

Casa Hogar Ebenezer

Baja

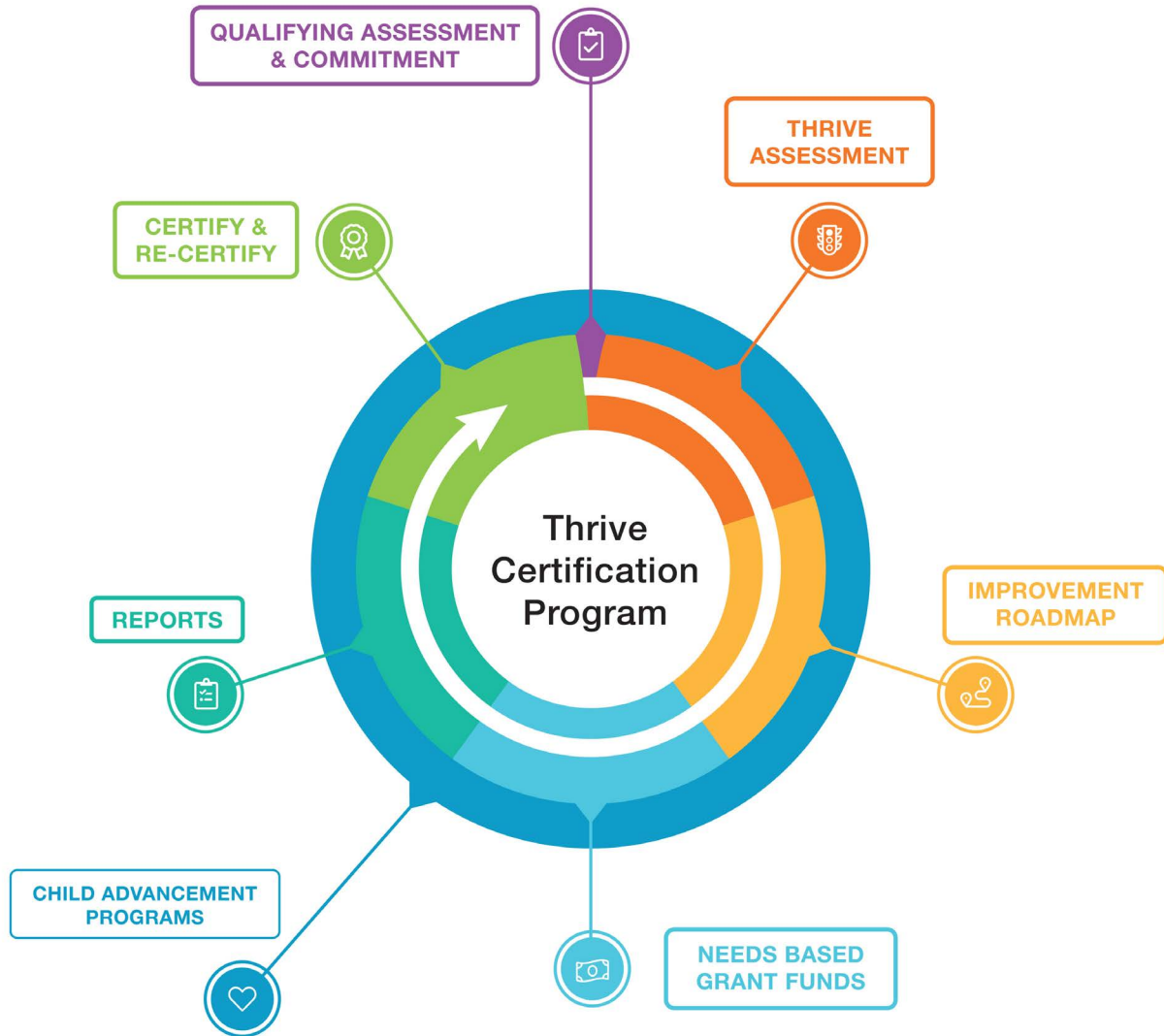


IMPROVEMENT ROADMAP

January | 2023



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.



IMPROVEMENT ROADMAP

The IR is a guiding document for the orphanage and other partners, with outlined priorities 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.



