

Rancho de los Niños

Baja

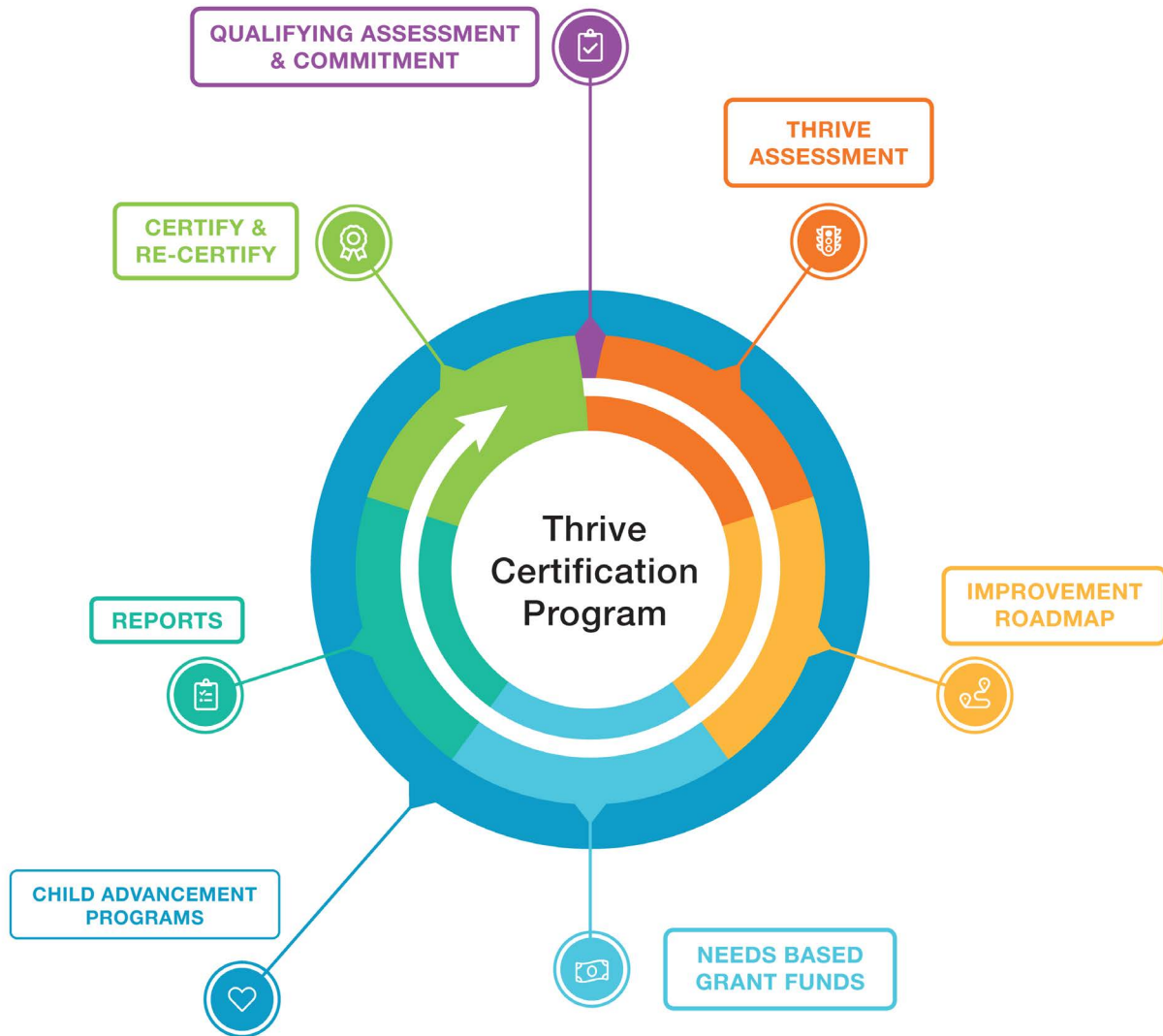


IMPROVEMENT ROADMAP

October | 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

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

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

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

Mission

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

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

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

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

What Makes This Orphanage Unique?

