

GLOBAL STANDARDS OF ORPHANS INTERNATIONAL WORLDWIDE, REV. AUG. 2010

The guiding principle of Orphans International Worldwide (OIWW) Standards is known as “Mathew’s Rule” and this is the precept that all children in the care of local OIWW projects must be given the same care as they would be appropriate for the children of those involved in OIWW donor nations. Founder Jim Luce’s son Mathew is used as the specific example. A secondary principle is that all local nation corporations be administrated at an international level of integrity and professionalism.

1. General

- A. Orphans International Worldwide (“OIWW”) is a collection of not-for-profit organizations (NGOs) comprised of caring individuals in the developed world channeling resources to – and receiving life experiences from – a collection of projects in the developing world, all of which are dedicated to the sole purpose of raising disadvantaged children in small, interfaith, interracial, international, intergenerational, and Internet-connected homes to become “global leaders” – or at least the best children they can possibly become.
- B. OIWW’s goal in short is “Raising Global Citizens” and all efforts made on behalf of OIWW must be towards this goal.
- C. OIWW is and all OIWW projects are welcoming and affirming of all people regardless of our many differences. OIWW is committed to an approach that is simultaneously Interfaith, Interracial, International, Intergenerational, and Internet-connected.
 1. **Interfaith** because there are many paths up the mountain.
 2. **Interracial** because there is but one race - the human race. This emphasis is not only beneficial because it helps society; it also helps the individual child by fostering personal growth, tolerance and is proven to enhance learning. Note the following tie-ins with our projects:
 - a. America’s own motto, *e pluribus unum*, or “from many, one.” In Haiti, the national motto is: “*L’Union Fait La Force*” - “In Union There Is Strength.”
 - b. The motto of OIWW Sulawesi, borrowed verbatim from the Indonesia national motto, is “*Gotong Royong*” – “Working Together,” or “Unity In Diversity” (literally, “Mutual Assistance”).
 - c. In Guyana, the county’s motto is “One People. One Nation. One Destiny.” Diversity – many smaller pieces respected individually uniting for a common goal.
 3. **International** because our neighbors are our family.

4. **Intergenerational** because although OIWW is specifically chartered to help children, bringing seniors onto our campuses will help children grow up in an intergenerational setting with all of the advantages this creates.
 5. **Internet-connected** because the world today is at our fingertips. There exists now a growing “digital divide” between rich and poor nations. OIWW projects work to bridge this digital divide, wiring our campuses to the Web.
- D. OIWW affirms the need for balance between globalism and national pride, advocates service to humanity, and attempts to instill an appreciation in our children of both modern technology and traditional arts and crafts.
- E. OIWW is gender neutral:
1. Academic staff will be comprised of at least 50% women to provide strong female role models for the children, and both single mothers and men — two groups of people who are often unwelcome in developing countries to perform such roles will be encouraged to be houseparents.
 2. Girls and boys will be encouraged to excel in all fields and pursue any activity that traditionally was pursued by the other sex. Young girls may dream of — and work towards — becoming Secretary General of the United Nations, and any child who seems to be developing outside of traditional gender stereotyping will be allowed to do so.
 3. Discrimination of any sort, whether based on gender, religion, ethnicity, immigration or socio-economic status, or sexual orientation will not be tolerated by OIWW or its national affiliates.

2. Corporation

- A. All OIWW projects must be incorporated in their home country.
- B. All OIWW projects must be registered and licensed with proper local authorities (usually the provincial Department of Social Affairs).
- C. All OIWW projects must have actively participating boards made up of professionals who care about children and who meet at least three times annually. The Administrative Director should be actively involved with this board.

3. Staff

- A. General
 1. Staff members must be hired based on strong recommendations. Because

OIWW project nations often pay less than international NGOs, staff must not necessarily have a background in childcare, but must have proven themselves extremely competent in at least one field and have a natural concern for the welfare of disadvantaged children.

