality care for children.

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

Build a new dormitory to accommodate 10 more girls between the ages of 10 and 14.

Obtain resources to support 50 orphaned children.

Finish the fruit and citrus garden project at the home.





# 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.

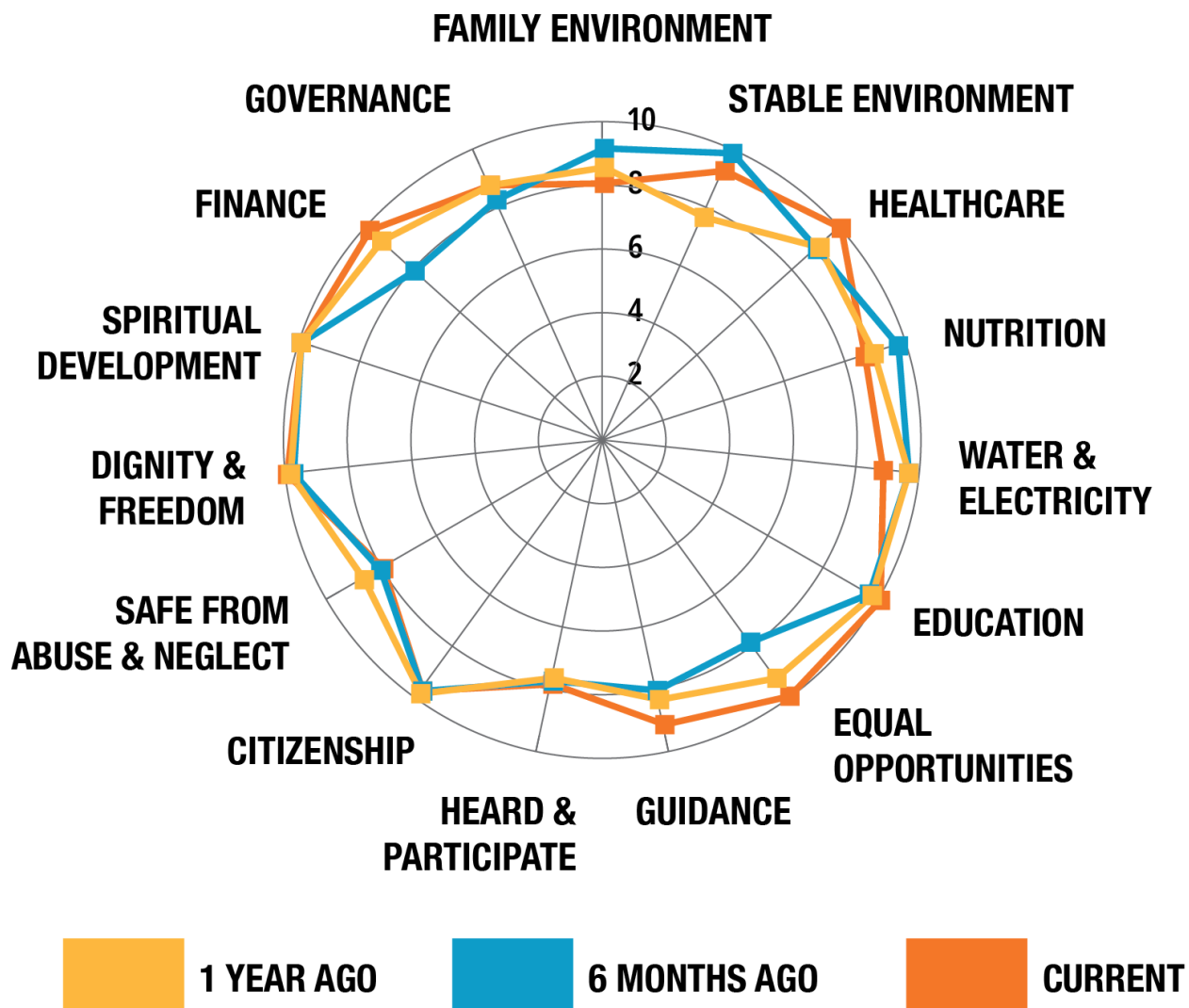
Based on the adopted declaration, The Miracle Foundation ([miraclefoundation.org](http://miraclefoundation.org)), a family-focused non-profit that provides resources to orphans mostly in India, codified the UN's Rights of the Child and developed a Thrive Scale, which measures how well child care facilities 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 de la Esperanza is currently at the **SUSTAINING** level. Martin, Sarahi, and the caregivers are stable figures who can be trusted and supported. Some caregivers have been committed for over 5 years to serving the children lovingly and warmly, helping care for them 7 days a week. Caregivers with less time in the home are supported by an experienced caregiver who provides follow-up, supervision, and mentoring during their orientation. Although they have clear steps for training caregivers, the home does not have a written plan that accompanies new caregivers throughout their onboarding and training. The home has enough staff to care for their children. However, if more children were to be integrated into the home, it would be necessary to find at least two more caregivers to comply with local laws and ensure proper child care is administered. During the last few months, the staff received some training. However, the training has not been implemented with 100% of those who work there, nor have they addressed issues of trauma management or crisis intervention.