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

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

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

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

Long-Term Vision

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

Rancho de los Niños wants to be a model home in Baja to inspire and teach how to raise the standard of care for children in all orphanages in the region. They want to create the opportunity for their children to change the negative trajectory of their pasts by providing quality educational support. Their focus is to help elementary, secondary, and high school children overcome illiteracy and perform at grade level so they will be prepared to enter college or technical school.

according to their interests and abilities. By providing guidance for healthy lifestyles, they hope to help children overcome the trauma that brought them to Rancho and launch them into the larger world so they can thrive as happy, contributing members of society.

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

Provide a home for 100 children

Provide the opportunity for those who are transitioning into adulthood

To be a model home in Baja, to inspire and teach how to raise the standard of care for children in all orphanages in the region.all ages, including those with special needs.

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





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.

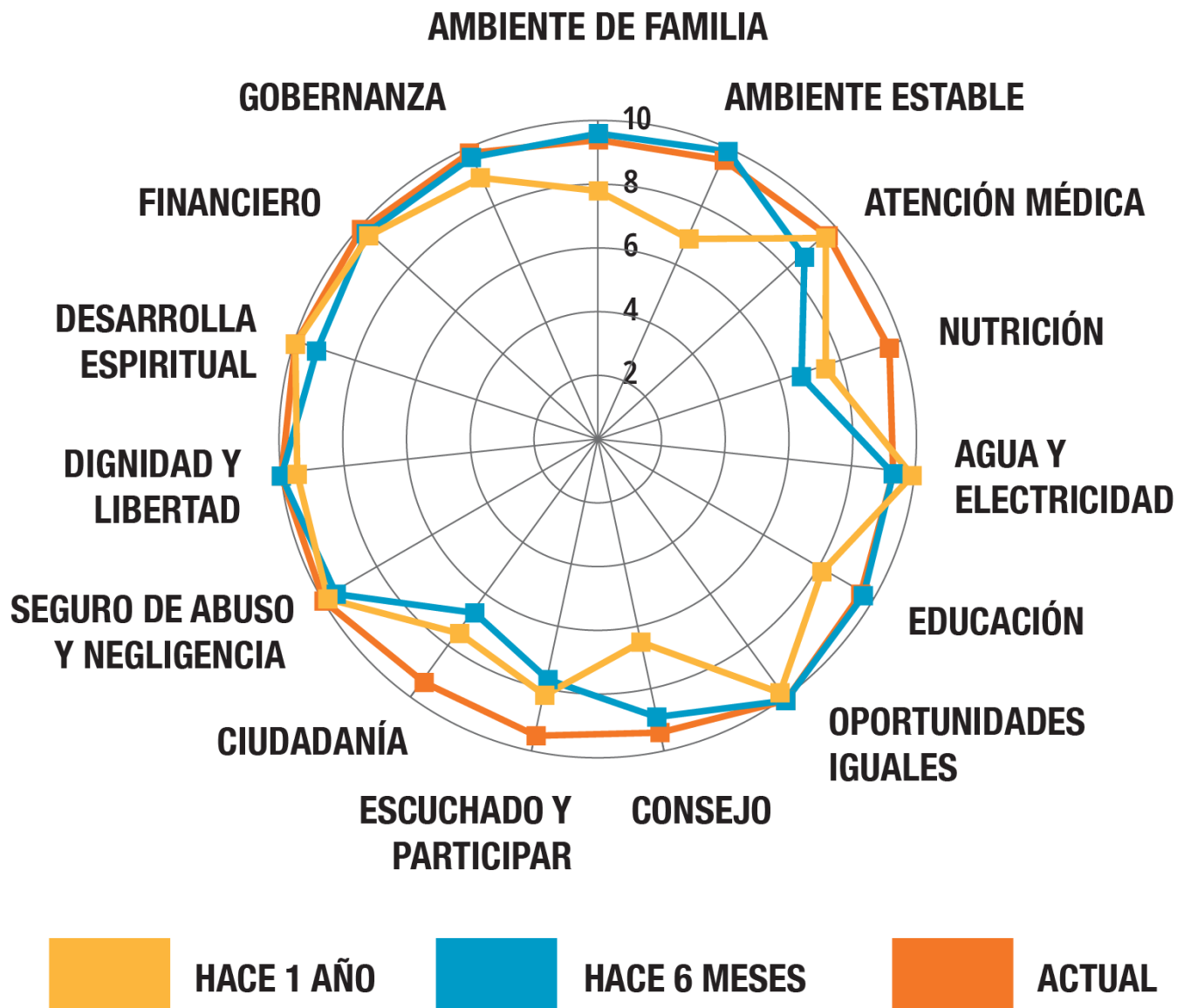
Based on the adopted declaration, The Miracle Foundation (miraclefoundation.org), a family-focused non-profit that provides resources to orphans mostly in India, codified the UN's Rights of the Child and developed a Thrive Scale, which measures how well child care facilities are able to obtain each of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