2. Staff members may be related to one another, as OIWW has discovered that good habits often run in families, but all relationships, whether biological, legal or romantic must be known to staff and board.
3. All personnel are required to sign a confidentiality agreement that states that during the term of agreement and for five years afterward, they will use reasonable care to prevent the unauthorized use or dissemination of organization's confidential information.
 - a. Reasonable care means at least the same degree of care administrative assistant uses to protect its own confidential information from unauthorized disclosure.
 - b. Confidential information is limited to information clearly marked as confidential, or disclosed orally and summarized and identified as confidential in a writing delivered to Administrative Assistant within 15 days of disclosure. Confidential information does not include information that:
 - i. Employee knew before OIWW disclosed it.*
 - ii. Is or becomes public knowledge through no fault of employee.*
 - iii. Employee obtains from sources other than OIWW who owe no duty of.*
 - iv. Confidentiality to OIWW.*
 - v. Employee independently develops.*

B. Optimally, the Administrative Director qualifications include:

1. A strong background in child care and a commitment to assist in "raising global citizens."
2. A strong academic background.
3. Exceptional administrative, interpersonal and computer skills.
4. Fluency in both local language and English.
5. An ability to work and think critically and independently.
6. An in-depth cross-cultural perspective.
7. A thorough knowledge and agreement with the mission and objectives of OIWW.

C. The Administrative Director (or Senior Coordinator) is responsible for:

1. Communication on a weekly basis with the both its donor nation/s and OIWW, as well as the local board president/s and founder/s, if applicable.
2. Evaluate the implementation of childcare activities in project facilities and to suggest continuous quality improvements to maintain the well being of our children and campus. The employee must always keep a strong balance between theory and practice.
3. Maintain up-to-date files on each child living in project home/s, and ensure that OIWW childcare standard practices are implemented in each house.
4. Assure that the children never receive physical punishment which is forbidden under OIWW guidelines (using instead reason and “time out” strategies).
5. Initially live in the house and actively work with the houseparents and until the time in which a second houseparent has been chosen, temporarily substitute and perform the function of a houseparent.
6. Once we have two houseparents and eight children, substitute as houseparent when the houseparent has his/her days off (Houseparents are to be given three days off every two weeks).
7. After sixteen children, there will be a full-time “relief” as the duties of the coordinator will increase.
8. Participate in the selection of houseparents; as well as training and supervision of the houseparents.
9. Work actively with the:
 - a. Community to promote good feelings toward the orphanage, and to organize campus chores and local community volunteer work programs such as litter removal when the children are old enough, e.g. eight years old or more.
 - b. Houseparents to develop activities for children in the community; such activities to include refreshments, educational activities (e.g., helping children with their homework, educational games, computer literacy, etc.) as well as organize sports activities at least once a month.

D. The Administrative Director (or Senior Coordinator) must:

1. Understand, accept and participate in plans to further the goals of OIWW.
2. Aid local and donor nation board/s, visiting delegations, and approved NGO partners in general.

3. Oversee the physical, emotional, and educational needs of all OIWW children in local project.
4. Recruit, hire, train and supervise/manage all personnel including houseparents, cook and watchman, handyman, and/or driver.
5. Be certified by OIWW as a Houseparent Trainer.
6. Teach skills necessary to local houseparents to become OIWW- certified.
7. Serve as back-up houseparent as necessary.
8. Maintain or coordinate maintenance of project nation website.
9. Assist with local fundraising efforts, including but not limited to U.S.A.I.D.
10. Coordinate and manage campus infrastructure, budget preparation, and records control.
11. Submit a monthly report on the situation of the house(s), personnel, progress of the children and financial summary, providing current information on all children, performance of personnel and financial transactions simultaneously to both local and donor nation board/s.
12. Other duties include:
 - a. Participate in the recruitment of children who conform to the defined criteria established by OIWW.
 - b. Plan the daily educational programs and evaluate the children's progress review and answer all correspondence.
 - c. Interview job, board, advisor, NGO partner, personnel including houseparents and volunteer applicants.
 - d. Conduct orientation and plan training programs of same.
 - e. Direct services such as maintenance, repair, supplies, mail, and filing.
 - f. Compile, store and retrieve management data using computer.
 - g. Construct a dossier of each child, his/her parents and family and see that each child's file is kept up-to-date.
 - h. Actively assist the local board in the supervision of any construction, repairs of the current house as well as any construction.

