



Eben-Ezer Home

México

**IMPROVEMENT
ROADMAP**

April | 2024



Overview of this Children's Home

Background & Mission

Casa Hogar Eben-Ezer is an institution connected to the Casas Hogares network in Tijuana, Mexico. It offers safe and stable housing for displaced, orphaned and abandoned children. Casa Hogar Eben-Ezer is home to over 28 children between the ages of 4 and 18. It was founded and is currently run by Pastor Freddy and Eva Duarte. They are a couple originally from Guatemala, who started the home in 2002 when they were invited to care for 18 children. These children had been living in a nearby orphanage that closed 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 Casa Hogar 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, a total of 218 children without parents have been part of Casa Hogar Eben-Ezer. Eva and Freddy have provided the same parenting style to all their children where love for God, honesty and responsibility are the main values of their big family.

A Child's Hope Foundation

Casa Hogar Eben-Ezer is an institution with moral and spiritual values. Its mission is to support children and adolescents in stages of vulnerability. Its vision is to provide the necessary tools to children and adolescents so that they have a worthy formation to face the future challenge.

Here each child is cared for with quality and warmth in all areas of their development. The work that is done is not for the pleasure of the government or visitors, but for the pleasure of God. Each child is treated with respect and their weaknesses and talents are recognized. This helps the children get the attention they need to improve and heal.

Recent Accomplishments

- With the support of a group of volunteers, the railings throughout the Casa Hogar were painted.
- The girls' floors and showers were renovated.