Rancho de los Niños is currently at the **THRIVING** level in this category. In the last six months, a population of 10 children per household has been maintained. However, there is currently one house where 14 children live and another where 17 children live. The home promotes family visits on the last Sunday of each month, as long as the visits are approved by DIF. During visits, the general staff and the caregivers are on the alert and supervise to ensure everything is in order. Currently, four children were admitted voluntarily and have the opportunity to receive visits twice a month. In this home, they always try to function and live like a family, allowing caregivers to stay with the children day and night for 5 or more days a week. Family groups also have the opportunity to eat, play and spend time together.

Through psychologist Cristina, caregivers receive quarterly training on “trauma-informed care,” family traits and values, and the creation of a family in a home-home environment. The caregivers have been working for more than two years at a time. Carlos, the house’s official manager, has worked at the home for 6 years, which has allowed bonds of trust to be generated with the children. Additionally, these caregivers have been evaluated every six months, primarily by DIF staff. They are evaluated psychologically and emotionally. The home also maintains actions and activities that, as a family, they can implement regularly. These activities are based on each family’s personality and carry out their plan to seek the well-being of the children through the implementation of various strategies. In addition, psychologist Cristina evaluates them every four or six months to provide tools that strengthen how to provide better care for children.

For Rancho de los Niños to remain at this level, it must continue with the good practices they have established.

☐ Continue with the good practices that have been established



Right to a Stable Environment

SURVIVING

SUSTAINING

THRIVING

Rancho de los Niños is at the level of **THRIVING** in this category. The current population in this home is 91 children, 11 of whom have special needs. The house rules are consistent and clearly explained to children according to their age range. In general, the methods are even in terms of the rules and are applied under criteria. In terms of discipline, it varies according to age and level of understanding, especially with the children that have disabilities. These guidelines are applied based on positive discipline. Children are called by their preferred name and denigrating nicknames are never used by caregivers and staff. However, children sometimes ask to be called by a nickname such as “Mikey” instead of Miguel.

At Rancho de los Niños, the “Foster Parents” format is implemented, so all caregivers work 24 hours a day, resting two days, and have a caregiver who rotates all week to cover breaks. The turnover rate for caregivers is less than 20% per year. On a monthly basis or if urgently needed, caregivers meet with psychologist Cristina or the director to discuss behavioral practices that may help to effectively teach and discipline the children or to design strong strategies that contribute to improving discipline. In addition, they receive guidance from the DIF and Cristina on topics such as a school for parents, and how to create a more stable, loving, and enriching environment in their individual family groups.

Caregivers participate in joint activities and occasionally play with the children in their care. However, they prefer other activities such as “watching movies at home.” In addition, family groups have traditions that they perform together weekly, such as watching movies and celebrating birthdays in general. All the homes and all the children get together on the last Sunday of each month where everyone is celebrated with cake and dinner. In addition to this, at home, each caregiver celebrates their children more personally when they have the opportunity to do so.

For Rancho de los Niños to remain at this level, they must continue with their good practices as they have implemented.

☐ Continue with the good practices that have been established



Right to Healthcare

SURVIVING

SUSTAINING

THRIVING

The home is currently at the **THRIVING** level. Children are consistently sent for medical check-ups and yearly exams. In addition, groups of dentists from the A Child's Hope Foundation visit this home annually, as well as audiology experts from Corazón de Vida. These groups provide the home with a valuable service and promote the well-being of the children. With regard to vaccination cards, not all children have these records since most of the children who arrive are between 4 and 14 years of age and did not have paperwork brought with them.