- i. Prepare a quarterly budget (due on January 1, April 1, June 1 and October 1) as well as a monthly expense and bank reconciliation reports.

13. The Administrative Director's education and experience required include:

- a. Minimum education is a high school diploma, but some college preferred.
- b. 1-2 years working with children in a residential setting preferred.
- c. 1-2 working as an administrative assistant preferred.

14. Physical demands of the Administrative Director include:

- a. Daily child care activities
- b. Minor household maintenance chores, as necessary.

15. Administrative Director is expected to live onsite or in neighboring staff housing.

E. The Houseparents

1. Must operate as much as possible as actual parents to our children, avoiding scheduling shifts found in many other orphanages.
 - a. Ideally, the houseparent should have one weekend off every two weeks for rest and relaxation.
2. Must be certified by OIWW within one year of employment.
3. May have one child of her or his own, living with them free of charge.
4. Are expected to serve as what the Japanese refer to as "education mamas" to the children in their care, guiding – even cajoling – them to achieve in the same way that the *kyoiku mama* mothers of Japan work intensively with their own children from pre-kindergarten through graduation.
5. Must keep children well fed, maintain their school uniforms, encourage them to do their homework and ensure lively conversations around the dinner table each evening.
6. Duties of our houseparent include:
 - a. Educate our children to become leaders, with a strong sense of values, ethics, and commitment to community service.
 - b. Establish a good relationship with the children.
 - c. Establish a good communications system; communicate in a way that the children can understand.

- d. Be specific and give clear messages.
- e. Be consistent and reasonable.
- f. Create a family environment in which our children feel they belong.
- g. Teach family values: love, responsibility and respect of self and others.
- h. Respect the feelings and emotions of the children.
- i. Assist and encourage positive reinforcement when necessary.
- j. Be a good listener, give lots of praise and be a model for good behavior.
- k. Set up and follow an educational program for the children.
- l. Assign responsibilities around the home as part of the educational process.
- m. Provide experiential learning within the home setting, such as typing shoes, washing properly, brushing teeth, etc.
- n. Initiate developmental tasks, such as counting buttons on a shirt, sorting toys into bins of like toys, etc.
- o. Nurture each child's intellectual, spiritual and emotional growth.
- p. Always offer a choice to the children whenever possible.
- q. Always try to make time for the children to play.
- r. Never leave the children alone. Always know where they are.
- s. Never use verbal or corporate punishment; determine appropriate type of punishment such as time out, allow solitary play, etc.
- t. Maintain the home in good order. Although there will be a part-time cook and laundress, it will be necessary for the houseparents to do some (not all) housekeeping such as cooking and cleaning and eventually to teach the children to participate in these housekeeping functions.
- u. Encourage good hygiene daily.

4. Children

- A. While we recognize the needs of both “economic orphans” and biological orphans,

we have limited resources and thus dedicate ourselves to helping those most at risk: children who are both economically and biologically orphaned. Thus, our official criterion is that at least one parent be deceased, and the other deceased or officially listed as “missing.”