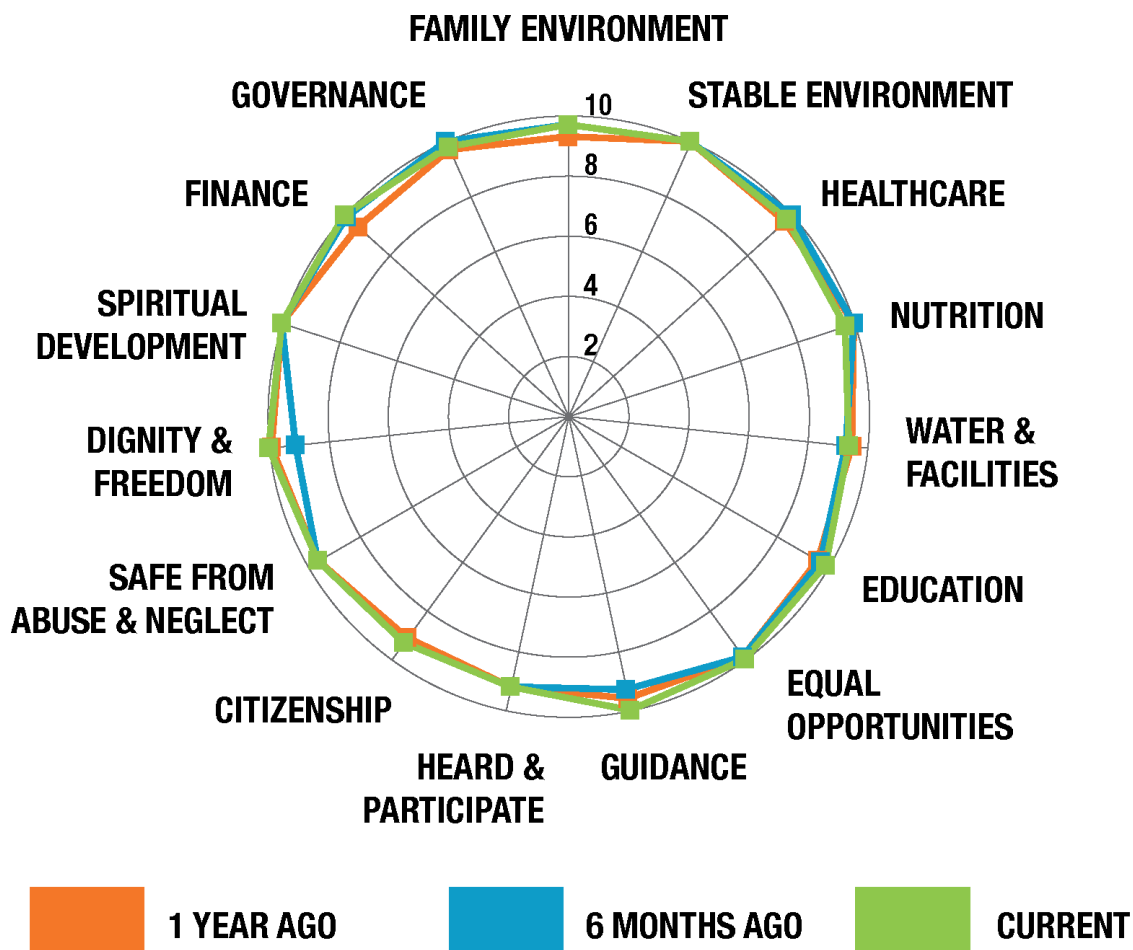
The Thrive Assessment

What is the Thrive Assessment?

In 1959, the United Nations (UN) adopted the Declaration of the Rights of the Child, which defines children’s rights to protection, education, healthcare, shelter, nutrition and more. We have codified all 13 Rights, as well as a Finance Standard and a Governance and Human Resource Standard, resulting in a total of 15 standards. These standards ensure that children receive care that truly helps them to thrive, now and in the future.

The Thrive Assessment will be administered every 6 months with each partner home to chart the progress of each standard. Our team works with caregivers to outline next steps which and compiled into an Improvement Roadmap.

Current Thrive Scale



Strategic Initiatives

GASOLINE POWER GENERATOR

PROJECT SUMMARY	It is necessary to have a source of electricity in case of a power outage or blackout in order to avoid any impact on the preservation of food and the safety of the Casa Hogar.
INITIAL ANTICIPATED COST	\$75,495.14 MX \$4,477.70 USD

METAL BASE AND DRINKING WATER CONTAINER (ROTOPLAS)

PROJECT SUMMARY	The base project is a kind of metal tower that will be the support for the placement of a drinking water container (rotoplas). Although they already have a water cistern, having a water container for short periods of water shortages helps them to use the cistern pumping equipment more efficiently, since it will not be necessary to turn on the pump very often, unless the water cut off by the service commission is for a longer period of time.
INITIAL ANTICIPATED COST	\$25,350 MXN \$1,493.49 USD

CEILING/CANOPY IN HALLWAY AREA IN TEEN AREA

PROJECT SUMMARY	It is necessary to build a roof over the corridor that connects the teenagers' rooms on the 2nd level with the rest of the house. This construction is proposed to be made of metal and will also help to direct the rainwater to the outside of the house and protect the boys from the weather conditions (rain or sun).
INITIAL ANTICIPATED COST	\$99,900 MXN \$5,885.58 USD



Right to Live with Family

SURVIVING

SUSTAINING

THRIVING

In this category Casa Hogar Eben-Ezer is at a prosperous level. In a period of 6 months there are a maximum of 12 children per dormitory so that they can receive individualized attention. Eva and Freddy have made every effort to ensure that the team at the home lives as a stable family group. Thus, the caregivers have committed to more than two years of service in the care of the children and the administration of the Casa Hogar. The director has an established plan for the incorporation, training and evaluation of the caregivers, who follow Eva's activities for at least a two-week period and are gradually integrated into the activities with the children.

The Casa Hogar promotes family visits, whenever possible, as well as for family members approved by DIF and in support of Elizabeth, follow-ups and reports of these visits are made. Caregivers have been trained in intervention strategies with the children, as well as how to better deal with traumatic situations and strategies on how to create a family environment within a Casa Hogar. Sibling groups are encouraged to have daily meals together or spend time together in an unstructured way to promote bonding. However, it has been necessary to intervene in sensitive crisis cases where siblings, due to mental health issues, cannot be together to reduce the risk of violent episodes between them. Previously, the caregivers have been evaluated by the DIF department to assess whether they are quality caregivers, so they have an optimal profile for the care of children. The home does not have a person assigned to promote visits from biological relatives and determine the legal status of each child. However, Eva and Elizabeth do a great job in this area.