For the sibling groups, they have the opportunity to spend time together during their daily activities. Where gender and age permit, they will share the same bedroom. The home promotes visits from the biological family of children who are there, when DIF permission is given. Unfortunately, the reality is that it is very rare for children and youth living at Casa Hogar de la Esperanza to have visits or receive phone calls authorized by DIF from biological families. In those cases where they do have that possibility, the children and youth are encouraged to remain in contact with their family of origin.

For Casa Hogar de la Esperanza to move to the next level, they need to create a written plan that outlines the steps to follow with the entry of a new staff member, including their integration, training, and evaluation for the position. Also, 100% of the staff needs to be trained in trauma management and crisis intervention. Finally, a child care specialist should evaluate staff every three months on the child care standard.

- ☐ Create a written integration, training, and evaluation plan for new caregivers and staff.
- ☐ Train 100% of the staff in trauma management and crisis intervention.
- ☐ Find a child care specialist to evaluate staff every three months on the child care standard.



## Right to a Stable Environment

SURVIVING

SUSTAINING

THRIVING

Casa Hogar de la Esperanza is currently at the level of **THRIVING**. The home has a system of clear and age-appropriate rules that are practiced with the children. As director, Martin uses a specific method to help children gradually adjust and accept the rules of the home as part of their everyday life. The consequences for breaking rules are explained in advance, and Martín and Sarahí specify the consequences. Caregivers meet at least twice a month with directors to discuss issues related to the children. However, the presence of a specialist is needed to guide them in strategies that allow them to handle certain situations.

The children and youth maintain a high level of respect and recognize Martin as a good role model. The young adults who remain at the orphanage often fill the role of older siblings and encourage the rest of the children to treat each other with respect. Despite these positive mentors, there are still important areas to improve upon with the children. The caregivers have received guidance on creating stable environments for the children, but also need continued follow-up on the implementation of strategies.

For Casa Hogar de la Esperanza to remain at this level, it is necessary for directors, caregivers, and staff, to receive training and support from a specialist who can suggest ideas for improving the children's behavior through positive discipline strategies.

- ☐ Obtain the support of a specialist to assist staff in implementing positive discipline strategies and improving children's behavior.





## Right to Healthcare

**SURVIVING****SUSTAINING****THRIVING**

Currently, the home is at the **THRIVING** level. Children bathe daily, wash their hair frequently, brush their teeth daily, and wash their hands before eating as well as after going to the bathroom. They receive regular dental and vision screenings and eyeglasses are generally provided for those who need them, with the exception of one child who still needs them. A general health check-up is performed annually, and children with identified health conditions receive medical follow up. The home has the support of a trusted doctor to provide basic medical care for the children. Additionally, a strategy that has been very successful for this home is the use and implementation of an application that provides virtual medical care to the children from home. In addition, with the support of a donor, the children have an insurance policy that provides them with specialized care if necessary.

Each child has a complete medical file that is up to date and available for review. The file includes all relevant information such as medical history, growth measurements, incident reports, specifications when a child receives medication for an illness, dental and visual check-ups, psychologist visits, etc.