At Rancho, soap and water are hygienically available near all dining and toilet areas. Likewise, caregivers remind children daily that they should always wash their hands after going to the bathroom, before eating and when necessary. The home has identified a pediatric doctor and a hospital in case of an emergency. For primary care and mild illness, children are taken to an office in Valle de Guadalupe or to a general hospital. In emergencies, children are taken to Hospital Del Mar where they are treated quickly. The problem is that the cost of an inpatient deposit is around 30,000 MXN. In addition to considering if surgery is required, an additional economic amount must be covered. Efforts have been made to ensure that each child has a complete medical record. However, not all the files are complete due to the fact that when they arrive at the home, they come with limited or no documentation. On many occasions, the home has to find the means to obtain even a birth certificate.

Teenage girls have access to feminine hygiene products in sufficient quantities in each home. Every week, these products are supplied to each house, and effort is taken to ensure that it has additional reserves. In addition, caregivers in each house and especially Gregoria and Judith, teenage girls are taught about their menstrual cycles. With regard to infants and those with special needs who use diapers, care is taken to have them within reach and to change their diapers whenever necessary. When combing children daily, the presence of lice is identified. If they are found, appropriate treatment is provided.

Each house has a first aid kit, but they have only the essentials. In case of an emergency, these kits do not have the necessary supplies. On the other hand, appropriate measures have been taken in relation to training and treatment plans for children with special conditions by a psychiatrist and psychologist who work with the children in the house/home.

For Rancho de los Niños to achieve the highest score in this category, it is recommended that they restock the kits found in each home with sufficient materials for emergency and first aid cases.

☐ Replenish household kits with emergency supplies



Right to Nutrition

SURVIVING

SUSTAINING

THRIVING

In this category, Rancho de los Niños is currently **THRIVING**. Children who live in this home receive the right amount of calories a day in each dish served. Every day they are provided with 2 or 3 fruits and vegetables, which are sometimes taken from the garden that they have on-site. They're also provided with protein every third day. The food is prepared in an appetizing, tasty, and hygienic way. For the children here, it is a pleasure to eat together and look forward to eating together at least at breakfast and on weekends. Since during the week they attend school at different times, it is difficult to have them all together in the dining room.

The kitchen, dining, and food storage areas are free of toxic substances since these areas have been fumigated consistently against fleas and ticks, thus preventing the spread of pests. This is possible thanks to the fact that the staff has their own fumigation pump. The kitchen area is well-ventilated. Occasionally, an external nutritionist visits and provides them with advice, verifying that the children are getting enough nutrients and providing them with a menu for the children. Elena (cook) has been trained annually in food safety and preparation, and she is the one who provides advice to the person who supports her to comply with the guidelines she has been learning.

In order for Rancho de los Niños to improve in this category, it is recommended that the director utilize the Improvement Roadmap Discretionary Funds to provide daily protein to children and or make any other necessary food purchases.

- ☐ Manage IR Discretionary Funds available to buy needed food for the next 6 months



Right to Clean Water and Electricity

SURVIVING

SUSTAINING

THRIVING

Rancho de los Niños is at the **THRIVING** level in this category. In the past year, Rancho has been inspected and evaluated by civil protection to verify the safety of the facilities and has an operational plan. In addition, civil protection has ensured that all safety courses have been completed so that all staff and young adolescents are trained in evacuation as well as search and rescue in the event of an accident. Additionally, the home has an emergency plan in case of fire, flood, or loss of water. However, they do not have a contingency plan for loss of power since they do not have a power generator. It is worth mentioning that each of the homes has fire extinguishers, smoke detectors, and emergency lights. Currently, the facilities meet requirements and codes of local authorities. However, they only have a conditional operating license since the land on which the home is located is for wine use, according to authorities.

Rancho de los Niños has water that is free of chemicals and bacteria and is safe to drink. Children have easy access to water and it is available whenever they like to drink it. Each house has its own water tank and there is a water purifier plant that is available and accessible to everyone. There is also safe drainage that does not pollute the drinking water supply. The faucets in the washbasins and the shower heads in the children's bedrooms are in good condition.