1. In general, children with severe psycho-social trauma such as ‘street children,’ children living with severe learning disabilities, children with severe medical conditions such as MS, HIV or AIDS, or children with physical conditions such as blindness, are extremely difficult for a new organization to handle.
 2. As OIWW matures institutionally, we hope to begin to accept children whose youth have been shattered by the hardness of homelessness, disability and/or disease.
- B. OIWW children must be placed into OIWW projects by another locally-licensed social agency, such as another orphanage, the police department, a hospital, or children’s social service. OIWW does not accept babies left on our doorsteps.
- C. OIWW children must have the OIWW Child Intake Form (available on website) completed before admittance to OIWW projects, including full educational, physical and mental health screenings. Each child is evaluated by a physician, a social worker, and frequently by a child psychologist and as much information *Standards* about the child – including academic grades, health history, etc. – is retained in OIWW files for each child.
- D. OIWW must have complete custody of the children in our care.
- E. Children will be kept in units of four to a “family” or “home,” unless emergency circumstances dictate otherwise.
- F. Although OIWW projects may accept children of any age, OIWW recommends the easiest age for us to deal with, and therefore the age we prefer to begin with, is between two and six. Much younger takes additional staff, and much older requires specialties we have not yet developed.
1. Within five years on inception each OIWW project should be able to deal with any child between birth and graduation following high school – usually between eighteen and twenty years of age.
- G. Children will be raised in the religion of their parents if known, or in the tradition of the dominant religion if unknown. Children will live with a houseparent of the same faith, and be raised in that tradition as the houseparent feels appropriate.
- H. Children are afforded an “Age of Maturity,” to be determined locally, at which time they can make their own theological decisions such as to continue to attend religious services in the faith they were raised, or another religious faith, or not attend at all.
- I. OIWW prefers that boys and girls be raised together as a normal family, but

recognizes the difficulty this poses in certain cultures and thus mandates that this decision be placed at the project nation level.

1. Each OIWW project around the world must answer this question according to its own local standards and traditions.
2. Note that sex-segregated housing awards OIWW projects less flexibility in matching children to homes, and deprives our children of an authentic small home upbringing.

5. Education

- A. Each campus will, over five years, have its own pre- and elementary school; in the interim our children will attend the best possible local school, whether public or private, Catholic or Moslem, etc.
 1. In addition, each initial home or interim campus must have a small classroom and library so that our specially-trained houseparents can continue to enrich the children's development through participatory activities within an open-learning environment.
 2. Each home will be equipped with the materials necessary to provide ample opportunities for exploration and manipulation within this educational environment.
 3. Over ten years, we plan to finish construction of our junior and senior academies (high school).
- B. OIWW's goal is straightforward: to build the preeminent educational system in each country, and have each of our graduates taught in accordance with both national and international standards; each OIWW graduate should receive the Baccalaureate degree (international high school diploma).
- C. All OIWW project nation programming must be dedicated to the development of intellectual curiosity and artistic achievement, as well as a love for both ideas and the disenfranchised, as OIWW educational programming seeks to match OIWW's mission.
- D. OIWW projects must offer, through educational institutions and extra-curricular activities, a rounded and challenging education in a secure and friendly international community. We aim to equip our students with the skills and values necessary to become responsible, positive contributors to the world.
- E. OIWW projects must offer role models available to our children based on great human beings of the Twenty-first Century (*see website for selection*), including previous Nobel Prize winners. Role models are needed for pedagogic and inspirational purposes.

1. Without saints, secular or divine, sanctity can too easily be viewed as mere abstraction. However, the sincerity of Anne Frank, the courage of Mahatma Gandhi, and the blood of Oscar Romero make sainthood a reality for us all.
 2. Plaques depicting role models may initially be hand-painted, three by six feet (1x2m), mounted to display boards implanted in the ground with two posts, and covered with a roof, similar to notice boards found throughout U.S. national parks.
- F. Vocational programming must be available to students who do not have the potential to pursue higher education. The primary projects of our vocational track will be:
1. **Construction.** Learning how to build buildings according to local custom, as well as restore historic structures. Emphasis on earth brick technology where appropriate.
 2. **Solar energy.** Learn to build, repair and install solar panels.
 3. **Recycled charcoal brick.** Manufacture of recycled paper into charcoal brick in Haiti to alleviate tree shortage and assist in reforestation.
- G. OIWW programming strives to build positive self-esteem – of students, orphans, older adults, staff and visitors – teaching as much how to learn and recognize each other’s humanity as merely memorizing historical and statistical data.
- H. Educational Mechanics.
1. The Indonesian school is segmented in the same way as the American, with the first six years offering elementary, seventh through ninth as junior high and tenth through twelfth as senior high school.
 2. Haiti’s and Guyana’s school system is more closely related to the European system, with grades 1-8, then 9-12.
- I. OIWW’s senior academies will offer four separate majors:
1. **Modern Technology.** Includes computer applications, programming, and active involvement with the World Wide Web. Also encompasses electrical engineering.
 2. **Arts & Crafts.** Includes both fine arts as well as handcrafts and trades. Music, dance, painting, photography, architecture, pottery, woodworking and construction will be offered.
 3. **The Sciences.** Includes agricultural, veterinarian and environmental sciences such as forestry, geology and oceanography.

