

- I. INTRODUCTION..... 4**
  - A. BACKGROUND OF ICARE..... 4**
  - B. VISION STATEMENT & MOTTO ..... 4**
    - 1. VISION STATEMENT..... 4
    - 2. MOTTO..... 4
  - C. OBJECTIVES..... 4**
    - 1. THE CHILDREN ..... 4
    - 2. THE COMMUNITY ..... 4
    - 3. SELF-SUFFICIENCY ..... 5
  - D. VALUES & GUIDING PRINCIPALS ..... 5**
    - 1. VALUES ..... 5
    - CHRIST'S LOVE SHOULD BE THE CENTRAL DRIVING FORCE IN OUR EFFORTS. .... 5
    - 2. GUIDING PRINCIPALS..... 5
  - E. COALITION..... 6**
    - 1. OVERVIEW ..... 6
    - 2. SPONSORS ..... 8
    - 3. HOST COUNTRY PARTNER..... 9
    - 4. AREA DIRECTOR..... 9
    - 5. FIELD DIRECTOR..... 12
    - 6. CHILDREN'S HOME DIRECTOR..... 14
    - 7. CHILDREN'S HOME STAFF ..... 17
    - 8. ENTERPRISE DEVELOPMENT DIRECTOR..... 17
    - 9. MICRO-ENTERPRISE STAFF..... 23
    - 10. ORGANIZATIONAL STRUCTURE ..... 24
  
- II. SERVICES..... 24**
  
- III. COMMUNICATION..... 24**
  - A. RESPONSIBILITIES OF THE AREA DIRECTOR..... 24**
    - 1. GENERAL INFORMATION REPORTS..... 24
    - 2. FINANCIAL INFORMATION REPORTS ..... 25
    - 3. FIELD REPORTS..... 25
    - 4. EMERGENCY REPORTS..... 25
  - B. RESPONSIBILITIES OF ICARE ..... 25**
    - 1. GENERAL REPORTS..... 25
    - 2. FINANCIAL INFORMATION REPORTS ..... 26
  
- IV. MINIMUM STANDARDS OF CARE - CHILDREN'S HOME ..... 27**
  - A. PROCESS OF CHOOSING CHILDREN ..... 27**
    - 1. APPLICATION TO THE HOME..... 27
    - 2. PROCEDURE FOR REVIEWING APPLICATION ..... 27
    - 3. PROCEDURES FOR ACCEPTING/REJECTING AN APPLICANT..... 28
  - B. HOUSING ..... 29**