At Rancho de los Niños, there is a person who specializes in maintenance that addresses all the continuous and preventive needs of the facilities. The rest of the caregivers also support the repairs that are required. There is a written annual plan to address property maintenance. Outdoor facilities are well-lit to ensure the safety of children. The electrical infrastructure is sufficient for electrical needs and is securely connected. In addition, safety issues have been addressed and the facilities are capable of withstanding contingencies such as rain and strong winds.

In order for Rancho de los Niños to improve its rating in this category, it is recommended to consider purchasing a power generator as an alternative energy source in case of blackouts.

- ☐ Purchase a power generator in case of blackouts



Right to Quality Education

SURVIVING

SUSTAINING

THRIVING

Currently, Rancho de los Niños is at the level of **THRIVING** in this category. All children who live here are enrolled in school starting from kindergarten to 6th grade, and everyone attends classes most of the time. There is an air-conditioned space inside the home for children to have access to the internet and computers. Normally after school, children go to this space where they receive counseling, eat and do school homework with Leticia (reading teacher) and Saul (mathematics teacher). They have been performing these routines for the past two years since Saul and Leti were hired full-time at home during the pandemic. The teachers support each other and are divided according to the children's grades. All this support has helped the children 7 years and older to be able to identify and articulate the sound of each letter of the alphabet. Children aged 9 and older can perform basic mathematical operations, and children aged 11 and older are able to read and write at the third-year level or higher. To follow up on the analysis of grades, Carlos checks the progress of each child every time grades are available. Leti supports him in this task and together they identify the needs to be addressed. In addition, they inform caregivers of the progress or setbacks of children in order to implement a plan for a child's improvement. The house has funding and housing available for young adults so that they can pursue additional education after their time at the home.

Currently, Dulce (a preschool teacher) provides counseling for children who are not of school age. With respect to young adults with special needs, they are taught by a psychologist to promote development. Furthermore, qualified evaluations are used by Cristina (psychologist) and the school USAER program to identify children with learning problems.

Rancho has a selection of books (less than 75) which are in Spanish and appropriate for the age range of children. These books are available in each house for easy access. It has been determined that more books are needed since there is not a large variety. Many children have already read all the books and lack additional reading material when they are not interested in reading the same books again. For her part, Dulce reads to younger children using age-appropriate reading techniques. All school-age children have supplies, toys, and materials according to their developmental needs and have frequent access to art material. However, more quantity and diversity of art materials are needed.

For Rancho de los Niños to advance in this category, it is recommended that they create an alliance with the Books, Library, and Reading (BLR) Program to obtain a greater variety of books for all ages. In addition to supporting them with books, the program can help implement reading plans for all children. Additionally, the home could request that volunteer trips provide more art and craft supplies.

- ☐ Partner with the BLR program to get more books for all ages and implement reading plans
- ☐ Request art supplies as a donation from volunteer groups

Right to Equal Opportunities

SURVIVING

SUSTAINING

THRIVING

In this category, the home is at the **THRIVING** level currently. The children here have a designated space for personal items such as gifts, photos, trophies, etc. Everyone in the house receives the same opportunities to develop their education and participate in extracurricular activities with soccer being the children's favorite activity. In regards to special needs children, the house in which they live is specially equipped to make their lives easier and contribute to their well-being. Additionally, resources and knowledge have been shared to adapt to physical disabilities such as supporting children who have been found to require glasses.

All caregivers act as role models and are available to guide the children. There has been great trust established between children and caregivers as the result of a family environment where children call caregivers "mom and dad."

The director of the home (Jorge) is responsible for carrying out the plans for transitioning young adults into adulthood, starting at the age of 18. There is currently a need to open a new space, offering adolescents the same opportunities, regardless of gender, disability, or family background, to help them move to an independent life.

In order for Rancho de los Niños to remain at this level, it must continue with its good practices in terms of giving equal opportunities to all its inhabitants.