THRIVE ASSESSMENT

The Thrive Assessment measures an orphanage's ability to meet the needs of its children in 15 categories called the Standards of Care, based on the United Nations Rights of a Child. Each standard is assigned a level from "surviving" to "thriving."



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 Advancement Programs. These are available based on 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

Casa Hogar Eben-Ezer is an institution connected to the Casas Hogar network in Tijuana, Mexico, which offers safe and stable housing for displaced, orphaned, and abandoned children. Casa Hogar Eben-Ezer is home to 32 children between 8 and 21. It was founded and run by Pastor Freddie and Eva Duarte, a couple originally from Guatemala, who started the home in 2002 when they were invited to care for 18 children living in a nearby orphanage that had to close its doors. The need for care, love, and attention for these 18 children was so great that Eva and Freddy looked for all possible alternatives to help them. So they decided, at God's call, to leave their home in Los Angeles, California, to move to Tijuana and undertake their mission.

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

Mission

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

Their vision is to provide the necessary tools to children and adolescents so that they have a decent education to face future challenges.

Their values are generosity, order, patriotism, honesty, respect, friendship, gratitude, kindness, dignity, responsibility, perseverance, and prudence. Casa Hogar Eben-Ezer is an institution with moral and spiritual values whose mission is to support children and adolescents in stages of vulnerability.

Their vision is to provide the necessary tools to children and adolescents so that they have a decent education to face future challenges.

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

What Makes This Orphanage Unique?

This home is unique because all those who live in it are part of a big family, where love for God and neighbor is the main basis for everything they do.

Each child is cared for with quality and warmth in all areas of their development. The work is done to please the government or visitors, but rather to please God.

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

Long-Term Vision

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

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

Improve security in the facilities.

To care for 25 children in the children's home.

To be recognized as a quality space for the care and service of vulnerable children.



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.

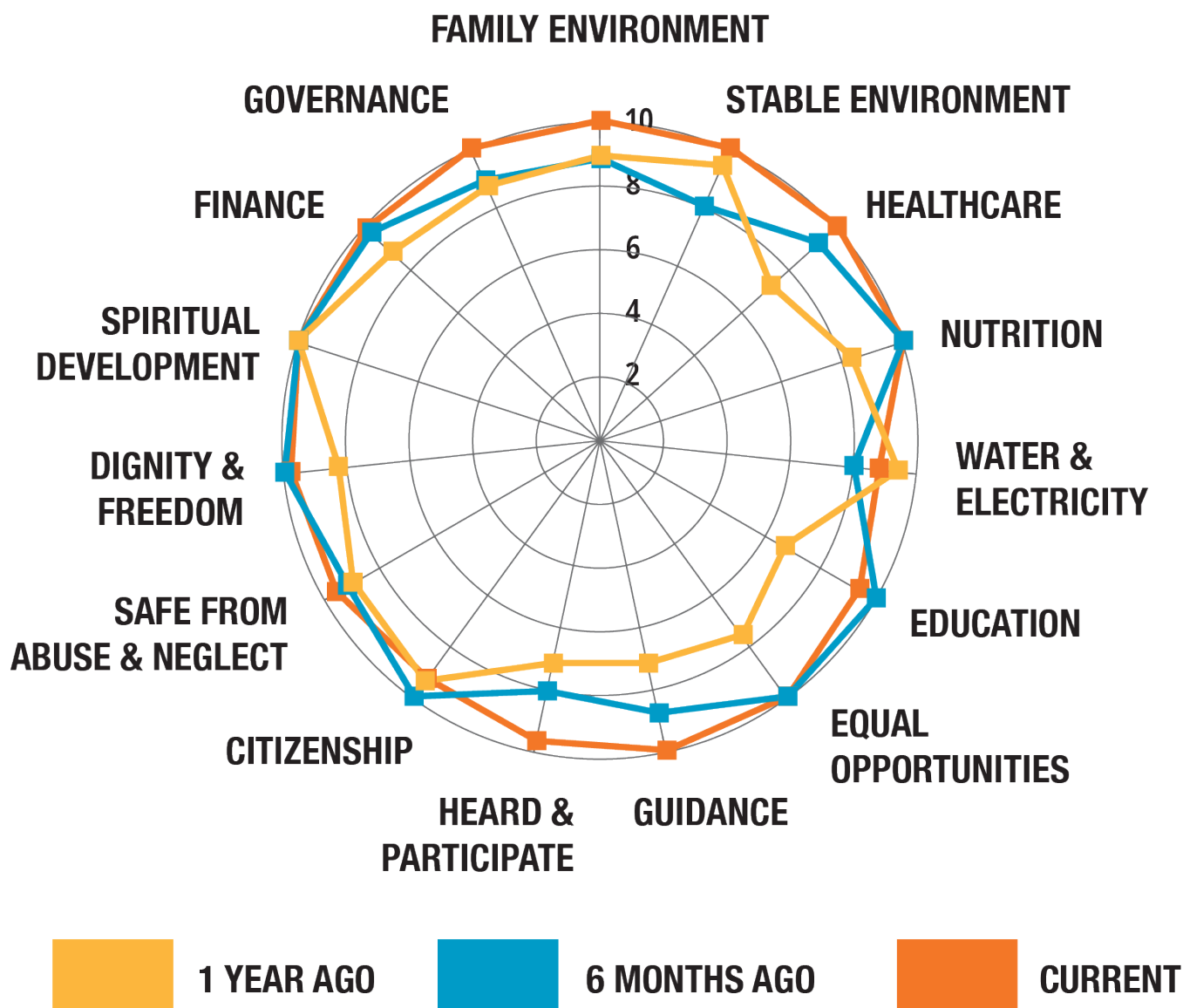
Based on the adopted declaration, The Miracle Foundation (miraclefoundation.org), a family-focused non-profit that provides resources to orphans mostly in India, codified the UN's Rights of the Child and developed a Thrive Scale, which measures how well child care facilities are able to obtain each of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