- To have a person assigned to follow up on the visits and legal processes of the children.



Right to a Stable Environment

SURVIVING

SUSTAINING

THRIVING

Casa Hogar Eben Ezer is at a thriving level in this category. The house rules are age-appropriate, consistent, and clearly explained to the children. The rules are creatively displayed on posters and drawings inside the house and use these materials to always remind the children of the importance of staying within the rules of the home.

Consequences for rule infractions are based on positive discipline, putting into practice the training the caregivers have received. The team of caregivers and director meet monthly with specialists to discuss behavioral ideas that help to effectively teach and discipline the children in their care. They maintain close communication with the psychologist who works with the children to continue learning and implementing better care strategies. The family groups eat, work and play together, as long as there are no dangers between them. Caregivers have received guidance on how to create a more stable, loving and nurturing environment in their Casa Hogar, and these teachings are practiced on an ongoing basis in the Casa Hogar.

A Child's Hope Foundation

Children are called by their preferred name and never by demeaning nicknames by caregivers, staff or other children. When any incident has occurred, it is corrected immediately. The directors ensure that their employees receive 1-2 days off per week to prevent job burnout and they as directors also leave the Casa Hogar at least once a week, leaving Elizabeth in charge of the leadership of the home. The Casa Hogar has traditions and activities that they all do together on a weekly or monthly basis such as celebrating birthdays, movie nights, religious service days and special events. One of their favorite celebrations is Thanksgiving, when they invite their friends and neighbors to share a table with them and it becomes a big party. The boys and girls enjoy being hosts at their Casa Hogar and always make all visitors feel welcome. They like very much, with their treatment and attention, to make the visitors feel that they are also part of their big family.

- Maintain good practices in this category.



Right to Healthcare

SURVIVING

SUSTAINING

THRIVING

In this category Casa Hogar Eben Ezer is at a thriving level. All of the children have received annual health, eye and dental checkups and their medical needs have been taken care of. In general, the children are in good health, however Eva always follows up with the children to ensure that they are always well cared for in this category. The home does not have a fund for medical emergencies, however Eva and Freddy always take care of raising the necessary funds to provide immediate medical attention to their children if needed.

All children have received and have the corresponding documentation for their vaccinations and the dates for influenza vaccinations have been scheduled for the change of season. Appropriate measures, training, and treatment plans are in place for children with special conditions, such as medical conditions or disabilities. Soap and water are hygienically available near all eating and restroom areas and children are familiar with and implement hand washing techniques on a daily basis. The children are checked weekly and monthly for head lice and are provided with appropriate treatment if they have them and in more severe cases specialists have been called in for such care. Currently they have identified a couple of children who will need orthodontics. In these cases, treatment has begun prior to the placement of braces. The children maintain good oral health and hygiene. The Casa Hogar has identified a pediatrician and a hospital in case of an emergency. A fully stocked and equipped first aid kit is available to care for all the children in case of an emergency. Adolescent girls have been taught about their menstrual cycles: what to expect, how to take care of themselves, how to use and dispose of products correctly. They also have access to sufficient quantities of the necessary products and know the proper disposal methods. Finally, all children have a medical record and it is updated with all relevant information on their health status.

- Have a medical expense fund available for emergencies.



Right to Nutrition

SURVIVING

SUSTAINING

THRIVING

At Casa Hogar Eben-Ezer they are thriving in this category. The children receive an adequate amount of calories per day, plus they are always provided with some form of protein in their meals. Their meals are very appetizing and tasty, they have varied recipes, so the children never show or express boredom with the food. Children receive 2-3 servings of fruits and 2-3 servings of vegetables daily. If they don't have them at the moment, they always have creative ways to solve it by making ice cream, or some other kind of snack that the children enjoy very much. The food is prepared in a hygienic and healthy way. During the last period the cook has not been trained in topics relevant to her service, so an update is needed. They have received help from a nutritionist to verify that the children are receiving sufficient nutrients daily and special menus are implemented for children with special dietary needs. The kitchen and food storage areas are free of toxic substances and their kitchen is always clean and tidy. These areas are well ventilated and free of pests. The home has a pest control plan in place and keeps their food storage areas tidy and stocked. One of the needs in this area is the rehabilitation of their furniture and cupboards in the kitchen. For this, it is necessary to adjust doors and drawer rails, as well as paint or varnish the furniture for greater durability and to improve its aesthetics.

