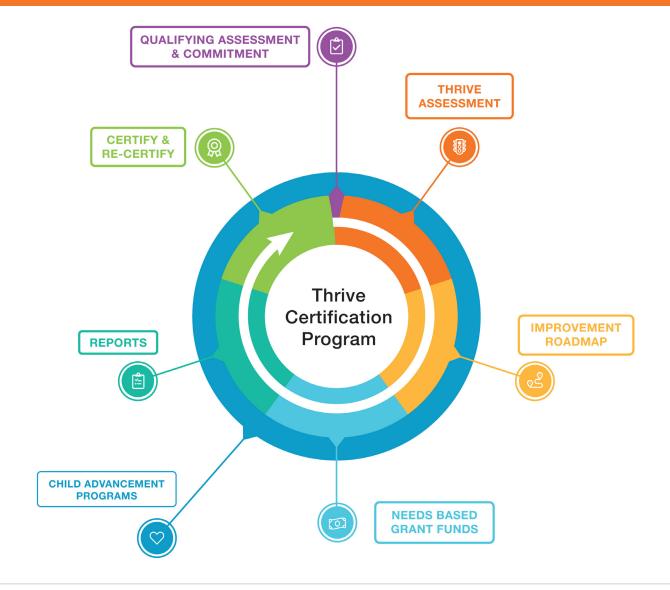




The Thrive Plan





QUALIFYING ASSESSMENT & COMMITMENT

The Qualifying Assessment is the first step in partnership with an orphanage home. It measures an orphanage's ability to manage to be transparent, and provide quality care

This step only occurs once.



THRIVE ASSESSMENT

The Thrive Assessment measures an orphanage's ability to meet the needs of its of Care, based on the United Nations Rights of a Child. Each standard is assigned a level from "surviving" to "thriving.



MPROVEMENT ROADMAP

The IR is a guiding document for the orphanage and other partners, with outlined riorities to help the orphanage reach thriving in each of the 15 Standards of Care.



CERTIFY & RE-CERTIFY

Certification is achieved through various observations, a financial review, minimum thrive score, access to therapy, and caregiver training. Homes recertify annually to ensure standards continue to be met



NEEDS BASED GRANT FUNDS

Grant funding to address needs and administrative support is made available with the regular completion of the Improvement Roadmap.

CHILD ADVANCEMENT PROGRAMS

Partnering with experts in the areas of Therapy, Education, Caregiver Support, and Family Placement & Mentorship paves the way to implement Child Advancemen Programs. These are available based or availability of partners



REPORTS

Reports and documentation are required of the orphanages and partners we work with so impact can be communicated to donors regularly





Thrive Plan Agreement

A Child's Hope Foundation (ACHF) has a unique approach to "Lifting 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. Once an initial Thrive Assessment is completed, an Improvement Roadmap (IR) is built with the orphanage leadership after reviewing the results. 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. Following the recommendations of the IR, the home progresses on the road to certification.

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 that achieve certification will be recertified annually as they use the Thrive Assessment and build a new IR every six months, while providing regular reports back to ACHF. ACHF then shares that information with donors, highlighting 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

FTCC Berkovitsa was founded in 2010. It is a residential, family-style care center for children from 3-18 years old who cannot live with family, with relatives, or in a foster care situation. Berkovitsa has room for 13 children and is currently at full capacity. The children currently at Berkovitsa are from 10 to 18 years old.

The director, Dimitrinka Ivanova, and her team are dedicated to developing a family-like atmosphere supportive of the growth and development of the children in their care. Not only do they try to provide for their basic needs, such as healthcare, emotional support, education, the development of social skills, and access to personal information and counseling, but other needs, such as participation in community life, contact with relatives and friends, and recreation opportunities are also emphasized. Together, these practices lead to a fulfilling, independent life as the children become adults.