Right to Live with Family

SURVIVING

SUSTAINING

THRIVING

Casa Hogar Eben-Ezer is at the **THRIVING** level in this category. As directors, Eva and Freddy have created a loving environment, so the children feel part of a big family. For this reason, they encourage sibling groups that live at home to play, eat and share time together to foster unity and permanence. In addition, they promote family visits following DIF authorization. For these visits, DIF comes to pick up the children, takes them to visit their families, and then returns them to the home. There are currently 32 children between the ages of 6 and 19 living at Eben-Ezer. However, the number of children may vary monthly because DIF regularly carries out family reintegration movements with the children. In this house, the children are divided by age and gender between 4 to 6 children per room.

At Eben-Ezer, caregivers are present at all times. Caregivers have been instructed mainly by Eva and have received training, courses, and certifications on child care, trauma, values, and fostering a family home environment where all children are considered equal and important. Although caregivers are in constant training, Eva looks for alternatives to train her staff in childcare issues and care strategies. New caregivers are first vetted by Eva and once they are hired, they receive instruction and constant supervision during training to ensure that they are quality caregivers. Additionally, caregivers are evaluated every quarter. For Eva and Freddy, the main priority is the well-being of the children and that all resources they receive are directed towards providing the children with quality care.

For Casa Hogar Eben-Ezer to remain at this level, it is required to continue with the excellent work they do in training and evaluating their staff to ensure quality care for the children.

☐ Maintain the training and evaluation program for caregivers.



Right to a Stable Environment

SURVIVING

SUSTAINING

THRIVING

In this category, Casa Hogar Eben-Ezer is at the level of **THRIVING**. Eva and Freddy maintain a system of clear and consistent rules based on positive discipline. These rules apply to everyone and are explained according to children's age and level of understanding. The children are encouraged to take responsibility for the consequences of their actions and taught to remedy their misdeeds. Children are called by name, and nicknames are not allowed to ensure each child is respected. Eva constantly speaks with the children to foster closeness, discuss important issues, and improve behavior.

Every 15 days, a meeting is held with the caregivers to discuss discipline issues and improve the quality of care for the children. The caregivers are long-term and help set an example to the children around them. They also take one to two days off per week. Staff turnover is minimal with the small group of caregivers they have to care for the children. In the last 5 years, there have been no changes in the staff, a situation that generates greater stability and security for the children. Caregivers play with the children and have their own traditions such as going for walks, riding bicycles, watching movies on family night, and celebrating birthdays every three months. Eben-Ezer has local collaborators who are always seeking to learn of the home's needs and contemplate support available in the community.