For Casa Hogar de la Esperanza to stay at this level, Rolando's need for glasses must be addressed.

☐ Purchase and fit glasses for Rolando.



## Right to Nutrition

SURVIVING

SUSTAINING

THRIVING

In this category, Casa Hogar de la Esperanza is at the **THRIVING** level. Currently, the orphanage serves the children three meals a day which are prepared hygienically, appetizing and tasty. As much as possible, the children have daily protein and three servings of fruits and vegetables. Their food is varied and healthy, taking into consideration the children's tastes for the food menu, when possible. The kitchen staff publishes a daily menu every week, which allows the children to know what they will eat throughout the week. It is important to note they have recently experienced minor problems with pests in the pantry area. However, this situation is being addressed and will need to be followed up every month.

Although the home does not currently have any support of a nutritionist to supervise the menus or caloric load of the children's food, the staff is trained in food handling. The current focus in this category is to update most of the kitchen utensils including pots, pans, spoons, and plates for the children.

For Casa Hogar de la Esperanza to continue advancing in this category, it is necessary to have the support of a nutritionist to supervise and advise the kitchen staff. It is also necessary to update kitchen utensils such as pots, pans, spoons, plates and glassware. Finally, monthly fumigations for pest control are also needed.

- ☐ Obtain the support of a nutritionist to supervise and advise the kitchen staff.
- ☐ Update kitchen utensils such as pots, pans, spoons, plates, glassware, etc.
- ☐ Carry out monthly fumigations for pest control.





## Right to Safe Water and Facilities

SURVIVING

SUSTAINING

THRIVING

Casa Hogar de la Esperanza is currently at the level of **THRIVING**. They have clean and sufficient drinking water for all their needs. The children have easy access to drinking water whenever they need it. The home also has a water storage system in case of emergency and has trained children and workers on the importance of conserving water and using it wisely. Regarding local safety regulatory requirements, Casa Hogar de la Esperanza also complies with all requirements, permits, and certifications.

They have sufficient electricity and lighting throughout their facilities. However, some areas currently require maintenance as they do not have an annual maintenance plan. Each problem that arises is addressed in order of priority, and generally Martín coordinates the work.

Another concern is that the home does not have backup batteries in case of a power outage, which is problematic since the entire infrastructure is supported by solar panels. There is also an urgent need to replace windows and window tracks in the children's rooms, offices, and storerooms as well as install windows in the new girls' building.

- ☐ Develop an annual preventive and corrective maintenance plan for the home.
- ☐ Replace 60 windows and window tracks in rooms, offices, and storerooms.
- ☐ Install windows for the new girls' building.



## Right to Quality Education

SURVIVING

SUSTAINING

THRIVING

Currently, Casa Hogar de la Esperanza is at the **THRIVING** level within this category. The children are enrolled in school and attend consistently throughout the school year. With the support of local donors, all children are enrolled in private schools that reside outside the immediate community. A vehicle is used to transport the children to school, but it currently requires new tires.

The home has computers and internet access, and the children have received classes to learn how to use devices properly. The children also have weekly tutoring sessions. All the children have been assessed in reading, and a support plan is in place for children who are behind in literacy. At the private school, 1 to 1 sessions are provided for children who require after-school support in order to reach their desired educational level. Reading strategies have been implemented in which the children are read to daily, with caregivers mainly in charge of these activities with the children. The house has a library with more than 75 books available for the children, including books in other languages. The children have sufficient school and art materials to express themselves. However, at the beginning of each school year, a large investment is required to cover each child's expenses such as school supplies, uniforms, and cleaning products for school.

In order for Casa Hogar de la Esperanza to continue at this level, it is necessary to obtain funding for everything necessary to return to school including uniforms for all of the school-age children, educational materials, school supplies, and cleaning products that the schools request.

- ☐ Obtain funding for all uniforms, school supplies, stationery, and cleaning materials requested by the school for their return to school.
- ☐ Replace the tires on the vehicle to take the children to their private school.