Good connections and partnerships:

Over the years, FTCC Berkovitsa has benefited from the partnership of several organizations, such as Give Time Foundation, Give a Book, Plusheno Meche, and Step by Step Foundation, which provide funds for art activities and holidays for children. Children with special needs also receive opportunities to develop their talents through additional funding and opportunities for social development. Thanks to these partnerships, services, and facilities for children and young people have been improved. This, in turn, allows the FTCC to continue to function and strive to offer children a happy and normal life

Mission

The FTCC's mission is to continue to maintain and improve the standard of living and care at Berkovitsa with a special emphasis on developing a unique family-type atmosphere. To achieve this, Dimitrinka and her team strive to raise happy children by providing them with everything they need for their growth and development, including excellent housing, proper nutrition, health care, social inclusion, and education.

But Dimitrinka and her team go beyond just what is necessary. To help the children reach their full potential, they provide personalized care in attentive and supportive conditions, treat the children with respect, and teach them to behave respectfully.

What Makes This Orphanage Unique?

The management and the team are a wonderful part of the "family" at Berkovitsa. The staff is highly motivated and eager to care for the children, so there is almost no turnover, which is rare in this field. Berkovitsa is truly an example of an FTCC that creates a sense of family for the children.

Long-Term Vision

Over the next ten years, Dimitrinka wants to continue to create an atmosphere where children feel calm, protected and cared for.

The building itself is quite old and in need of repair. To move to or build a new home for the children, Berkovitsa needs help from organizations such as One Heart Foundation and ACHF, as well as from individual and corporate donors.

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

Dimitrinka hopes that as the children grow up and leave home, they will be able to find success in life as adults based on what they learned from her. As part of the children's right to guidance, Dimitrinka would like to help them develop written plans for their future, which could include continued contact with the home after the children move on.

The FTCC also needs a new washing machine, external solar lights, and detergent.



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 all people's 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 for 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.

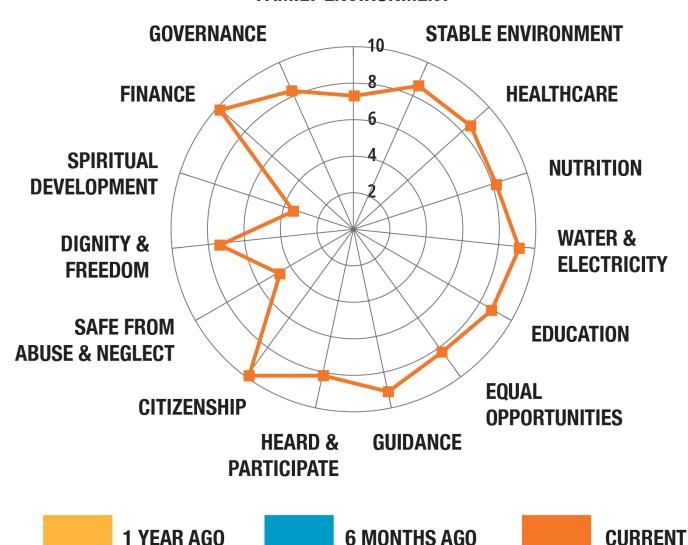


With permission, A Child's Hope Foundation has revised the Thrive Scale to make it adaptable for orphanages. We have codified all 12 Rights, as well as a Finance, Governance, and Human Resource standards, resulting in a total of 15 Rights of the Child used by ACHF. These standards ensure that children 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

FAMILY ENVIRONMENT





SURVIVING

SUSTAINING

THRIVING

At the moment, Berkovitsa is at a SUSTAINING level. A team of 8 caregivers works 24-hour shifts, ensuring full-time care for the children. Dimitrinka strives to create a work environment where the caregivers and social workers connected to Berkovitsa are motivated to stay.

The home allows monthly or more frequent family visits, but parents rarely visit the children--when they do, it is usually for holidays, such as Christmas, Easter, and birthdays. During summer vacation, only one parent takes their child. Although a procedure must be followed when picking up a child, Dimitrinka tries to encourage visits whenever possible. At the end of the day, it's a complicated situation that depends both on the family and the social services department.