For Casa Hogar Eben-Ezer to remain in this category, it is necessary to continue the excellent work they have been doing along with applying the good practices of training staff in childcare strategies.

☐ Continue training staff in childcare strategies.



Right to Healthcare

SURVIVING

SUSTAINING

THRIVING

Currently, Casa Hogar Eben-Ezer is at the **THRIVING** level within this category. On an annual basis, all children receive medical check-ups and examinations, including laboratory studies, dental and visual examinations, as well as the fitting of eyeglasses. Each child has a file, which includes his or her medical history, growth measurements, incident reports, and medication for specific illnesses. All children also have a complete vaccination record and vaccination schedules. At Eben-Ezer, children can receive medical attention and treatment in an emergency. If the situation arises, they have a hospital identified nearby and a trusted doctor who comes to the house or is available in-office in case of any emergency. Currently, four children between the ages of 10-14 have problems with enuresis (bed-wetting), for which strategies and hygienic measures have been implemented. The adolescent girls have sufficient access to feminine hygiene products and are familiar with disposal methods and their menstrual cycles. The home has a medical emergency fund and has implemented appropriate measures, training, and treatment plans for two young women with special needs. Eva is also constantly looking for support to offer them additional opportunities, including requesting DIF to take one of the children for rehabilitation and treat him as soon as possible.

At casa Hogar Eben-Ezer, soap and water are hygienically available near all dining and sanitary areas. Every twenty minutes, the children are asked to wash their hands, a priority initiative of Eva's to take care of everyone's health. Children are checked for head lice every quarter and, if found, are provided with the appropriate treatment to eradicate the condition as soon as possible. Additionally, appropriate measures are taken to prevent an outbreak of head lice. The children brush their teeth four times a day and have three first aid kits and five emergency backpacks located in the kitchen, in the living room, and at the exits.

For Casa Hogar Eben-Ezer to continue to advancing in this category, it is recommended to see to the medical and psychological follow-up for the 4 children with enuresis as well as continue applying the excellent practices they have been carrying out.

- ☐ Continue medical and psychological follow-up of the 4 children with enuresis.
- ☐ Continue applying current practices in this area.



Right to Nutrition

SURVIVING

SUSTAINING

THRIVING

Casa Hogar Eben-Ezer is currently at the **THRIVING** level in this category. The children receive the adequate amount of calories recommended and the meals the children receive are nutritious, tasty, and prepared hygienically. They are given protein daily in their meals and two to three fruits and vegetables as per their recommended diet. They have a nutritionist who verifies children are receiving sufficient nutrients, indicates any necessary dietary adjustments for special cases, and monitors the weight and height of all children including those with health conditions.

The kitchen, dining room, and food storage areas are free of toxic substances and pests, and detergents and cleaning liquids are stored safely. The kitchen and cooking areas are well-ventilated. Eva is trained in nutrition and shares her knowledge with her staff members. They prepare a meal plan and menus so the children can see what their meals will include each day. The home has sufficient food for the children since they receive direct support from two main donors who provide perishable and non-perishable food each week.

For Eben-Ezer to remain thriving in this category, it is recommended to continue applying the current practices they have in place.

☐ Continue applying current practices in this area.



Right to Clean Water and Electricity

SURVIVING

SUSTAINING

THRIVING

In this category, Casa Hogar Eben-Ezer is at the **THRIVING** level. In the last year, the safety of the building has been evaluated by a private institution and the fire department. The home's drinking water facilities are in good condition and free of contaminants, and there have been no major plumbing problems in recent years. A safe method of drainage is also in place that does not contaminate the drinking water supply. The children have clean, bacteria-free drinking water, readily available and easily accessible whenever they wish to drink. Eben-Ezer has a civil protection program that is in the process of being updated. The facilities comply with the requirements and codes of the local authorities and they also have an emergency plan in case of fire, flood, water loss, or electricity. In addition to this, qualified and reliable maintenance support is available to meet the facilities' ongoing preventive and repair needs.