- Varnish and adjust kitchen furniture, doors and rails.
- Train kitchen personnel in Hygienic Food Handling.



Right to Safe & Adequate Water & Facilities

SURVIVING

SUSTAINING

THRIVING

In this category Casa Hogar Eben Ezer is at a prosperous level. Its facilities have been inspected by a qualified person. The safety of the Casa Hogar has been evaluated in the last year, and it has all the safety reports and approvals required by local law. The Casa Hogar does not have a person assigned to provide available and reliable qualified maintenance support to meet the ongoing and preventive needs of the facilities; however, they are experts in identifying and seeking reliable suppliers to provide this service. The Casa Hogar does not have a written annual maintenance plan for its facilities, however they always address their needs once they have been identified to avoid causing major problems, which is why most of the needs have been addressed during the last year. The Casa Hogar has water that is safe to drink and is free of chemicals, bacteria or decaying pipes. They have a large cistern that serves all their needs, however they require a smaller water container so that they can meet their daily needs without having to turn on the water pump at every moment. Safety issues have been addressed and the facilities are safe and able to withstand the elements, however they need to build a roof over

the hallway of the teenagers' bedrooms to protect them from weather conditions (rain or heat) when they move from their rooms to the rest of the house. A repeated issue that has to do with the security of the facilities is the construction of the perimeter wall to prevent unauthorized people from entering or crossing the back of the property.

The electrical infrastructure is sufficient for their electrical needs and they are securely connected. However, they do not have an alternative source of energy in case of power outages and as a result have lost many of their supplies by not keeping the refrigerators on.

- Construction of the ceiling in the corridor of teenagers' rooms.
- To have a power generator for refrigerators and food freezers in case of a power outage.
- To have a water container (rotoplas) for drinking water in case of an outage.



Right to Quality Education

SURVIVING

SUSTAINING

THRIVING

Casa Hogar Eben Ezer is at a prosperous level in this category. All children are enrolled in school and attend classes 80% or more of the time. Activities are implemented with the children who are not of school age so that they practice their skills and talents. Each child has access to a personalized and undistracted tutoring session at least once a week. There they receive support with their homework and questions arising from their classes. There is a library space with more than 75 books according to age, language and reading levels. However, there is no program to encourage reading among the children. The Casa Hogar has access to internet and computers and they have received classes to learn how to use basic computer programs or make information inquiries. The children are able to identify and articulate the sound of each letter of the alphabet, read and write within their level supported by Minerva one of the tutors. There is funding and housing available for them to pursue further education after their time at Casa Hogar as is the case with two young men who are in college. School age children have supplies, toys and art materials according to their developmental needs.

Eva, Elizabeth and Minerva, analyze grades and progress every three months (minimum). Also, when report cards are available, they seek strategies to support them in their areas of greatest need and seek local help where they cannot meet the needs. Qualified assessments have been used to identify children with learning disabilities and strategies have been implemented to address these needs including tutoring, therapy and job training.

- Implement support strategies with extra tutoring for children to improve their reading skills.

Right to Equal Opportunities

SURVIVING

SUSTAINING

THRIVING

Casa Hogar Eben Ezer is at a thriving level in this category. The children have a designated space for their personal items such as letters, photos, gifts, toys, something of sentimental value, as well as clothing and shoes. Time has been scheduled for the children to participate in extracurricular activities several times a month such as music and singing lessons, baking and pastry courses among others. Resources and skills have been identified to accommodate physical disabilities. Efforts are made to provide special adaptations such as the purchase of glasses for those children who need them or the adaptation of food for children with special dietary needs due to health conditions. Children are given equal opportunities to develop their education. They are supported and encouraged to maintain and continue with their education or technical training or to learn a trade that in the future will help them to be self-sufficient, respecting their interests and talents. Eva and Freddy provide all the facilities for young people to build their life plan or transition to adulthood. The two of them accompany and advise them in some important decisions, offering the same opportunities regardless of gender, disability or family background, to help them move on to independent living. Adult male and female mentors act as role models and are available to guide the children. They are always available to address children's questions and needs.