A psychologist, Stella, works with the children at Berkovitsa who require this kind of care. If additional psychological care is required, Dimitrinka submits an application so a psychologist can visit the home. The community support center is located in an adjacent building, which facilitates access to a psychologist. The FTCC strives to remain updated on training for caregivers, including trauma-informed practices and the development of family-style traits and values.

No steps identified at this time.



Right to a Stable Environment

SURVIVING

SUSTAINING

THRIVING

At the moment, Berkovitsa is at a **THRIVING** level. Dimitrinka and her team try to communicate with the children in a caring way. They participate in family-like activities such as socializing after school, having discussions, and sharing. The caregivers strive to have positive contact with children every day. From time to time, Dimitrinka and the social workers take the children shopping. Sometimes the girls go shopping together for make-up. The children participate in community service activities and social initiatives such as cleaning the city.

House rules are age-appropriate and clearly explained to children. Dimitrinka has established both "iron rules" and "golden rules" in the home, which are explained in appropriate language even to the youngest children. Children are always informed of the consequences of breaking the rules. Punishments for breaking the rules are positive – for example, the child might need to read stories to the younger ones or help them with homework for school. However, the team primarily focuses not on punishments but on incentives. The children themselves choose the incentives, for example, walks outside the FTCC, going out for pizza, and so on.

Staff meetings are held at least twice a month, and staff meetings with all the children are held once a week. At these meetings, feedback from the children is solicited, and school or discipline problems are discussed.

The turnover in the FTCC is low; the team has been working together for at least five years. Staff members attend training on positive discipline techniques and alternatives to corporal punishment once a year.

No steps identified at this time.



Right to Healthcare

SURVIVING

A Child's Hope Foundation

SUSTAINING

THRIVING

At the moment, Berkovitsa is at a **THRIVING** level. The children have access to basic medical and dental care, and the caregivers help them learn good health and hygiene habits. The children have check-ups at least twice a year with a general practitioner who is on call. If there are any problems, he can arrive at the FTCC within 5 minutes.

The children receive all the necessary vaccines and documentation. Excellent reporting is kept at Berkovitsa. If a child arrives without all the necessary medical documents, they are immediately brought to the home, or a file is begun and maintained.

The facility is suitable and clean. The children have already developed the habit of always washing their hands after going to the bathroom and before eating. There are also notices posted around the home to remind everyone to wash their hands regularly. Although children undergo eye examinations, this does not happen yearly, but once every two years. Dental examinations are once a year and as needed. If necessary, children undergo orthodontic examinations. The children brush their teeth three times a day, and Dimitrinka and the caregivers ensure that they learn this habit. There are currently no children with special developmental needs that require medical attention.

No steps identified at this time.



SURVIVING

SUSTAINING

THRIVING

At the moment, Berkovitsa is at a **SUSTAINING** level. The children are served four meals daily - breakfast, lunch, an afternoon snack, and dinner. Because a catering service provides the food, the amount per meal is predetermined. The children seem to like the food provided, as there are rarely leftovers!

Every Friday, Dimitrinka, together with a caregiver and one of the children, chooses the menu. Each week the participating child is different. The food order is made according to what the children like to eat and the requirements for healthy nutrition. The food is prepared hygienically, and all the people who prepare the food have health certificates from the regional health inspection. The kitchen and canteen are ventilated frequently. If necessary, a company comes to check for pests.

Meat, including fish, is provided weekly, so the children receive adequate protein. Fruit is provided at least twice a day. There is no nutritionist at the FTCC to prepare the food.

No steps identified at this time.



Right to Clean Water and Electricity

SURVIVING

SUSTAINING

THRIVING

Currently, Berkovitsa is at a **THRIVING** level. The water is safe to drink. The FTCC is connected to the main sewer system. The plumbing, the electrical system, and the lighting fixtures are all inspected every year. There is an emergency plan in case the power or water goes out, which rarely happens. However, there is no backup plan for heating, which is provided by multiple wall units. A maintenance worker makes sure there are no burnt-out light bulbs or broken furniture.