The living room and bathrooms have working light bulbs in good condition. Bathroom faucets and most showers are also in good condition. The two girls' bathrooms are currently being repaired as the floor and walls suffered considerable damage. The walls were repaired, the tiles in both bathrooms were changed, the furniture supporting the sinks was replaced, and mirrors were installed. The original damage was due to problems with a shower pipe which had a large internal leak and caused the floor to rot. Freddy detected these repairs as part of his maintenance program and logged activities. In regards to electricity, the home has solar panels. However, in case of power outages or emergencies, they do not have an alternative energy source. Additionally, they recently discovered that a lamp in the front of the house constantly burns out. It is also necessary to build a fence around the house for security. Also, the new rooms do not have a gas boiler.

For Casa Hogar Eben-Ezer to continue advancing in this category, it is advisable to continue with the repair and maintenance of the bathroom as well as build a perimeter fence and purchase a generator.

- ☐ Continue corrective maintenance of girls' restrooms and water transfer areas.
- ☐ Build a perimeter fence.
- ☐ Purchase a power generator.



Right to Quality Education

SURVIVING

SUSTAINING

THRIVING

Casa Hogar Eben-Ezer is currently at the **THRIVING** level in this category. All children and youth are enrolled in elementary, junior high, high school, or university and attend classes regularly. The home has access to the internet and computers, and children are instructed on how to use the computers and programs. Children ages seven and older can identify and articulate the sound of each letter of the alphabet. Children 11 years and older can read and write at the third-grade level or above and are supported by Minerva (caregiver), who helps them strengthen and improve their reading skills. All children 9 years and older perform basic addition, subtraction, multiplication, and division in addition to having support from Juan (tutor) and Minerva constantly. As a result of these efforts, the children have improved their grades and gained a better understanding of math in particular at all levels. Caregivers Elizabeth and Minerva also discuss grades and progress with each child every three months, and report cards are subsequently reviewed by Eva. Each child also has access to one-on-one tutoring sessions. For her part, Eva maintains a close relationship with the school principals and the children's teachers, which helps to address any school needs immediately.

Concerning the children who are too young to attend school, periodic activities are carried out to help them reach developmental goals and prepare them for school. One of the adolescents with learning difficulties is currently being evaluated by USAER, the special education program in high school. Another of the girls has also been evaluated for learning disabilities. The younger children are read to using age-appropriate reading techniques, and the older children are given reading time at least once a week. At Casa Hogar Eben-Ezer, various age-appropriate books in their own language are available and easily accessible to the children during the week. All children in the home have access to and are provided with supplies, toys, and materials according to their age-appropriate developmental needs. Funding and housing are available for the children to pursue higher education or trade school after their time at home, for those over 18 years of age.

For Casa Hogar Eben-Ezer to continue advancing in this area, it is necessary to continue with the support of the math tutor, increase the number of books according to age, language, and reading levels, and follow up on the assessments of children to ensure that they can read and write at or above their grade level.

- ☐ Maintain tutor support in the area of mathematics.
- ☐ Increase the number of books according to age, language, and reading levels.
- ☐ Follow up on the assessment of all children to ensure that they can read and write at or above grade level.

Right to Equal Opportunities

SURVIVING

SUSTAINING

THRIVING

Currently, Casa Hogar Eben-Ezer is at the level of **THRIVING** in this category. The children have space to store their clothes and personal items, which they keep clean and tidy. Additionally, everyone is assigned household chores, divided by age and gender, to support the maintenance of the home and their own spaces. All children receive the same opportunities to pursue their education and receive academic counseling. Young people with disabilities have the support of caregivers and directors in making special accommodations to meet their physical, educational, or other needs. Such is the case for children requiring glasses. In addition to this support, the children have been given the opportunity to direct activities promoting independence, self-sufficiency, and leadership within the home.

Time is scheduled for the children to participate in extracurricular activities several times a month. Recently, they had an intensive course on listening, discipline and theater through a local partner, Centro Cultural Tijuana. The home received a certificate for the courses they completed. Director Eva has implemented an internal program to help the youth transition to independent living and adulthood by ensuring that both women and men participate in domestic activities that promote self-sufficiency. These activities include cooking, cleaning, general equipment maintenance, grocery shopping, organizing events, basic maintenance of the home's cars, collecting donations, general repairs, and working with vendors. Eva has also instructed adult males and females in the home to act as role models and be available to mentor and guide the children.