- Maintain the good practices implemented in this category.



Right to Guidance

SURVIVING

SUSTAINING

THRIVING

Casa Hogar Eben Ezer is at a prosperous level in this category. The home has a profile or job description for when they are looking for new caregivers and these new caregivers are always accompanied by Eva in their training and integration into the dynamics of the Casa Hogar. Currently there is a new psychologist who attends the children individually and in groups, the approach of this new therapist is more playful and through this strategy she has been able to connect with some of the children to continue with their evaluations and diagnostic impressions. For their part, the caregivers have successfully maintained the implementation of the therapeutic and training program by the ESPERE organization and continue to implement the recommendations and some of the techniques that have been recommended to them in their interventions with the children. Recently, the caregivers have been evaluated and it has been determined that the Eben Ezer team has quality mentors for the children and that they are reliable in their work as caregivers. For adolescents over 15 years of age, they have received aptitude tests and professional counseling to determine their academic abilities and their long-term educational goals as well as to decide what professional career or trade they want to learn, and with the young people in training there is constant communication to provide advice and accompaniment.

- Maintain the strategies implemented in this category.



Right to Be Heard and Participate in Decisions

SURVIVING

SUSTAINING

THRIVING

Casa Hogar Eben Ezer is at a prosperous level in this category. The children can decide what they want to do in their free time if it is within the rules and limits established by the Casa Hogar and does not affect or disrupt the other children's activities. The children are allowed to participate in menu planning, incorporating their tastes and preferences, but also participate in the preparation and distribution of food and desserts at special events and birthdays. The children always know what they are going to eat during their days, either because of the appealing smell of the food that is dispersed throughout the house or because the Casa Hogar menu is always visible to everyone. Eva and Freddy have implemented a series of very organic actions for the children and youth to learn about independent living activities and skills. For example, the youngsters support Freddy with servicing the cars, as well as accompanying him to do chores and daily household errands such as paying utilities and bank transactions among others. Some of the young people have learned to drive and also help with some of the activities of the administration of the Casa Hogar, through these initiatives they have been able to develop some independent living skills. Despite this, the program is very organic and there is no evidence or record of the progress of each young person, so it is highly recommended that they develop and implement a strategy of Development Plans for their young people and have a way to measure or record progress. Children have the option to choose their clothing on a daily basis. The home provides activities for the children with the objective of obtaining leadership roles such as organizing Thursday services, participating in activities to support the spiritual community to which they belong and in works to support the community near the Casa Hogar. They have a high level of child participation in the organization of their ceremonies and are always organizing activities that involve the majority, always respecting their contributions and interests.

- Implement the child's hope plans or similar strategy.



Right to Be Prepared for Citizenship

SURVIVING

SUSTAINING

THRIVING

Casa Hogar Eben-Ezer is at a prosperous level in this category. Almost all of the children have their birth certificates, except for some of them who are still in the process of obtaining their documents, a process that is in the hands of DIF and the Casa Hogar is only in charge of following up with them. The children have personal responsibilities such as chores appropriate for their age, which they must perform on a daily basis, such as making their beds, helping with the cleaning and tidiness of the Casa Hogar, helping to serve food and arranging tables and chairs for meals, among others. The children are taught to repair the damages committed in order to develop a sense of responsibility and citizenship in them. National and local holidays are respected at Casa Hogar. Their favorite holidays are Christmas, Thanksgiving and summer vacation. Teenagers over the age of 15 have a mentor to teach them life skills as well as other

topics of interest and importance to develop independence skills. The Casa Hogar is very tidy, free of trash and misplaced items. The children participate in community service activities at least twice a month and actively participate in supporting their community. The children have the opportunity to attend school trips and special events outside of the Casa Hogar several times a year and when given permission by DIF, and are very responsible in complying with these aspects.

- Continue to take the necessary steps to obtain the missing birth certificates.



