



Love in Action

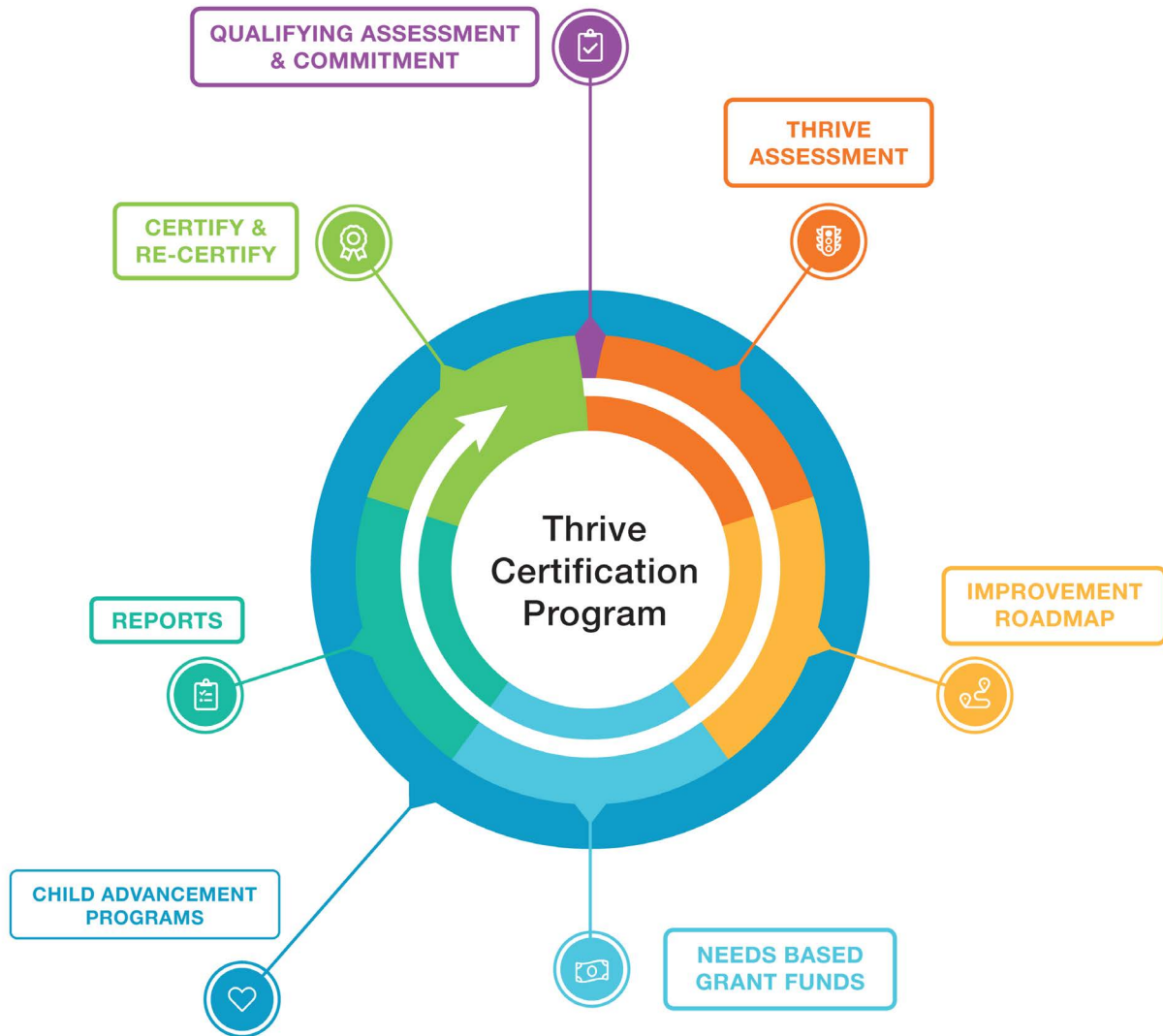
Jalisco

IMPROVEMENT ROADMAP

December | 2022



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

Love in Action (LiA) was founded by Anabel Frutos in 2003. It started as a community center and developed into a children's shelter because of the need in the area for a safe place for children of trauma; i.e., parental neglect, abuse, drug and/or alcohol abuse, etc. LiA was the first such shelter in the Chapala area and since then, several others were started.