4. **The Humanities.** Includes anthropology, history, journalism, language, psychology, and sociology.
- J. All OIWW children are required to graduate from high school.
- K. A 1:12 teacher-student ratio is required for OIWW educational programming.
- L. One fifth of each academy's population, or 60 out of 300, is to be comprised of outside students.
- M. All OIWW students should receive free of charge:
1. Educational instruction, as mandated by local law, from preschool through high school, with additional intensive English language instruction provided at our academies.
 2. Room and board in small home environment (four children to a home).
 3. American, European, Japanese, Indonesian, Greater Caribbean and Guyanese college guidance counseling.
 4. American, European, and Japanese high school exchange program eligibility.
 5. Formal and casual uniforms.
 6. A bicycle for transportation, exercise and exploration/fun.
 7. Access to the campus auditorium, library, museums, computer center, and sports facilities, including sports fields and swimming pools.
 8. A weekly "allowance," which is redeemable at the OIWW diners or stores.
- N. OIWW projects will emphasis athletic education as they develop capacity:
1. Baseball, bicycling, badminton, soccer, ping-pong, fencing, ballet, swimming, and gymnastics will be offered to meet the needs of educational requirements and extracurricular activity.
 - a. In Guyana, there will be a special emphasis on the national sport of cricket.
 - b. All emphasis will be made to provide traditionally Indonesian, Haitian, Guyanese, European and American sporting opportunities.
 2. There will be athletic centers built on each campus dedicated to the spirit of the Greek Olympics, with swimming pools, tennis courts and three sports fields.

- O. OIWW projects should emphasize extracurricular activities as they develop capacity:
1. There should be both Girl Scout and Boy Scout programs imported from America.
 - a. Scouting exists already in Indonesia and Haiti; in Haiti it is often coeducational.
 - b. Guyana has a similar governmental organization.
 - c. There will also be junior Scouting programs (Tiger Scouts, Brownies, Cub Scouts, Webelos, etc.).
 2. There will be programs using the various centers for dance, music, theater, drawing, painting and other fine arts, ceramics classes and various hobby clubs.
 3. There will be a Youth Conservation Corp on each OIWW campus stressing the need for reforestation, forestry and recycling.
- P. There should be exercise programs:
1. Every morning each Academy Square will one day fill with a pre-breakfast crowd of children and adults, for an exercise program – similar to *Radio Taisho* in Japan – and known as *senam pagi* in Indonesia.
 2. Outdoor tai-chi may be available as it could prove to be popular with the each campus's older adults.
- Q. There will be cleaning programs known as "Cleaning Brigades:"
1. There will be a daily "Cleaning Brigade" from approximately 7:00 until 7:30 am, in which all residents on our campuses, including staff and children, will clean their assigned areas. Guests and the elderly may be invited to participate as well.
 2. The daily Cleaning Brigades, in addition to contributing to the maintenance of the campuses, will likewise contribute to OIWW's shared belief in the value of hard work.