For Casa Hogar Eben-Ezer to continue at this level, it is recommended to continue applying the current successful activities and practices in this category.

☐ Continue applying the current activities and practices in this area.



Right to Guidance

SURVIVING

SUSTAINING

THRIVING

Casa Hogar Eben-Ezer is at the **THRIVING** level in this category. They have a job profile for new caregivers. Values are taught and encouraged such as respect, love, and family. Eva teaches the children values through her daily example, modeling these behaviors so they can see them as a positive point of reference. Caregivers also receive annual training on modeling, teaching, and reinforcing skills and behaviors with the children.

Adolescents over the age of 13 have received training in responsible sexual behavior. Children also have the opportunity to receive counseling on topics that interest them and have received the necessary therapeutic support to help deal with crises and traumas. Individual therapy is provided during the week, and group sessions for adolescents are held on Saturdays. In regards to life skills development sessions, Eva and Freddy have generally led this training with the children and youth. Depending on the topic, they also periodically call upon professionals who have provided the training to the youth as well. For choosing a job or professional vocation, the home takes the adolescents to the Autonomous University of Baja California (UABC) for a tour where they learn about the careers the institution offers. Eva and Freddy also prepare the children through bible study to reflect on their knowledge, direct their self-exploration, and guide them on the right path.

For Casa Hogar Eben-Ezer to remain at this level, they are encouraged to continue with the activities and practices that have been successfully applied thus far.

☐ Continue applying the current activities and practices in this area.



Right to Be Heard and Participate in Decisions

SURVIVING

SUSTAINING

THRIVING

Currently in this category, Casa Hogar Eben-Ezer is at the **THRIVING** level. The children can decide what they wear during the week and what activities to do in their free time. They can also suggest specific foods for the menu and are often accommodated regarding what they would like to eat on special occasions like birthdays and holidays. The weekly menu is displayed so the children know what food will be provided during the week. Additionally, they participate by providing feedback or suggestions regarding activities for special holidays or for trips outside the home.

Eva has been diligent in informing the children and caregivers about any necessary medical care procedures as well as providing a space for children to ask questions and therefore avoid traumatic situations. All the older children have an individual plan, as requested by DIF. The home also has children's committees that prepare activities according to their roles.

For Casa Hogar Eben-Ezer to continue advancing in this category, it is necessary for them to start implementing Child Hope Plans or some similar strategy for developing independent living skills for all adolescents and children. Currently in this category, Casa Hogar Eben-Ezer is at the Thriving level. The children can decide what they wear during the week and what activities to do in their free time. They can also suggest specific foods for the menu and are often accommodated regarding what they would like to eat on special occasions like birthdays and holidays. The weekly menu is displayed so the children know what food will be provided during the week. Additionally, they participate by providing feedback or suggestions regarding activities for special holidays or for trips outside the home.

Eva has been diligent in informing the children and caregivers about any necessary medical care procedures as well as providing a space for children to ask questions and therefore avoid traumatic situations. All the older children have an individual plan, as requested by DIF. The home also has children's committees that prepare activities according to their roles.

For Casa Hogar Eben-Ezer to continue advancing in this category, it is necessary for them to start implementing Child Hope Plans or some similar strategy for developing independent living skills for all adolescents and children.

- ☐ Initiate the implementation of Child Hope Plans or similar strategies for developing independent living skills for all adolescents and children.



Right to Be Prepared for Citizenship

SURVIVING

SUSTAINING

THRIVING

Casa Hogar Eben-Ezer is at the level of **THRIVING** in this category. Almost 100% of the children and youth have identity documents and understand the importance of these records. The children and youth at Eben-Ezer have tasks assigned to them in the home according to their age. They are fully aware of the importance of their participation in maintaining the home with good hygiene, order, and cleanliness. At Eben-Ezer, they celebrate Mexico's national holidays. The children's favorite holidays are Independence Day and Christmas. The home is free of garbage, and all the tools are in their corresponding places. All the children are taught about the democratic process, and older children are supported in fulfilling their rights and obligations as citizens. Children participate in community activities at least twice a year. They are also immediately informed of relevant situations that arise inside and outside the home and have a say in where they want to go. For the time being, DIF has authorized outings within the Tijuana area, so a trip to Playas de Tijuana is being planned.