Mission

The mission at Love in Action is to provide Christ-centered, holistic care to abandoned, abused, and orphaned children.

The vision is to raise children who will overcome their past to realize their potential, breaking the cycle of violence and positively impacting the nation for generations to come.

What Makes This Orphanage Unique?

LiA is unique because it is one of the few homes in Mexico that uses Trust Based Relational Intervention (TBRI). In addition, Love in Action strives to be like a family for its girls and staff and is known by DIF and Procuraduria as such.

Long-Term Vision

Love in Action's long-term vision is to be financially stable, and to one day have a campus large enough to host 60 - 100 girls with an all-Christian staff that has been trained in TBRI. Additionally, they hope to have a team of professionals that includes teachers, psychologists, social workers, administrative staff, and volunteers who can teach life skill workshops. LiA is creating a family-centered environment for the children. LiA would also like to become a government-certified training facility for foster and adoptive families.

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

An old building on the property is being restored. It will have spaces for life skill workshops and emotional healing, as well as space for caregiver training and more. LiA hopes to establish a relationship with DIF to develop a certified program for foster and adoptive families in trauma-informed care.



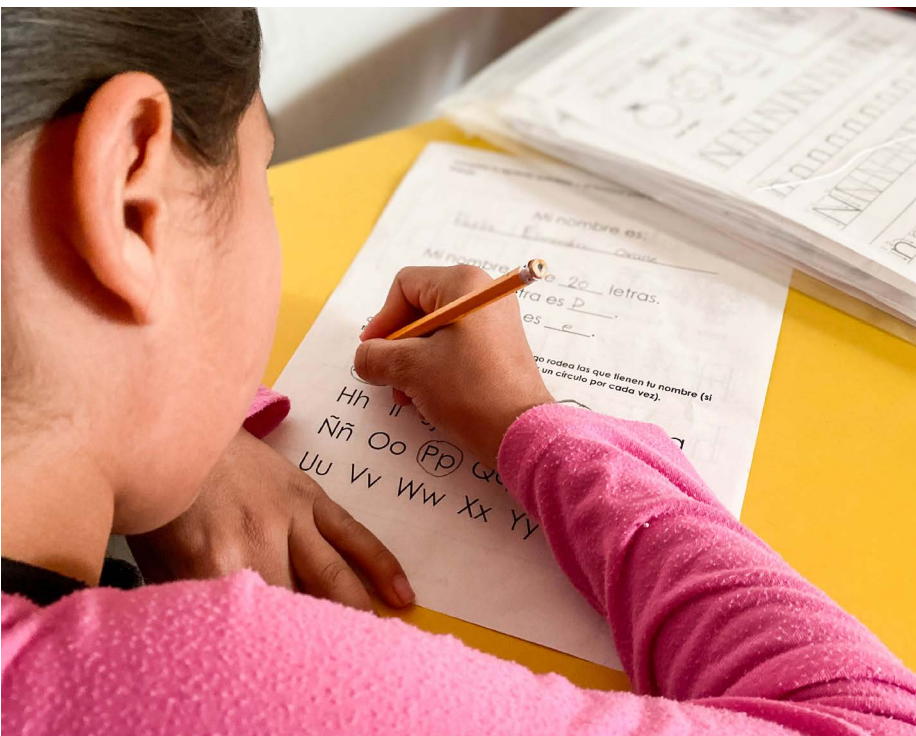


The Thrive Assessment

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.