At night, the yard is not bright enough, so the FTCC would like to find 3-4 solar lamps. Plumbing fixtures are in constant need of repair or replacement as well.

☐ Purchase 3-4 solar lamps (\$200).



Right to Quality Education

SURVIVING

SUSTAINING

THRIVING

Currently, Berkovitsa is at a **THRIVING** level. All the children are enrolled and going to school, which Dimitrinka and her team are proud of. Three of the children who have turned 18 attend specialized schools--two boys are studying agriculture and mechanics, and one girl is studying catering and restaurant management. The boys will soon get their driver's licenses for farm equipment as their exams are coming up.

All children have access to computers, tablets, and internet provided by donors and the municipality. If a child has special educational needs, this is usually identified at school by a speech therapist and a psychologist. The children can participate in study hall every day after school.

Each caregiver at Berkovitsa is a special mentor to two children and provides homework help and individualized counseling to "their kids." Problems are also discussed with Dimitrinka. The caregivers and Dimitrinka have access to the children's grades, and each week the mentors discuss each child's school performance with the class teacher. In the evenings, caregivers read books to the younger children, and they learn to retell what was read to them to see if they understood what was read. Sometimes they play role-playing games. All the children regularly read age-appropriate books together. A reading corner and a library of books are available for all ages, which are provided by the Donate a Book Foundation.

No steps identified at this time.

Right to Equal Opportunities

SURVIVING

SUSTAINING

THRIVING

Currently, Berkovitsa is at a SUSTAINING level. Children have an equal right to attend school. Children under the age of 14 are taken to school. The children participate in extracurricular activities such as cooking, soccer, music lessons, drawing, and English.

No steps identified at this time.



SURVIVING

SUSTAINING

THRIVING

Currently, Berkovitsa is at a **THRIVING** level. The children have the right to receive guidance and access to a psychotherapist every week. Some children have weekly meetings with a psychologist, which Child Protective Services determines. When a child is admitted to Berkovitsa, it is determined whether he or she needs to see a psychologist--this type of guidance is provided for 6 months up to a year, if needed. Currently, half of the children at Berkovitsa visit regularly with a psychologist. Extra support is provided for children dealing with trauma. No matter what happens, they always talk to the director, Dimitrinka.

☐ For children over 15, a written plan for education or work after leaving home must be developed, along with plans to keep in touch with Dimitrinka so that the children feel a sense of continuity and family even after they leave the FTCC.



Right to Be Heard and Participate in Decisions

SURVIVING

SUSTAINING

THRIVING

Currently, Berkovitsa is at a **SUSTAINING** level. The children decide how they dress and what to do in their free time. They also participate in choosing and planning their menu. The team at Berkovitsa gives the children the opportunity to have leadership roles.

☐ The FTCC would like guidance in developing individual plans for each child and their goals and future.



SURVIVING

SUSTAINING

THRIVING

Currently, Berkovitsa is at a **THRIVING** level. Each child has a birth certificate.

They are taught to accept responsibility for their actions. For example, if a child breaks something on purpose, they must pay for it out of pocket money. The children are also expected to fulfill their responsibilities. They are responsible for general household chores, setting and clearing the tables, and making beds. In the case of inappropriate behavior, the first response is a discussion with the child, many times if necessary. When punishment appears appropriate, it is administered appropriately and positively. The children have participated in community service initiatives, such as city-wide cleanups.

No steps identified at this time.



SURVIVING

SUSTAINING

THRIVING

Currently, Berkovitsa is at a **FAILING** level. The staff treats the children respectfully and avoids physical punishment not only because it is prohibited by law but also because they do not believe in this method of punishment. Once a year, staff members attend a seminar on positive discipline techniques and alternatives to corporal punishment. Staff members are not allowed to be alone with a child in their room for more than 5 minutes.

At Berkovitsa, the team sets an example of etiquette and good behavior. If a child breaks the rules, there is always a conversation first, if necessary repeatedly, and only then a punishment.