1.	STRUCTURE .....	29
2.	LIGHTING, HEAT & VENTILATION.....	30
3.	TOILET, BATHING & LAUNDRY FACILITIES .....	30
4.	FOOD STORAGE & PREPARATION.....	31
5.	DINING FACILITIES .....	32
6.	RECREATION FACILITIES .....	32
<b>C.</b>	<b>EMOTIONAL CARE &amp; EXTENT OF RESPONSIBILITY .....</b>	<b>32</b>
1.	EMOTIONAL CARE .....	32
2.	EXTENT OF RESPONSIBILITY .....	32
<b>D.</b>	<b>HEALTH &amp; MEDICAL .....</b>	<b>33</b>
1.	MEDICAL EXAMS.....	33
2.	FIRST AID KIT.....	33
<b>E.</b>	<b>EDUCATION .....</b>	<b>34</b>
1.	VALUE .....	34
2.	LANGUAGE .....	34
3.	FURTHER EDUCATION .....	34
<b>F.</b>	<b>SEXUAL EDUCATION &amp; DEVELOPMENT.....</b>	<b>35</b>
1.	OVERVIEW .....	35
2.	BIBLICAL VIEW OF PERSONHOOD .....	35
3.	SEXUAL EDUCATION .....	36
4.	RELATIONSHIPS .....	37
<b>G.</b>	<b>SPIRITUAL MATTERS .....</b>	<b>39</b>
1.	STATEMENT OF FAITH .....	39
2.	CHURCH PARTICIPATION .....	41
3.	CORPORATE DEVOTIONS .....	41
4.	PRAYER TIMES.....	41
<b>H.</b>	<b>PROTECTION OF THE CHILDREN.....</b>	<b>42</b>
1.	OVERVIEW .....	42
2.	“A SAFE PLACE” ABUSE PREVENTION POLICY .....	42
3.	DEFINITIONS .....	42
4.	PREVENTATIVE MEASURES .....	43
5.	PROCEDURES FOR ALLEGATIONS/SUSPICIONS OF HARM.....	44
6.	FAMILY VISITATION .....	46
7.	TRAINING OF STAFF.....	46
<b>I.</b>	<b>DISCIPLINE OF THE CHILDREN .....</b>	<b>48</b>
1.	BASIC RULES FOR CHILDREN .....	49
2.	LEVELS OF DISCIPLINE .....	49
3.	IMPLEMENTING DISCIPLINE.....	49
<b><u>V.</u></b>	<b><u>VISITORS &amp; VOLUNTEERS TO A CHILDREN'S HOME.....</u></b>	<b><u>51</u></b>
<b>A.</b>	<b>VISITORS .....</b>	<b>51</b>
1.	DEFINITION.....	51
2.	ACCESS & RESTRICTIONS.....	51
3.	INAPPROPRIATE BEHAVIOR .....	51
4.	VIOLATION OF POLICIES .....	51
<b>B.</b>	<b>VOLUNTEERS .....</b>	<b>51</b>
1.	DEFINITION.....	52
2.	PLACING VOLUNTEERS.....	52
3.	APPLICATION PROCESS.....	52
4.	PROCEDURES FOR ACCEPTANCE & REJECTION.....	53
5.	PREPARING A VOLUNTEER FOR THE FIELD.....	53
6.	VIOLATION OF POLICY .....	55

<b><u>VI. MONEY MANAGEMENT</u></b> .....	<b>56</b>
<b>A. BUDGETS</b> .....	<b>56</b>
1. CAPITAL COSTS .....	56
2. OPERATING COSTS .....	56
<b>B. FINANCIAL ACCOUNTABILITY 13</b> .....	<b>57</b>
1. MONTHLY REPORT .....	57
2. REQUEST FOR FINANCES .....	57
3. ANNUAL REPORT .....	58
<b>C. PURCHASING</b> .....	<b>58</b>
1. SET UP PURCHASES .....	58
2. OPERATING PURCHASES .....	58
3. PURCHASES WHICH NEED APPROVAL .....	58
<b>D. LOANS</b> .....	<b>59</b>
1. OVERVIEW .....	59
2. POVERTY REDUCTION '5 .....	59
3. OWNERSHIP .....	59
<b><u>VII. PERSONNEL - CHILDREN'S HOME</u></b> .....	<b>60</b>
<b>A. HIRING, PAYMENT AND BENEFITS</b> .....	<b>60</b>
1. HIRING .....	60
2. PAYMENT .....	62
3. PROTECTION FROM BURNOUT .....	62
<b>B. HOURS OF STAFF</b> .....	<b>63</b>
<b>C. BEHAVIOR OF STAFF</b> .....	<b>64</b>
1. LANGUAGE .....	64
2. APPROPRIATE AFFECTION .....	64
<b>D. SOLVING DISPUTES</b> .....	<b>65</b>
<b>E. STAFF DISCIPLINE</b> .....	<b>65</b>
<b><u>VIII. SAFETY &amp; SECURITY</u></b> .....	<b>66</b>
<b>A. SAFETY</b> .....	<b>66</b>
1. OUTLINE OF PRIMARY CONCERNS .....	66
2. NIGHTLY LOCK-UP .....	66
3. STRANGERS .....	66
4. FIRE AND SAFETY PROCEDURES .....	67
<b>B. SECURITY</b> .....	<b>67</b>
1. IN-COUNTRY .....	67
2. COMMUNICATION .....	67
<b>C. EMERGENCIES</b> .....	<b>68</b>
1. OVERVIEW .....	68
2. PREVENTION .....	68
<b><u>IX. FORMS</u></b> .....	<b>69</b>
<b>A. FORMS FOR CHILDREN'S HOMES</b> .....	<b>69</b>