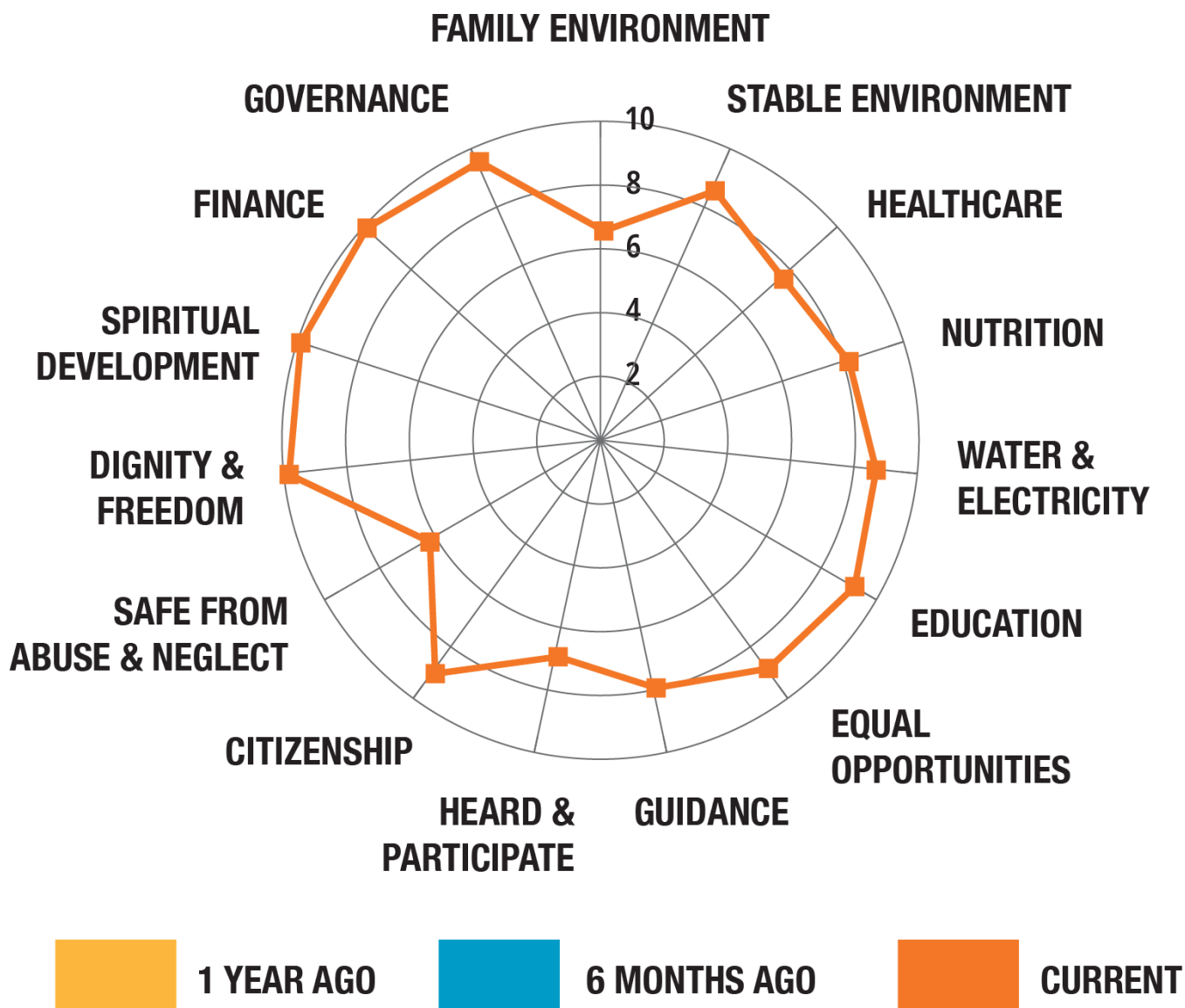
Based on the adopted declaration, The Miracle Foundation (miraclefoundation.org), a family-focused non-profit that provides resources to orphans mostly in India, codified the UN's Rights of the Child and developed a Thrive Scale, which measures how well child care facilities are able to obtain each of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

Currently, Love in Action (LiA) is at the **SUSTAINING** Level. The girls live in one of two houses on the LiA campus. During the night, there is one caregiver per house and during the day, the girls are supervised by teachers and other staff. Night-time caregivers work one week on and one week off. They are long-term, usually staying for 2 years or more, which is the expectation when they take the position. The emphasis at LiA is creating a family atmosphere and staff is reminded of that at weekly staff meetings. The director of the home is looked upon as the mother of the facility. Staff is trained in Trust Based Relational Intervention (TBRI) at least annually. Caregivers are not currently evaluated by a therapist, an expert in child care, or trained on standards of care.