## Right to Equal Opportunities

SURVIVING

SUSTAINING

THRIVING

In this category, Casa Hogar de la Esperanza is at a **THRIVING** level currently. All of the children have equal opportunities to participate in extracurricular activities. Among the children's favorite activities are dance classes, music classes, soccer and arts and crafts. Particularly in this home, children are provided with different ways to express themselves artistically and use those skills to show gratitude for the support of donors and visitors.

All children have the same opportunity to attend school or job training. In one case with a young woman requiring special attention, independent living-skills education strategies have been implemented to support her in developing the necessary skills for self-sufficiency. However, this educational modality requires a considerable investment for its continuity, with a cost of \$2,400 USD for six months.

For Casa Hogar de la Esperanza to remain in this category, it is necessary to obtain funds for the educational expenses of the young woman with special needs, including the cost of materials and transportation so that she can receive specialized education, which amounts to approximately \$400 USD per month.

- ☐ Obtain the necessary funds for special education expenses, including materials and transportation for \$400 USD per month.



## Right to Guidance

SURVIVING

SUSTAINING

THRIVING

Currently, Casa Hogar de la Esperanza is at the level of **THRIVING**. Children have the opportunity to see a therapist when a need is identified or when a child expresses the desire to do so. Therapy appointments are more consistent with those children who have been identified as having the greatest need. The most common situation for which children visit with the therapist is to receive guidance about puberty-related changes. All children receive a psychological evaluation to identify areas of opportunity and psychological support. While additional training strategies are needed, the psychologist does address behavioral or maladaptive problems of the children.

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

For Casa Hogar de la Esperanza to remain at this level, it is necessary to implement workshops on responsible sexual behavior for children ages 13 and older. The home also needs a therapeutic program that includes more children who are seeing a therapist. Finally, a life skills plan is needed for all young people ages 15+ so that they have a plan for life after their stay in the children's home.

- ☐ Implement educational workshops on responsible sexual behavior for children ages 13 and older.
- ☐ Develop a therapeutic program that includes more beneficiary children.
- ☐ Develop a life skills plan for all youth over the age of 15 to prepare for their future after the children's home.



## Right to Be Heard and Participate in Decisions

SURVIVING

SUSTAINING

THRIVING

Casa Hogar de la Esperanza is at the **SUSTAINING** level. Most of the time, the children decide what they wear or do in their free time. In terms of food, they propose what they want to eat on important dates such as birthdays or holidays. On regular days, the person in charge of the kitchen shares the weekly menu outside the dining room for the children to see and review. The children also participate in planning the home's general activities and trips for their vacations. While the children have many opportunities to develop leadership skills, there is currently no children's committee at Casa Hogar de la Esperanza that meets regularly to discuss issues of interest to them. There are also no life or development plans for the children that would support them for when they leave the home.

To move from sustaining to thriving, Casa Hogar de la Esperanza needs to implement actions that promote child participation to cultivate leadership and decision-making skills among the children. In addition, they need to begin implementing Child Hope Plans that will help prepare the youth for when their time at the home ends.

- ☐ Implement actions to promote child participation to cultivate leadership and decision-making skills among children.
- ☐ Implement Child Hope Plans to help prepare youth for when they finish their time at the home.





## Right to Be Prepared for Citizenship

SURVIVING

SUSTAINING

THRIVING

In this category, Casa Hogar de la Esperanza is at the **THRIVING** level. All children and youth have been assigned chores according to their age, helping clean, organize, and fulfill day-to-day activities. The children understand the meaning of responsibility, their role in their home, and the importance of actively participating in maintaining their space in a dignified manner. The children and youth of Casa Hogar de la Esperanza interact regularly with the surrounding community every month through service activities for others less fortunate by distributing food baskets to local families or other institutions in real need. For the director, he feels it is very important to teach the children to share what they have with others, as well as practice values such as effort and hard work. With this activity, the children are in charge of putting together the food baskets and delivering them to different communities. The children are kept informed about what is happening in their community and are free to ask questions if they have doubts about what is happening.

For Casa Hogar de la Esperanza to continue to remain at the thriving level, adolescents over the age of 15 need to continue to develop life skills by seeking the support of teachers or mentors to achieve this goal, either inside or outside of the orphanage. This can be accomplished once the implementation of the Child Hope Plans or similar strategies is initiated.