☐ Continue with the good practices that have been established



Right to Guidance

SURVIVING

SUSTAINING

THRIVING

Rancho de los Niños is at the **THRIVING** level in this category. The home has a position profile for when new caregivers are needed. New caregivers must be willing to live in the home and each new caregiver undergoes a psychological evaluation with several tests as well as an evaluation by a psychologist and Jorge (director). Caregivers are also evaluated internally and externally by DIF to determine if they are quality mentors for children. Caregivers are provided with annual training on how to model, teach and reinforce skills and behaviors with children. It should be mentioned that couples are especially sought after to fulfill the role and model of “foster parents.”

Every adult and caregiver helps teach the children to be respectful of each other. At the same time, children have the opportunity to see a psychologist and receive immediate attention, when required. All children have continuous access to therapy sessions with psychologist Cristina. Proper follow-up with both her and the child’s foster parents are given as they all work together to improve the behavior or situation of each child.

Adolescents over 13 years old have received education related to responsible sexual behavior through Cristina. They have also received information from school. Likewise, caregivers are attentive to analyzing and informing adolescents about the changes associated with puberty.

Adolescents over 15 years old receive guidance from their caregivers to determine their academic abilities, long-term educational goals, and life skills. For the time being, there is no written and documented plan for their education or work after finishing time at the home. Adolescents are guided in their self-discovery and self-expression. They have access to the psychologist and tutors to deal with difficult or common issues. Additionally, there is constant communication and support provided to adolescents enrolled in technical or university careers.

In order for Rancho de los Niños to improve its score in this category, it is recommended that they implement a written plan for each adolescent over 15 years old in relation to their education or career. The home could also look for a resource for life skills programs that children could participate in on a regular basis.

- ☐ Implement a written plan for each adolescent over 15 years old for education or career after completing their time at the home
- ☐ Find a resource for a life skills programs



Right to Be Heard and Participate in Decisions

SURVIVING**SUSTAINING****THRIVING**

Currently, in this category Rancho de los Niños is at the level of **THRIVING**. In this home, children are allowed to decide what activities they want to do in their spare time. The children like to play in the backyard of the property. They are also given the option of choosing their clothes on a daily basis. In addition, they are allowed to participate in menu planning, giving them the opportunity to share their tastes and preferences. They are asked to propose ideas for dishes and then voting is held to define the winning dish. On a weekly basis, the menu is available in the dining room for all to see. Caregivers communicate and explain to children any upcoming medical care procedures so that any doubts are resolved and they feel supported to avoid a traumatic situation.

The director has a general development plan for the children in his care. At the home, children are provided with activities in which they can obtain leadership functions. For example, when managers go out to meetings, older children take charge and exercise leadership by watching the younger children. For general maintenance of the grounds, crews are formed and activities are assigned to each to carry out. To continue encouraging leadership, children's committees have been formed on the topics of sports, parties, and cleaning.

In order for Rancho to continue to advance in this category, they could implement individual development plans for each child.

- ☐ Implement individual development plans for each child



Right to Be Prepared for Citizenship

SURVIVING

SUSTAINING

THRIVING

In this category, the home is at the **THRIVING** level. Although only 70% of the children who live in the home have birth certificates, strategies are in motion to obtain them. These are being applied by the person in charge, Carlos, as well as the teachers. However, sometimes the home is not aware of the exact day the children have a birthday, or their background is simply unknown.

When children commit any wrongdoing, they are taught to repair the damage done through activities such as extra cleaning in the kitchen, washing cars, etc. Additionally, children have personal responsibilities such as age-appropriate chores like sweeping and picking up or washing their dishes. Children are also taught ethics and the democratic process through internal counseling that is accompanied by activities in which it is reiterated that everything should be clean and orderly. This order is essential to establish a positive community and includes keeping the dining room, kitchen, and patio clean. In the event that children leave garbage out instead of putting it into a garbage bin, they are asked to lift 10 garbage cans so they understand the importance of keeping their space free of dirt. The home is free of garbage and all the tools are stored in their proper places.