Eva and Freddy have been great examples of sharing with others. Therefore, they have taught the children to share what they have with others, putting the values they learn into practice. In this home, there is a clear perception of a warm and caring family atmosphere.

For Casa Hogar Eben-Ezer to continue advancing in this category, it is necessary to take the necessary steps to obtain birth certificates for the three children who still do not have this document.

☐ Obtain birth certificates for the three children that lack this documentation.



Right to Be Safe from Abuse & Neglect

SURVIVING

SUSTAINING

THRIVING

In this category, Casa Hogar Eben-Ezer is at the **THRIVING** level. The children have private spaces within the facility for bathing, using the toilet, and dressing. The dormitories are separated by gender and age, following local regulations. The home has a policy that no adult may be alone with a child, and the professional staff support the children in a respectful and committed manner. Eva is always vigilant that everything is carried out well. They have worked with the children to help them always tell the truth and they teach them to denounce any type of abuse they observe.

Caregivers receive training every six months on abuse prevention, positive discipline techniques, and alternatives to corporal punishment. They also have an internal rule that visitors are not allowed to photograph the children or wear revealing shirts or shorts for any reason. It is also completely forbidden to provide personal information or exchange contact information with the children. The caregivers and the director have received training at least once a year on violence and abuse prevention as well as positive parenting. For her part, Eva is always available for

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1-on-1 sessions with the caregivers and staff to provide advice regarding their work or to address any questions related to the care of the children. The home has a psychologist who provides individual attention to children with priority needs of psychological support as well as to those children who request it. Eben-Ezer is very vulnerable in terms of security in the surrounding area since no wall delineates the property in one section.

For Casa Hogar Eben-Ezer to continue advancing in this category, it is necessary to obtain the support of two or more donors to construct a perimeter fence to secure the property.

- ☐ Obtain the support of two or more donors to construct a perimeter fence to secure the property.



Right to Dignity & Freedom

SURVIVING

SUSTAINING

THRIVING

Currently, Casa Hogar Eben-Ezer is at the level of **THRIVING** in this category. The children are bathed daily and particular care is taken with those who wear diapers. In addition, each child has sufficient clothing, underwear, shoes, and school uniforms in good condition. The children also have their own bed, clean sheets, blankets, toothbrush, and towel. The home encourages the children to be kind to each other and to correct put-downs, unkind remarks, and bullying. The children know the consequences before committing an infraction and know there are always ways to rectify their wrongdoings.

The home has all the safety protocols required by local authorities. Employees have been trained in firefighting, using and handling fire extinguishers, search and rescue, and evacuation and shelter protocols. The children have a few art materials available for their use, but these are currently insufficient for all the children.

For Casa Hogar Eben-Ezer to make further progress in this area, art supplies and new towels need to be purchased.

- ☐ Purchase additional art supplies.
- ☐ Purchase new towels.



Right to Spiritual Development

SURVIVING

SUSTAINING

THRIVING

Casa Eben-Ezer is currently at the **THRIVING** level. As pastors, Eva and Freddy have created a beautiful spiritual environment within the home. Their vision is centered on pleasing God and working with transparency. They have been the cornerstone that has guided and instructed the children within this home. This allows children to be part of a spiritual community, teaching them positive lessons, and establishing a relationship with God. The children participate in community prayer, spiritual rituals, and bible reading both inside and outside the home. They are also given the opportunity to participate in Sunday school and have a worship group that allows for continuous worship. Religious materials and books are available and accessible to the children within the home as well.

For Casa Hogar Eben-Ezer to remain at this level, it is necessary to continue applying the positive activities and practices that are in place. Casa Eben-Ezer is currently at the Thriving level. As pastors, Eva and Freddy have created a beautiful spiritual environment within the home. Their vision is centered on pleasing God and working with transparency. They have been the cornerstone that has guided and instructed the children within this home. This allows children to be part of a spiritual community, teaching them positive lessons, and establishing a relationship with God. The children participate in community prayer, spiritual rituals, and bible reading both inside and outside the home. They are also given the opportunity to participate in Sunday school and have a worship group that allows for continuous worship. Religious materials and books are available and accessible to the children within the home as well.