# I. INTRODUCTION

## A. *Background of ICARE*

ICARE (ICARE) is a non-profit organization based in Peterborough, Ontario, Canada that was incorporated in 2005. It was created to become a coalition of ministers, professional care givers, businessmen and other interested parties who had a deep conviction to address the needs of children in destitute situations around the world. The purpose behind ICARE is to first create Children's Homes and support the children through sponsorships, and then to establish profitable commercial ventures to generate revenues for the ongoing operation of those Homes. The start up costs of these Homes and the accompanying ventures come from independent sources including businesses, individual donors and organizational grants.

Starting off in January 2006, ICARE is now in operational partnership with our first home in India. Plans are in progress for homes in Turks and Caicos Islands, Zambia, and Sri Lanka. Our 5 year goal is to have homes in each of the 6 inhabited continents. Our Children's Homes are jointly managed in cooperation with a local agency whose staff oversees the day to day operations. Standards for all aspects of childcare are governed by ICARE standards. The commercial enterprises are tailor-made to meet the local needs and circumstances of each individual country. These ventures are managed by nationals, and profits stay within the country and are applied to the cost of running the home.

## B. *Vision Statement & Motto*

### 1. Vision Statement

To place a Children's Home in every continent of the world through partnerships.

### 2. Motto

Rescuing One Today, Brings Change for Many Tomorrow.

## C. *Objectives*

Our overall objectives can be summarized in three parts. They are centered on the children, the community and self-sufficiency.

### 1. The Children

Our basic objective with the children is to provide them with the basic necessities for a fulfilling life. We want to provide them with a family structure that includes parental care and education<sup>1</sup>. We want to train them up to become not only productive members of society, but to be leaders in that society as well. In order to do this, we need to first get them off of the street and into a home where they feel they belong. The love and education that we want to provide them will then be more readily accepted and integrated into their world-view.

### 2. The Community

Our basic objective with the community is to help provide community development that will benefit all members of the community. We want to do this through the auspices of the Children's Home. By developing productive members of society, we can help impact that society for the greater good. In addition we will be able to offer educational training to the children that will be put to use in the community. We also intend to help establish micro enterprise business models that will allow for self-sufficiency of both the Home and the children as they mature and enter society as adults.

---

<sup>1</sup> For more on Education please refer to page 33

Another way we work in community is through our village concept. An ancient African proverb states that: "it takes a village to raise a child". We welcome volunteer participation from the community. A village brings a blend of education, micro-enterprise, agriculture, health care and housing all under one roof. Within this community gathers the young and the old; the healthy and the sick; the single, widowed and the families; and the weak and the strong. We extend an invitation for all to help.

### **3. Self-Sufficiency**

Our basic objective through all of our intervention is to provide a system that will be self-sustaining. We always begin with a Children's Home, and then assist in the establishment of regionally and culturally relevant micro-enterprise business models that will allow the project to support itself. We do this for a number of reasons, not the least of which is to provide the workers and the children a sense of accomplishment and self-worth. We do not want them to always be looking to the West as their source of income or their source of identity. Rather we want to allow them to mature into their own person, and we give them the skills with which to do this.

## ***D. Values & Guiding Principals***

### **1. Values**

Christ's love should be the central driving force in our efforts.

#### **a) Integrity**

We will be accountable, open, and honest and walk in integrity in all our dealings.

#### **b) Motivated by Compassion**

Christians should reflect God's broken heart for children at risk.

#### **c) Commitment to Excellence**

Christian work with children at risk should be of the highest standards.