Some children have weekly meetings with a psychologist, which Child Protective Services determines. When a child is admitted to Berkovitsa, it is determined whether he or she needs to see a psychologist--this type of guidance is provided for 6 months up to a year, if needed. Currently, half of the children at Berkovitsa visit regularly with a psychologist.

There are a few security problems at Berkovitsa. Girls and boys live on separate floors. However, social workers do not attend training on how to prevent abuse, and although there is an official rule for checking-in visitors, in reality, it is often not observed.

☐ Social workers and caregivers should attend abuse prevention training.



SURVIVING

SUSTAINING

THRIVING

Berkovitsa is currently at the **SUSTAINING** level. The children have the right to privacy within safe limits. For example, they must always ask permission if they want to leave the grounds. They are also taught appropriate hygiene habits. Because there are many children, buying sufficient laundry detergent is a high priority, so the children have clean clothes to wear.

Dimitrinka and her team teach good manners and respect for others. For example, children make an excellent impression on people because they always speak respectfully, using the correct grammatical formal terms when addressing adults.

Twice a year, Dlmitrinka takes the children on a one-week holiday - in the summer to the sea and winter to the mountains.

To maintain the current level, Dimitrinka would like to provide additional opportunities for the children to do more activities outside the home, such as service opportunities. She would also like to develop a forum to teach them about important current events.

Because there are 13 children at Berkovitsa,	laundry always needs to be donedetergent
and softener (\$200).	

	Purchase a	ι washing	machine	(\$900)).
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SURVIVING

SUSTAINING

THRIVING

Berkovitsa is currently at the **FAILING** level. The children do not usually take part in a spiritual community. However, they have the right to attend church if they want to. The home celebrates important religious holidays such as Easter, Christmas, birthdays, and the liturgical name days of the children, Dimitrinka, and the team. The only spiritual or religious material available and accessible is the Bible.

To move to the thriving level, the home could provide more spiritual and religious materials and encourage children to attend church and liturgy if they like. One possibility could be for children to learn about the Orthodox Church's role in Bulgarian history.

The FTCC would like to	o provide	spiritual	and religious	materials	appropriate	to the
children's culture.						

According to the wishes of the children, arrangements could be made for them to
participate in religious services as appropriate.

SURVIVING

SUSTAINING

THRIVING

Detska Kushta is currently at a THRIVING level. The FTCC has a full-time accountant. All expenses are accounted for, and there is no misuse of funds. Every year, internal control and inventory are carried out, as well as an audit. Everything that is bought is accounted for; otherwise, it must be paid for with personal money.

No steps identified at this time.

எத்த Governance and Human Resource Standard

SURVIVING

SUSTAINING

THRIVING

Berkovitsa is currently at the SUSTAINING level. The home meets licensing, audit, and management requirements. Members of the team have regular monthly staff meetings, and all incident reports and training records are maintained. The staff attends training with a supervisor on appropriate boundaries, work expectations, and work habits and methods. The supervisor for these meetings is an external psychologist and psychotherapist, and team interaction is discussed with him. In addition to monthly team meetings, individual interviews are conducted every four months. The FTCC does not have a board of directors, as this role is performed by the mayor.

No steps identified at this time.

A Child's Hope Foundation

Strategic Initiatives

PURCHASE A WASHING MACHINE.

PROJECT SUMMARY	The old washing machine is wearing out and needs to be replaced.	
INITIAL ANTICIPATED COST	\$900.00 USD	

PURCHASE 4-6 EXTERNAL SOLAR LIGHTS.

PROJECT SUMMARY	For security reasons, the FTCC needs to install external solar lights (\$200-300). For security reasons, the FTCC needs to install external solar lights.
INITIAL ANTICIPATED COST	\$200-\$300 USD

PURCHASE LAUNDRY DETERGENT AND FABRIC SOFTENER.

PROJECT SUMMARY	Because there are 13 children, the household does laundry every day and they have a great need for detergent and fabric softener.
INITIAL ANTICIPATED COST	\$200 USD