Right to Safe from Abuse & Neglect

SURVIVING

SUSTAINING

THRIVING

Casa Hogar Eben-Ezer is at a prosperous level in this category. The level of security of the Casa Hogar is not adequate according to the surrounding community since they do not have a perimeter fence that divides the Casa Hogar from the rest of the community. There have been some incidents when people from outside the Casa Hogar have entered their property without permission, putting the safety of everyone living in the Casa Hogar at risk. There are private facilities for bathing, toileting and dressing, which have recently been remodeled and maintained for better functioning. The dormitories are separated for boys and girls, in accordance with appropriate age groups and government regulations. Caregivers and managers have received training every six months on how to identify, prevent and avoid abuse and on positive discipline techniques and alternatives to corporal punishment. Children over 5 years of age attend educational sessions on abuse and age-appropriate reporting methods at least every six months. Psychological assessments have been conducted at entry for each child to help work through their trauma and they are supported by a psychologist for follow-up. To minimize any unprotected situations for the children inside and outside the Casa Hogar, appropriate staff accompany the children on outings outside the Casa Hogar. There is also a policy that male staff who are not caregivers are not allowed to be alone with any children and there is also a policy for visitors. The Casa Hogar has a process in place to check references and background checks for staff and frequent visitors and staff in accordance with local regulations. The home implements a child protection program to ensure that children are not physically, verbally, or emotionally abused by their caregivers or visitors.

- Build the perimeter fence of the Casa Hogar to improve the safety of the children.



Right to Dignity and Freedom

SURVIVING

SUSTAINING

THRIVING

Casa Hogar Eben Ezer is at a prosperous level in this category. Good hygiene habits and personal care is one of the main values of this Casa Hogar. Eva and Freddy have established a system of clear and simple rules for the children to know, the consequences of rule infractions are discussed in advance and are kept in writing in a fun and creative way in every room as a daily reminder of what is expected of them to live together as a family. Children have the opportunity to perform additional chores or jobs at the Casa Hogar to earn help or privileges. This opportunity is for everyone equally. In the case of young people over 18 years of age, they can have activities and tasks within the Casa Hogar that allow them to have an economic gain. The directors and collaborators encourage the children to be kind to each other and to correct put-downs, unkind comments and bullying. Children have bedding such as appropriate sheets and blankets that are cleaned every two weeks or when soiled. Children have access to their own bed, mattress to sleep on and their own toothbrush. Each child also has sufficient clothing, underwear, and a clean towel for personal use. Age-appropriate toys and art materials are available for all children. However, they do not have a play area appropriate for all ages, as they only have a multi-purpose area within the Casa Hogar that cannot be used for simultaneous use. The Casa Hogar has registered safety protocols and training in place for the children and staff, such as smoke detectors, fire extinguishers that are regularly checked, and a meeting point in case of a natural disaster.

- Maintain the good practices implemented in this category.



Right to Spiritual Development

SURVIVING

SUSTAINING

THRIVING

Casa Hogar Eben Ezer is at a prosperous level in this category. One of the most important values of this Casa Hogar is the love of God. Therefore, all children are given the opportunity to be part of a spiritual community. The children are free to participate daily in community prayer or other spiritual rituals that Eva and Freddy, being pastors, promote among the children. Also, the children organize and prepare everything necessary to hold a religious service in their facilities at least once a month. This service is conducted from start to finish by them, giving them the opportunity to practice their spiritual learning and share it with others, as well as giving them the opportunity to express in a unique way the love for God and the praise to His name. Every Sunday of each week, a religious service is held inside the Casa Hogar, welcoming people from the community to be part of this celebration. There is a designated place for prayer and meditation and there are materials, spiritual and religious books accessible to all the children whenever they want to use them and if the children on their own initiative ask for or seek other materials, Eva always provides them.

- Maintain good practices in this category.