LiA would like to be the standard for TBRI-informed care in Mexico. The need for improved facilities is clear and creating larger, more family-oriented living conditions are anticipated. Also, providing more evaluation and training of staff is required.

- ☐ Find a child care expert to continually support and train staff in TBRI-informed care
- ☐ Create a caregiver plan for onboarding, training, and evaluating caregivers
- ☐ Establish an evaluation for caregivers on a biannual basis to assess the care they are providing for the girls



Right to a Stable Environment

SURVIVING

SUSTAINING

THRIVING

Currently, LiA is at the level of **THRIVING**. The girls are aware of the house rules which include: Stick Together, No Hurts, and Have Fun. They are taught what each of these rules means and how to practice them. Although all caregivers (and other staff) are trained in TBRI, it is not always applied successfully. Monthly staff meetings are held to discuss troublesome behavior and how to address them. One of the day caregivers is a certified TBRI practitioner and provides the expertise to inform the staff. Caregivers interact with the girls in a playful manner during the day and the director takes them out for ice cream during the weekends. Children are never called demeaning nicknames as it violates the “No Hurts” rule. Birthdays are also celebrated once a month.

LiA would like to have caregivers practice TBRI in a more consistent manner. Further evaluation and training are anticipated.

- ☐ Establish support and training for caregivers to be more “parent-like” to the children using TBRI principles.
- ☐ Find ways for all caregivers to engage playfully with the girls



Right to Healthcare

SURVIVING

SUSTAINING

THRIVING

The home is at the **SUSTAINING** level in this category currently. The girls have dental checkups every year and receive treatment if there is a need. At the moment, there is no schedule for regular medical checkups. However, there is an identified doctor available if an emergency arises. Half of the girls have their vaccination cards. This is something of an issue with DIF, as they often do not provide the necessary documentation when the girls come to the home. Access to hygienic items like soap, disinfectants, etc. is made available appropriately within the facility. Education is provided to adolescents regarding their menstrual cycles and appropriate hygiene practices.

Although the girls are provided any necessary medical care as needed, it is desirable for the home to have a more proactive approach to healthcare. Some training could be provided to the girls on personal hygiene and more care to brushing their teeth twice daily.

- ☐ Identify a healthcare facility for routine healthcare needs
- ☐ Establish regular medical and dental checkups
- ☐ Provide OTC antiseptic and daily remedies on site and ensure caregivers are trained in their use



Right to Nutrition

SURVIVING

SUSTAINING

THRIVING

LiA's level in this category currently is **SUSTAINING**. LiA serves vegetables at lunch and fruit twice a day to the children. The meals served are balanced and based on the Mexican food pyramid. Disinfection and cleansing of all necessary food are carried out by kitchen staff in a designated area. Protein is served daily as well. While a professional cook is employed by LiA and understands basic nutrition needs, a professional nutritionist is not available to supervise. To ensure the girls are receiving proper nutrition, locating a nutritionist who can assess the situation is needed. The cook is excellent and is able to respond to any special dietary needs of the girls.

- ☐ Locate a nutritionist to help train the cook and ensure the girls are receiving appropriate nutrients daily
- ☐ Provide training on food hygiene, preparation and handling to the cook



Right to Clean Water and Electricity

SURVIVING

SUSTAINING

THRIVING

Currently, LiA is at the **SUSTAINING** Level regarding this category. There are specialists from the government (Ciudad Ninez) who come regularly to inspect the facilities for adherence to government regulations. They give a report of their findings to LiA for their use in making any needed corrections. LiA's property is currently up to code with Ciudad Ninez. The water is tested daily for appropriate chemical levels and there is a water purification system in place. There are areas on the campus where water is available to the girls as needed. Although there are light bulbs for existing sockets, there is insufficient lighting at night. The only lighting at night is some emergency lights. Civil Protection Training for fires and earthquakes has been completed in the past, but the home has not renewed this over the past two years. The facilities are old, but in generally good repair overall. The maintenance man is on-site daily and very proactive in making sure all is in working order. LiA had a massive underground water leak that caused them to have a \$3,333 USD bill. The water company fixed the problem, but left them with the bill on the lost water.