For Casa Hogar Eben-Ezer to remain at this level, it is necessary to continue applying the positive activities and practices that are in place.

☐ Continue applying the current activities and practices in this area.



Finance Standard

SURVIVING

SUSTAINING

THRIVING

Currently in this category, Casa Hogar Eben-Ezer is at the **THRIVING** level. In a very disciplined manner, the directors record their income and expenses as well as keep all receipts which are available for review, when necessary. They have an accountant who helps them file annual tax returns following Mexican tax laws and validates the home's account books, records, bank reconciliations, and ledgers. They also have strict administrative measures in place to minimize the misuse of resources and oversee the use of the resources received from donors.

The home does operate on an annual budget. However, the budget is always in constant flux due to various construction projects, preventive and corrective maintenance, and infrastructure issues.

For Casa Hogar Eben-Ezer to remain at this level in this category, it is recommended to follow, as closely as possible, their annual budget and make any changes needed in a timely manner.

☐ Follow the annual budget when possible and make needed changes in a timely manner.



Governance and Human Resource Standard

SURVIVING

SUSTAINING

THRIVING

Casa Hogar Eben-Ezer is at the level of **THRIVING** in this category. The staff has been instructed on the importance of drinking water safety. They understand clean drinking water's relationship to health and the need for safe drinking water in sufficient quantities for domestic use. The property and modifications made to it are insured, and there is documentation verifying that the property is strictly to be used only as a home that benefits the population it serves.

Eva exclusively guides new caregivers. Upon hiring, caregivers sign documents establishing themselves as collaborators in offering love. All employees have their own file that includes job descriptions, incident reports, ongoing training, and other documents requested at the time of hiring. They have an organizational chart indicating the various positions and how they are distributed. Ongoing meetings are held with staff to discuss issues of interest regularly. The staff has been educated or received various training on the characteristics and values of a family, the creation of a family in a group home setting, and practical ways to facilitate child participation. They have also received training in CPR, first aid, and the care and treatment of a sick child. The staff has an established vacation policy and are legally required days off.

Concerning licenses and permits, the home has a state operating license and is in the process of revalidation at the national level. They only need to update the gas and electricity reports and are currently working on validating the civil protection plan with the relevant local safety authorities.

For Casa Hogar Eben-Ezer to continue at this level, it is necessary to update the gas and electricity reports for the revalidation of the operating license.

- ☐ Update the gas and electricity reports for the revalidation of the operating license.

Strategic Initiatives

PERIMETER FENCE (THEY ARE LOOKING FOR OTHER DONORS)

PROJECT SUMMARY	The back of the home does not have a perimeter fence that protects the property from the surrounding area. This has posed a security risk for the children inside the home since, on several occasions, people from outside the home have entered the property intending to steal or see what is inside. Sometimes pedestrians use the area as a shortcut to their homes. Ultimately, this type of traffic puts the safety of all the people in the home at high risk.
INITIAL ANTICIPATED COST	>\$15,000

CORRECTIVE AND PREVENTIVE BATHROOM MAINTENANCE

PROJECT SUMMARY	The children's home requires a series of corrective and preventive maintenance in areas such as the boys' and girls' bathrooms due to water leaks and water filtration problems caused by rainfall. It is necessary to change accessories, contract masonry work, apply waterproofing of ceilings and walls, and complete welding on the railings.
INITIAL ANTICIPATED COST	\$5,000 - \$10,000

REPAIR WORK ON GAS, WATER, AND ELECTRICITY LINES

PROJECT SUMMARY	For the renewal of the certifications necessary to obtain the operating license of the home, it is necessary to update the safety reports of the gas and electricity installations. This requires that a specialist determine the maintenance needs of the installations, after which the home will need to contract services for the repair work based on those recommendations. Later, they will need to hire the services of safety inspection specialists to obtain the certifications. For the renewal of the certifications necessary to obtain the operating license of the home, it is necessary to update the safety reports of the gas and electricity installations. This requires that a specialist determine the maintenance needs of the installations, after which the home will need to contract services for the repair work based on those recommendations. Later, they will need to hire the services of safety inspection specialists to obtain the certifications.
INITIAL ANTICIPATED COST	<\$5,000

**CASA HOGAR
EBEN-EZER A.C.**

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