Financial Standard

SURVIVING

SUSTAINING

THRIVING

Casa Hogar Eben Ezer is at a prosperous level in this category. The Casa Hogar records its income and expenses. Freddy keeps a very good record and file of their receipts and creates a profit and loss statement per month internally in the management of the home's expenses. They do their audits internally and have a qualified accountant who keeps their accounts and validates their books on a monthly basis. Both Freddy and his accountant keep their records up to date and these are available for review or upon request. They manage internal controls to minimize opportunities for misuse of funds and only the right people know and are aware of these controls (Eva, Elizabeth and Freddy). They have filed tax returns in accordance with government requirements and reconcile their bank account monthly. They have created detailed budgets and plans for their major expenses especially for Casa Hogar construction projects and renovations and try to stick to their budgets even though these budgets are always changing due to inflation and rising costs. Freddy and Eva are constantly seeking support for their most expensive projects, always putting the most pressing needs first and inviting their donors to support their projects. The organization has a division of functions and tasks suitable for internal control where Eva and Freddy delegate to the rest of the team the activities according to the needs of the children and the Casa Hogar and in case of their absence it is Elizabeth who takes charge of the whole operation.

- Maintain good practices in this category.



Governance and Human Resource Standard

SURVIVING

SUSTAINING

THRIVING

Casa Hogar Eben Ezer is at a prosperous level in this category. The property and the modifications that have been made are secured for the sole benefit of the children living in the Casa Hogar, as the property is in the name of the institution for the exclusive use of the Casa Hogar, as well as its future constructions and modifications to the property and other material assets. When there are new caregivers in the house they are guided by Eva who is the main mentor in their training, besides she does most of the supervision in the performance of their activities and is always available to give feedback on their activities. When new employees are hired, they sign documents detailing their functions and tasks to be performed, as well as regulations and codes of conduct specific to their activities. All employees have their own file that includes their personal documents, the continuous training they have received, 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 on a regular basis and when necessary. Staff have been instructed or received various trainings on the characteristics and values of a family, the creation of a family in a Casa Hogar environment, the importance and practical ways to facilitate child participation, as well as other trainings

relevant to their work and others more focused on their personal development. They have also received training on CPR, first aid and other civil protection and emergency situations. The personnel have an established vacation policy, as well as the required rest days to prevent job burnout. In terms of licenses and permits, the Casa Hogar complied with all the protocols, guidelines, supervisions, and documents required for its state operating license, which must be renewed next year.

- Maintain the strategies implemented to improve their practices in this category.



Current Improvement Partners



ESPERE

ESPERE is an NGO that fights for children's rights, providing comprehensive support to children in vulnerable situations. Its mission is to enable each child to develop fully, guaranteeing their protection, education and access to basic services. They work in disadvantaged areas implementing nutrition, health, literacy and school scholarship programs. They also promote social awareness of children's rights and the importance of eradicating child labor and all forms of exploitation. ESPERE strives to build a safe environment that prioritizes the well-being and opportunities of children.



saprea SAPREA

SAPREA is a non-profit association dedicated to preventing and treating child sexual abuse. Its work focuses on providing therapeutic and legal support to victims of child sexual violence and their families. They have an interdisciplinary team of psychologists, lawyers and social workers who accompany the processes of denunciation and recovery. They also carry out awareness campaigns in schools and communities to identify signs of abuse and promote protective environments. SAPREA works tirelessly to put an end to this problem and ensure the restitution of the violated rights of the affected children and adolescents.



corazón de vida

Corazon de vida

Corazón de Vida (CDV) is a US 501c3 non-profit organization with over 29 years of existence, providing life-changing support to orphaned and abandoned children in Baja, Mexico. It funds local orphanages, provides services to improve the quality of life and invests in the children's future by funding their higher education. Through its life-sustaining program, it provides monthly funding to the orphanages under its care. These orphanages provide abandoned children with safety, nutrition, shelter and access to reliable education. It also funds scholarships for teenagers leaving the orphanage system to continue their education. It provides ongoing, monthly support to more than 10 orphanages, housing more than 500 children. Its college program currently has more than 54 former orphanage residents in college or technical school, and they serve as role models for their younger "siblings".

For a list of projects and opportunities to coordinate on go to
www.ACHF.org/Projects



CENTRO DE ATENCIÓN
CIUDAD BOCA

A CHILD'S
NOPE
FOUNDATION