Rancho de los Niños celebrates some of the national holidays such as the Mexican Revolution, Mexico's Independence, and Christmas. Important current events are shared with the children, such as the topic of the pandemic, local news, or when a health situation occurs with one of the children. They're also notified when it is necessary to pray for someone from the home. Adolescents over 15 years old have a mentor who teaches them skills for daily living such as mechanics, using tools, driving, shopping with an eye for quality, or construction work. To encourage participation adolescents are given incentives such as a soda or snack. The children also participate in service activities in the community. For example, the children have cleaned garbage cans in El Porvenir and have given away pantry items to those in need within the town. Children have the opportunity to attend school trips and special events away from home every year, as long as the activity is within the Guadalupe Valley.

For the home to improve in this category, managers need to focus on obtaining 100% of the children's birth certificates.

- ☐ Obtain 100% of children's birth certificates



Right to Be Safe from Abuse & Neglect

SURVIVING

SUSTAINING

THRIVING

Rancho de los Niños is also at the **THRIVING** level in this category. The level of security at the property, based on the surrounding community, is safe. To make it even safer, work is being done to install a brick wall in the back of the property. Inside the home, there are private facilities for bathing, restrooms, and dressing. In addition, there are separate bedrooms for boys and girls according to their age range.

At Rancho, psychological evaluations have been performed on each child at the start to help them work through their traumas. A child protection policy is in place that ensures children will not be physically, verbally, emotionally, or psychologically abused by their caregivers. In addition to these measures, all staff and assistants have received annual training on positive discipline techniques and alternatives to corporal punishment. There is also a policy which stipulates male staff who are not caregivers are not allowed in any space alone with a child. The home also ensures that children will not be hired in exchange for a salary. Educational sessions on abuse and reporting are given by DIF, when age appropriate. Whenever children go off-site, they are always accompanied by appropriate staff personnel.

There are policies in place for visitors such as: ladies must dress modestly, all visitors may only visit during stipulated times, no alcoholic beverages are allowed, no smoking, no entering children's bedrooms, and no being alone with a child. Anything observed as dangerous or risky must be reported to staff. Volunteers are given a little more freedom as they know the regulations of the home beforehand. Before each service trip, there is an orientation where volunteers are brought together and informed not to take photos or videos of faces, and volunteers are asked to register in the entry and exit log. Furthermore, the home has an established process for verifying references and checking the background of staff and frequent visitors in accordance with local regulations.

To remain at this level, Rancho de los Niños must continue to implement its current good practices.

☐ Continue to implement the current good practices



Right to Dignity & Freedom

SURVIVING

SUSTAINING

THRIVING

In this category, the home is currently at the **THRIVING** level. Children bathe daily and special measures are taken for children and adolescents or young adults with special needs. Children are provided with their own bed, sheets and blankets that are washed every two weeks, or when necessary. Everyone has their own toothbrush, clean towel and spare ones. In addition to having a wide variety of clothing in excellent condition, children also have enough underwear and footwear. There are enough age-appropriate toys and art supplies as well.

The home encourages children to be kind to each other and to correct their errors or wrongdoing. Children are talked to in advance about the consequences of violating household rules. Children have the opportunity to do additional work around the property to earn privileges such as buying cell phones, watches, or other items. Adolescents are given the opportunity to work in the community and keep the money they earn. Such is the case with Ángel and Manuel who go out and work at a restaurant.

For Rancho de los Niños to remain at this level in this category, they must continue with the good practices they have established. In this category, the home is currently at the Thriving level. Children bathe daily and special measures are taken for children and adolescents or young adults with special needs. Children are provided with their own bed, sheets and blankets that are washed every two weeks, or when necessary. Everyone has their own toothbrush, clean towel and spare ones. In addition to having a wide variety of clothing in excellent condition, children also have enough underwear and footwear. There are enough age-appropriate toys and art supplies as well.

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☐ Continue with the good practices established.



Right to Spiritual Development

SURVIVING

SUSTAINING

THRIVING

The home is currently at the **THRIVING** level in this category. All children who live at Rancho de los Niños are given the opportunity to be part of a spiritual community by attending services on Sundays. All children are included, with the exception of some youth and young adults with special needs. Children are free to participate daily in community prayer or other spiritual rituals. Children learn and participate in religious celebrations, in addition to participating in camps and spiritual retreats where they receive biblical teachings. Within Rancho, they have spiritual or religious materials and books available and accessible. Additionally, service opportunities are offered to children to practice their spiritual learning. There is also a chapel for prayer and meditation on-site.