☐ Implement Child Hope Plans to help prepare youth for when they finish their time at the home.



## Right to Be Safe from Abuse & Neglect

SURVIVING

SUSTAINING

THRIVING

Currently, Casa Hogar de la Esperanza is at the **SUSTAINING** level. Despite great progress in the construction of the property's perimeter wall, it is still not complete and therefore exposed to the surrounding community. As a result, neighbors often use part of the property as a short neighborhood path to get to the main avenue. This situation has motivated the director's constant search for donors who want to help finish the wall as soon as possible. Despite this situation, the house does have security protocols and codes of conduct for visitors in order to protect the children from situations of abuse or mistreatment, as well as care for their privacy and well-being.

Casa Hogar de la Esperanza also conducts training exercises at least once a year with all staff on preventing violence and abuse, positive parenting, alternatives to corporal punishment, and tools to detect abuse. However, in the last six months, less than 50% of staff have been trained in this area.

The home has the support of an external psychologist who provides individual and group attention to the children. This is available if children request it or if children have been identified as having a greater need due to family circumstances or those with a history of violence. In the more complex cases, the support or intervention of DIF psychologists is requested for urgent attention. However, this support is usually not given immediately. Currently, about 16 children attend therapy sessions, but more funds are needed to attend to more children.

For Casa Hogar de la Esperanza to move from sustaining to thriving in this category, a therapeutic program needs to be implemented so that all children have access to the support of a therapist and receive follow-up on a more consistent basis. Additionally, the construction of the perimeter wall of the home needs to be completed, and all staff need to be trained in abuse identification and prevention strategies.

- ☐ Implement a therapeutic program so children have continuous access to counseling and psychological support.
- ☐ Finish the construction of the perimeter wall.
- ☐ Train all staff in abuse identification and prevention strategies.



# Right to Dignity & Freedom

SURVIVING

SUSTAINING

THRIVING

Currently, Casa Hogar de la Esperanza is at the **THRIVING** level. Each child has their own bed and is provided with the necessary items for personal hygiene and cleanliness. Their clothes and shoes are in good condition. The children's bedrooms are separated by gender and age and are kept clean and tidy. They have numerous play areas where they can spend their free time after finishing their homework. Recently, the play area for children under 12 years old was demolished because it was severely damaged and did not meet minimum safety requirements. With this demolition, Martin intends to renovate the playground and add a space for picnic tables so that the children can enjoy the area in hot weather. The new area will also provide caregivers and children a space for family recreation together.

For the young men over the age of 18 who still live in the orphanage, there is a dormitory area on-site where they can stay for short or long term periods before choosing to leave the orphanage. They also have the opportunity to work to cover their personal expenses and generate savings that can help them as they begin to gain independence. An example might be saving to purchase basic kitchen utensils, their own bed, etc.

For Casa Hogar de La Esperanza to remain at this thriving level, they will need to renovate the playground area for the children 12 years old and younger, including general repairs, painting, gardening, and new playground equipment such as swings, slides, playhouse, chairs, and picnic tables.

- ☐ Renovate the playground area for ages 12 and younger, including general repairs, painting, gardening, and the placement of new playground equipment such as swings, slides, playhouse, and picnic tables.





## Right to Spiritual Development

SURVIVING

SUSTAINING

THRIVING

Currently, Casa Hogar de la Esperanza is at the **THRIVING** level. The children and youth can belong to and can participate in a spiritual community through community prayer, spiritual rituals, and bible reading classes within the home.

The Casa Hogar is supported by a group of volunteer women who visit at least twice a month to conduct bible school classes and spiritual guidance sessions in the home. Both this group of volunteers and caregivers act as the main figures who teach the children about God and religion. Children are also allowed to choose whether or not to attend church. At home, they are taught about right and wrong, how to make restitution for their wrongdoings, and how to apply values of respect and care for others. With the support of local volunteers and caregivers, they conduct meditation sessions and reading circles. This helps children to develop their own judgment, establish a bond with God, and maintain their faith.