LiA would like to improve its facilities. A plan needs to be developed for regular assessment of needs and repairs. Ensuring that the facilities follow government codes should be included in this plan. Additionally, an alternative power source needs to be acquired as electricity frequently fails in this area of Mexico.

- ☐ Purchase a power generator for use when electricity fails
- ☐ Pay off water bill debt
- ☐ Renew the Civil Protection Training license for fires and earthquakes



Right to Quality Education

SURVIVING

SUSTAINING

THRIVING

The home is currently at the **THRIVING** level in this area. It is noted that LiA does not receive children younger than school age. There is an on-campus school for the girls at the primary levels. This school is approved by the Secretary of Education and provides more structure and attention to behavioral needs than what is available at the local public schools. Tutoring is available to help girls whose education levels need improvement. All children over the age of 11 are able to read at least at the third-grade level. Although books are available for age-appropriate reading, the library does not have 75+ books. A psychologist has evaluated the girls, but it is unclear how that evaluation is being used in the school setting. Girls in middle school and high school have access to computers and age-appropriate art supplies are available. However, education funds for girls at the university level are not currently available.

Although meeting the educational needs of the girls is very good, there is room for improvement. An educational plan for each child should be in place including an assessment of their needs. Tutors need to be available to assess and address the needs of any who require additional learning opportunities or experience roadblocks to their learning.

- ☐ Create educational plans for each child
- ☐ Find tutors for those who need additional learning opportunities
- ☐ Obtain books and computers for campus library

Right to Equal Opportunities

SURVIVING

SUSTAINING

THRIVING

In this category, this home is currently at the level of **THRIVING**. Every girl has their own locker for personal items as well as closet space for clothing. Each child is assisted in achieving their appropriate educational level. Most staff act as mentors and role models and all are familiar with the pillars of TBRI. There is no plan in place for transitioning out of the home when the girls reach emancipation age. At the moment, there are no serious disabilities among the girls. However, any developmental, emotional, or physical needs are addressed and plans are put into place to meet them. There are extracurricular programs in place available for all in art, pottery, and English.

LiA would like to have more tutors/mentors available to help the girls with personal goals. Teaching the girls how to address their own needs (have a voice) is part of the overall mission of LiA and more help in meeting this goal is needed.

- ☐ Identify and recruit mentors
- ☐ Create a transition plan for the adolescents



Right to Guidance

SURVIVING

SUSTAINING

THRIVING

LiA is currently at the **SUSTAINING** level in this area. The home has a job description for onboarding caregivers and a process of interviews before hiring a new caregiver. They do not expect all caregivers will be mentors to the girls but would like to have a mentoring program in the future. LiA has a biannual TBRI training for caregivers and staff. Girls are taught to be respectful through the practice of TBRI and daily devotionals with the director. The home has a psychologist on board who does group sessions with different age groups and discusses age-appropriate topics with the girls. Currently, there is no transition plan or career counseling for girls 15 years old and above. While the girls are taught life skills, the home has no written plan or program for the older girls.

To improve in this area, the home needs to focus on creating a plan or program for teens to help guide them in planning for transition outside the home. This program should include career counseling or mentorships on how to go about furthering their education or preparing for the future.

- ☐ Mentorship program for girls 15 years old and older
- ☐ Life skills program for all girls to participate in
- ☐ Training for caregivers on how to be mentors to the girls



Right to Be Heard and Participate in Decisions

SURVIVING

SUSTAINING

THRIVING

At this home they are currently at the **SUSTAINING** level in this category. The children have options during their free time and can choose what to do during that time. They also have their own clothes and are able to choose what to wear every day. The children do not participate in meal planning and there is no menu visible to the children on campus. While the girls have leadership opportunities in games and activities, there are no other formal opportunities currently. Staff ensures the children are informed about doctor and dentist appointments as well as medical procedures at least a day in advance. They are also given the opportunity to ask questions about the process. Currently, the home does not have a children's committee. The home is working on a scale of behavioral plans for each girl.

Moving forward, the home should create more opportunities for the girls to lead and help the children create a community where they are involved in different decisions.