6. Child Sponsors

- A. Each OIWW child shall be assigned three Child Sponsors.
- B. Child Sponsors must receive monthly updates including but not limited to report cards, photographs, holiday greeting cards, e-mailed greetings, etc.
- C. Child Sponsors are encouraged to visit their children and OIWW will host them for one week per year in guest accommodations, including three meals per day.

- D. Child Sponsors are encouraged to correspond by post or email with their child, and OIWW project staff must facilitate translating.

7. Local Administration

- A. All OIWW Projects must:
1. Maintain and share a database of all contact information with OIWW.
 2. Maintain accurate records in both the local language and English, the local currency and US dollars, of all funds received and expended. Information must be transmitted either electronically or by courier to OIWW and the donor nation/s on a quarterly basis.
 3. Maintain accurate records in both the local language and English each child's records pertaining to education, health, family history, etc.

8. Partnerships

- A. OIWW projects must work as closely as possible in cooperation with OIWW Partners for Progress, as well as all international NGOs with a similar purpose, such as the U.N., UNICEF, U.S.A.I.D., or international service organizations such as Rotary, Kiwanis and Lions Clubs.

9. Website

- A. Each OIWW project is responsible for the creation and monthly updating of their website, in conjunction with OIWW.

10. Campus

- A. Each OIWW project traditionally begins with a rental home in the neighborhood of the proposed campus, where 8-12 children are housed in groups of four with a houseparent assigned to each group, so that upon construction of the campus the children can be transferred in natural unit.
- B. OIWW is dedicated to the development of a 40-acre (16 hectares) campus in each project nation, over fifteen years containing wherever possible 60 small homes, each with 4 children, elementary, junior & senior academies, medical and dental clinics, libraries, auditoriums, theatres, cultural museums, sports facilities, parks and playgrounds. This is known as the OIWW General Development Plan.
- C. OIWW campuses must be accessible to the physically-impaired: compact, paved and wheel chair-ramped, to allow our campuses to accommodate all types of children and

elderly in need, as well as physically impaired staff.

1. There should be space for at least one wheel chair-bound child per small house, or at least 60 physically impaired children on a finished campus.
 2. The future elderly facilities will be entirely wheel chair-accessible.
 3. Staff with mobility-impairments may also be hired who ordinarily would remain jobless.
 4. Our campuses and programs will be as friendly to the sight-impaired as possible.
- D. All OIWW campuses will be built to the highest ecologically friendly yet cost-effective international standards possible. Recycling is mandated in our homes and offices. Metals and plastics will be separated from paper and bio-degradables at the point of discard, bio-degradables will be composted and metals and papers sold as scrap, and the bio-degradable refuse will used to fertilize the campus gardens.
- E. It is imperative that all OIWW projects be integrated into the local communities, architecturally, programmatically and culturally; integration with the villages where we operate projects is an integral part of our mission.
1. Unlike other gated international projects operating in the developing world, we aspire for transparency through hiring local people, buying food from local merchants, planning to make our future thrift shop full of U.S.-donated clothing, etc. open to the village, as well as our future health clinic, auditorium and other facilities.
 2. We will balance our children's need for privacy with the public's need for participation. Above and beyond being beneficial to community relations, a strong local presence helps ground our children in the reality of their country.

11. Health Clinics

- A. Family planning and safer-sex counseling and materials must be available as needed in all OIWW health clinics.

12. Micro Loan Program

- A. Micro-loans are the most direct way in which OIWW will be able to assist its graduates in becoming self-reliant after graduation. As many international development professionals are convinced, availability of credit on reasonable terms is key to solving problems of rural underdevelopment. Orphans International plans to make interest-free small business loans of up to five year's average salary to its graduates – approximately US\$4,000.

- B. The successes of this program will not only benefit OIWW graduates. These loans may be used to begin a small business, finance a college education, or buy a home to be firmly rooted in the local community.

Special thanks to the late Frances Alleman-Luce MA, for her valuable role in the development of Orphans International Worldwide philosophy.