For Casa Hogar de la Esperanza to maintain this level, it is necessary to continue with the positive practices that have been applied in the home regarding spiritual development.

☐ There are no next steps in this category.



## Finance Standard

SURVIVING

SUSTAINING

THRIVING

Casa Hogar de la Esperanza is at the level of **THRIVING** in this category. The home has the services of a professional accountant who is in charge of tracking income and expenses of the home as well as filing the annual tax returns in accordance with Mexican tax laws. The information is available for review whenever requested and the accountant validates the books in accordance with local financial laws.

The home conducts internal and external financial reviews or audits according to fiscal years. The home has administrative measures in place to minimize the misuse of resources. All donations that come into the home are directly deposited into the organization's account. Two people (the director and a member of the board of directors) authorize checks for expenses. The home is committed to transparently showing donors the use of the resources it receives.

The orphanage operates on an annual budget. However, it is always in constant flux due to investments in construction, maintenance, and facility improvements, as well as fluctuating prices of materials, services, and labor needed for construction projects. It is very difficult for them to stick strictly to the annual budget because expenses, especially in construction and maintenance, are very high.

For Casa Hogar de la Esperanza to continue to move advancing in this category, they will need the support of a specialist to help them develop a detailed annual budget for operations as well as a detailed plan for expenditures related to construction projects for the coming year.

- ☐ Obtain the support of a specialist to develop a detailed annual budget for operations and a detailed plan for expenditures related to upcoming construction projects.



## Governance and Human Resource Standard

SURVIVING

SUSTAINING

THRIVING

Currently, Casa Hogar de la Esperanza is at the **THRIVING** level. The house has documentation proving that the property of the orphanage belongs to the institution and is intended exclusively to provide housing for children and young people that are orphaned. Therefore, any improvement made to the property will only be for the benefit of the children.

In terms of licenses and permits, the Casa Hogar is in the process of obtaining its operating license, and the process is 80% complete. The staff is trained in civil protection issues and has the necessary safety certifications in accordance with local laws and codes. The home also has a board of directors that meets at least twice a year. However, board members have only met to sign legal documents relevant to the home's operation license, so their participation has been very limited to administrative and accounting issues.

Weekly meetings are held with staff to receive orientation and job support. However, these are not well structured and lack follow-up, the most continuous being one-on-one meetings between managers and caregivers for situations that require immediate attention. None of the staff have a written job document or job description added to their file. The staff has not had any education or training in child participation strategies.

For Casa Hogar de la Esperanza to continue to advance in this category, it will be necessary to complete the paperwork for the operating license so that they are certified as a safe place for child care. Additionally, they need the support of a specialist to help them develop teamwork and communication skills, as well as help the director develop more effective and consistent meetings with the staff. Finally, job descriptions are needed in writing for staff.

- ☐ Complete the paperwork to become licensed and certified as a safe place to care for children.
- ☐ Obtain the support of a specialist to help them develop teamwork and communication skills as well as support the director in developing more effective and consistent work meetings.
- ☐ Document job descriptions explaining the working conditions and expectations to include in the personnel files.



# Strategic Initiatives

## SCHOOL UNIFORMS

<b>PROJECT DESCRIPTION</b>	Provide school uniforms for 23 boys and girls from preschool through high school level for the 2022-2023 school year.
<b>ESTIMATED FUNDING</b>	<\$5,000

## MECHANICAL AND TIRE MAINTENANCE FOR THE VAN USED FOR SCHOOL TRANSPORTATION.

<b>PROJECT DESCRIPTION</b>	It is important to give mechanical maintenance and change the tires of one of the vehicles that transport 20 children to and from school. It is necessary to perform the complete service including changing the tires because the current ones are in poor condition and pose a great risk to children.
<b>ESTIMATED FUNDING</b>	<\$5,000

## PLAYGROUND RENOVATION

<b>PROJECT DESCRIPTION</b>	It is necessary to replace the playground equipment for the area for children under 12 years old, which includes general repairs, painting, forestation with trees and flowers, placing games such as swings, slides, playhouse, chairs, and picnic tables to make this area safe and sufficient for children of those ages.
<b>ESTIMATED FUNDING</b>	\$15,000+





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