- ☐ Post a weekly menu for the children to view
- ☐ Create more opportunities for girls to take on leadership roles in the home
- ☐ Finish the individual behavioral plans



Right to Be Prepared for Citizenship

SURVIVING

SUSTAINING

THRIVING

In this category, LiA is at the level of **THRIVING**. The home has birth certificates for each girl in their individual files. When a child breaks something, they are taught how to make restitution for the wrong. They teach the girls to take care of their home including age-appropriate chores to help maintain the houses in order. The home has a maintenance area where tools are kept that is closed off to the girls. The space of the home is kept clean of litter and dangerous objects. The girls are also taught the ethics of trash disposal. Important national holidays are celebrated at LiA and major current events are shared with the kids. LiA has participated in some community service with the girls in the past, but they haven't done so within the past year. Girls have the opportunity to go off campus for activities like camps, conferences, outings, and school events. The 15+ girls currently do not have a mentor to teach them how to budget or go grocery shopping.

In order to move forward, the home should find mentors for the teens and find ways for the girls to participate in community service.

- ☐ Find a life skill mentor for 15+ girls
- ☐ Find ways for the girls to participate in the community via service or other activities



Right to Be Safe from Abuse & Neglect

SURVIVING

SUSTAINING

THRIVING

LiA is currently at the **SUSTAINING** level in this area. The home security is adequate based on the home's surrounding community and the girls are reassured of the safety of the home when they arrive. The home has separate showers and toilets with doors and the caregivers make sure girls have privacy when taking showers. LiA has 2 houses that are separated by age. One home houses girls, ages 7-12, and the other ages 13-18. All of the staff have received TBRI training, which adheres to positive discipline techniques. This training happens at least once a year. The home has an operating manual for staff and caregivers on how to work with the children. The director supervises the caregivers to ensure that there is no abuse. The girls also have counseling sessions where they are able to speak freely and share how their caregivers care for them. The home's psychologist has sessions on abuse and how they are able to report incidents. When outings occur, the girls are always accompanied by caregivers and staff. LiA has a rule book for all external volunteers and visitors. When on-site, visitors wear a visitor's tag to identify themselves. Volunteers and new caregivers are also asked for a background check. LiA currently doesn't have intake assessments and evaluations by therapists, but the child is interviewed before they are accepted into the home.

In order to improve in this area, the home needs training for caregivers on how to recognize and prevent abuse. Additional sessions with the girls on abuse and reporting methods are also needed. Finally, the home should create a plan for intake assessments to evaluate each child's needs and help them work through trauma.

- ☐ Provide training on how to recognize and prevent abuse for caregivers
- ☐ Provide therapy sessions with the girls on abuse and reporting methods
- ☐ Create a plan for intake assessments on each child arriving at the home



Right to Dignity & Freedom

SURVIVING

SUSTAINING

THRIVING

This home is at the **THRIVING** level in this category. At LiA, girls are provided with adequate clothing and undergarments. Each of them has their own bed, bedding, towel, and toothbrush. The girls shower every day and their bedding is washed once a week or when soiled. The girls are taught and encouraged to be kind to one another. TBRI teaches caregivers to help the child repair relationships when they have been broken. The consequences of the infraction of rules are not always clear and sometimes are not followed by everyone on the staff. LiA has a safe and adequate playground with swings and slides where the girls play during their free time. Art material is also provided when there is a planned activity during free time. The safety protocols in place are reviewed by Civil Protection every 6 months. The girls have the opportunity to do extra chores for an allowance and teens 16+ are allowed to have jobs in the community. LiA assesses each job opportunity to ensure it is in a safe environment and the teens are home at a reasonable hour. LiA uses work opportunities to help the teens save money, although they are able to spend some if they like.

In order to maintain this level, LiA could establish clearer expectations with rules and consequences.

- ☐ Inform and align all staff of rules and consequences for infractions



Right to Spiritual Development

SURVIVING

SUSTAINING

THRIVING

In this category, the home is at the level of **THRIVING**. LiA is a Christian home. The girls go to church locally where they assist at least twice a week in church and youth groups. In addition, the director holds a daily, morning devotional with the girls during the week. The girls are encouraged to participate in camps and retreats and have access to books and materials for spiritual growth. The community room is used as a space for prayer and devotionals.