For Rancho de los Niños to remain at this level in this category, they should continue with the good practices in place for guiding children to develop their own spiritual faith.

- ☐ Continue with the good practices it has established in terms of guiding children to develop their own spiritual faith



Finance Standard

SURVIVING**SUSTAINING****THRIVING**

Currently, Rancho de los Niños is at the level of **THRIVING** in this category. Personnel record their income and expenses, which are available for review. Additionally, receipts are saved and a profit and loss statement is created each month. As secretary, Leticia supports these processes and has been put in charge of these accounting processes. The home also has an accountant who is responsible for filing tax returns in accordance with government requirements, performing bank account reconciliations monthly, and monitoring internal or external financial audits. Also, the accounting books and records for Rancho de los Niños are validated by a qualified accountant.

The home maintains processes to prevent the misuse of money that is received, and they do everything possible to use funds only as necessary, for the benefit of the children. The home makes a budget to operate on an annual basis. However, it has been difficult for them to follow this budget since by the middle of the year, expenses have reached the highest levels and there is not enough for the rest of the year. This situation is due to the fact that prices of most expenses have risen. In addition to these processes, the home has detailed planning for needed construction projects that exceed \$25,000. For this, they rely on external volunteers and service groups from either ACHF or others who contribute labor and funds to carry out needed projects. Unfortunately, these projects are not always easy to carry out due to high costs and the difficulty of relying on support from other entities.

For Rancho de los Niños to remain at this level in this category, they must continue with their good practices in terms of managing and recording its finances.

☐ Continue with good practices of managing and recording finances



Governance and Human Resource Standard

SURVIVING

SUSTAINING

THRIVING

The home is currently in the **THRIVING** level in this category. Under legal documentation, it has been stipulated that the ownership and use of Rancho de los Niños cannot change since it was donated for the sole purpose of being used as an orphanage. The home has all licenses, audits, and governance requirements in order. However, the operating license is currently conditional because local authorities have declared the land is located in a wine-growing area. The Board of Directors for Rancho meets at least twice a year. A written organization chart is available and meetings are often held with caregivers to discuss issues of concern and improve processes.

New home caregivers are trained and follow an experienced caregiver for a minimum of one week to learn expectations and adapt to work. Caregivers have been trained on the characteristics and values of a family, the creation of a family in an orphanage environment, healthy attachment and development, and practical ways of facilitating child participation. In addition to this, they have received training on the importance of drinking water quality, its relationship with health, and the need for safe drinking water in sufficient quantities for domestic use.

Rancho de los Niños uses and complies with a vacation and annual leave policy for all staff. Employee files are saved, which include the job description and all the corresponding documentation, both in printed and digital form. Additionally, they meet with employee standards set by the DIF. Every two or three months, or as needed, weekly meetings are held with all staff to provide opportunities for support and guidance in relation to their positions. On an ongoing basis, supervisors have regular meetings with caregivers for one-on-one dialogue as well.

For the home to remain at this level, it must continue to implement the current good practices.

- ☐ Continue to implement good practices in human resources and governance

Strategic Initiatives

SCHOOL TRANSPORTATION VEHICLE

PROJECT SUMMARY	The home seeks to get rid of a van that is very old and needs too much maintenance and instead, buy a new unit to transport children to school, medical appointments etc. The home seeks to get rid of a van that is very old and needs too much maintenance and instead, buy a new unit to transport children to school, medical appointments etc.
INITIAL ANTICIPATED COST	\$5,000-\$10,000

EMERGENCY KITS

PROJECT SUMMARY	Each family group home at Rancho has a small emergency kit. However, they only have basic supplies and it's time to restock. In addition, there is also a need for a more equipped kit that can be kept in a general area of the property to provide first aid in case of emergencies. Each family group home at Rancho has a small emergency kit. However, they only have basic supplies and it's time to restock. In addition, there is also a need for a more equipped kit that can be kept in a general area of the property to provide first aid in case of emergencies.
INITIAL ANTICIPATED COST	<\$5,000