To be able to maintain at this level, LiA needs to continue applying the current practices in this area.

- ☐ Continue the current practices to maintain the spiritual development of the girls



Finance Standard

SURVIVING

SUSTAINING

THRIVING

Currently, LiA is at the **THRIVING** level in this area. The home has a bank account, an external accountant, and an administrator who work together to track income and expenses. Records are maintained and kept in files that are available for review. Receipts are kept to create a profit or loss statement every month and are shown to the Servicio de Administración Tributaria (SAT; Mexican IRS) once a month. To minimize the misuse of funds, LiA has a bank account that requires 2 signatures on checks. An annual budget is created and reviewed by the board of directors. LiA reconciles the bank account monthly and does not spend more than they intake. The home has an external accountant who reviews and validates the books once a month. When the home has a major expense, a plan is created to make sure that allocated money is spent on the project at hand.

To maintain this level, LiA needs to continue the current practices being utilized in this area with financial records.

- ☐ Continue the current practices to maintain financial records appropriately



Governance and Human Resource Standard

SURVIVING

SUSTAINING

THRIVING

In this category, the home is at the level of **THRIVING**. LiA has an “Acta Constitutiva” to ensure the land and improvement cannot be sold for personal gain. When a new caregiver arrives at LiA, they shadow an experienced caregiver and receive support from the TBRI practitioner on campus. Caregivers know which water to use for cooking and drinking and also receive training on the importance of drinking water. They encourage children to drink water as well. LiA has its own purification system that is maintained and checked daily in order to ensure the water is clean. For the organization of the home, LiA has a written manual on how to run the organization. The director and administrative staff meet once a week to discuss issues and provide reports. Caregivers and directors meet once a month to address issues in the home and behavioral challenges with the girls. When a caregiver is hired, they are given documents that include a job description as well as the responsibilities that come with the position. The home has a board of directors that meets once a month. The home is fully licensed and keeps up with the yearly tax filing. Caregivers are trained in TBRI at least once a year where they learn about topics such as attachment and child development. All caregivers have attended medical and hygiene sessions, but they haven’t had any training recently. LiA abides by a vacation and leave policy for all staff members. During the staff meeting with caregivers, TBRI coaching is done and discussions are shared to help caregivers on ways to facilitate child participation.

For LiA to improve in this area, training for caregivers on medical and hygiene practices and emergency measures should be offered more frequently.

- ☐ Provide more frequent training on medical and hygiene practices as well as emergency measures

Strategic Initiatives

NUTRITION

PROJECT SUMMARY	Love in Action would like to pay off the water bill debt that was caused by a massive underground water leak. The water company fixed the problem, but left them with the \$3,333 UDS bill.
INITIAL ANTICIPATED COST	\$3,333 USD

FINDING TUTORS

PROJECT SUMMARY	Love in Action would like to hire or find a full-time volunteer tutor to give individualized attention to girls who need additional academic support. This position, if a volunteer is not found, would require funding
INITIAL ANTICIPATED COST	\$500 USD per month (\$6,000 USD/yr)

TRAINING FOR CIVIL PROTECTION & ABUSE PREVENTION

PROJECT SUMMARY	Love in Action would like to renew the license for Civil Protection Training. Additionally, they would like to find an organization that offers courses on noticing patterns of and preventing abuse as they would like to have all caregivers trained in this skill.
INITIAL ANTICIPATED COST	\$645 USD



Current Orphanage Improvement Partners



Oak Life

DEPLOYMENT PARTNER

DECEMBER 2022

Oak Life is a non-profit organization with a mission to educate and empower an international collective of orphanage caregivers, directors and advocates, to give more children a loving home. They have been working with Love in Action for many years and are excited to help share the Thrive Certification Program with many homes in the Jalisco, Mexico area. For more information about Oak Life, please visit <https://oak-life.org/> (create hyperlink).

For a list of projects and opportunities to coordinate on orphanage initiatives go to www.AChildsHopeFoundation.org.