#### **d) Helping Children at Risk More Effectively Through Coalition**

We will multiply our efforts through the linking of our resources.

#### **e) Commitment to Community**

As Christians working with children at risk, we should serve one another in love.

#### **f) Do Justly, Love Mercy & Walk Humbly with God and Man**

As advocates for children at risk, we are called to "prophetic justice" and "philanthropic justice".

### **2. Guiding Principals**

#### **a) Gender Equity**

The goal of ICARE is to see today's orphans and children at risk become tomorrow's leaders. This includes both male and female children equally. ICARE believes that leadership is in no way related to gender. It is the result of nurturing, educating and training. Seeing how gender equality is at the heart of improving the well being of women, men, girls and boys in every country,

it is naturally an integral part of ICARE's ideology. Therefore, gender equity is an indispensable component of all ICARE's policies, programs and projects.

The basis for ICARE's gender equity policy is the comprehensive education of the communities within which our partners and we work. This includes the men and women who currently lead the community, as they are the ones who can make immediate impact; but it also includes to a further extent the boys and girls of the community. The children are the agents of permanent change. They have the opportunity to be educated outside any historically misogynist tendencies that may exist within the country. The educational projects will pave the way for the eventual goal of equality between women and men. The ideologies within the education will contain the conviction voiced in the Beijing Platform for Action 1995<sup>2</sup>, "The advancement of women and the achievement of equality between women and men are matters of human rights and conditions for social justice. They are the only way to build a sustainable, just and developed society."

ICARE believes that if a sustainable, just and developed society is to be built, then certain issues must be addressed now. The issues stem from a basic understanding of the process of simply being fair to women and men. And since historic, social and economic factors currently prevent women and men from operating on a level playing field, ICARE is committed to providing measures that will help compensate for these disadvantages. "Gender equality means that women and men have equal conditions for realizing their full human rights and potential to contribute to national, political, economic, social and cultural development, and to benefit from the results" according to the Status of Women, 1996. It is when we succeed in this that we will truly be able to see "Today's Orphans" become "Tomorrow's Leaders."

## **b) Poverty Reduction**

Another guiding principle is the achievement of poverty reduction in country with our partners. We believe that the goals of reducing poverty and of achieving gender equity are distinct yet interrelated. Intrinsic to ICARE's projects is financial sustainability. The goal of any commercial venture is to finance the comprehensive project, and thereby provide the ability to sustain a decrease in both the number of poor and the extent of their deprivation. We agree with Canadian International Development Agency's (CIDA) Policy on Poverty Reduction of 1996<sup>3</sup> wherein it states, "This requires that the root causes and structural factors of poverty be addressed. Reducing poverty places a focus on people's capabilities to avoid, or limit, their deprivation. Key aspects of this are: recognizing and developing the potential of the poor; increasing their productive capacity; and reducing barriers limiting their participation in society.

Poverty reduction must focus on improving the social, economic and environmental conditions of the poor and their access to decision-making."

One of the primary weapons we have to combat poverty is education'. ICARE believes strongly in the education of the children that are put under our care. We will ensure that all of the children are provided with support that will maximize their potential while at the Home. We will also ensure that the children are taught the English language. This is because we at ICARE realize that English is the business language used in most countries today, and with the emergence of the Internet, it has become the common language of the world. Our desire is to see Today's Orphans become Tomorrow's Leaders, and the best way to accomplish that is to give them the tools necessary - and right now, a mastery of the English language is a necessary tool.

## **E. Coalition**

### **1. Overview**

ICARE believes that the only way to tackle the daunting problems facing today's developing nations and to fulfill the objectives outlined above is through coalition. This coalition is created by a partnership of either two or three parties.

#### **a) Partnership of Two**

In the first scenario, ICARE will work solely with a Host Country Partner, which may be a para church organization, a church, etc. This Partner will most likely have ongoing operations in the country, and wish to create a partnership with ICARE to

---

<sup>2</sup> Beijing Platform for Action - 1995

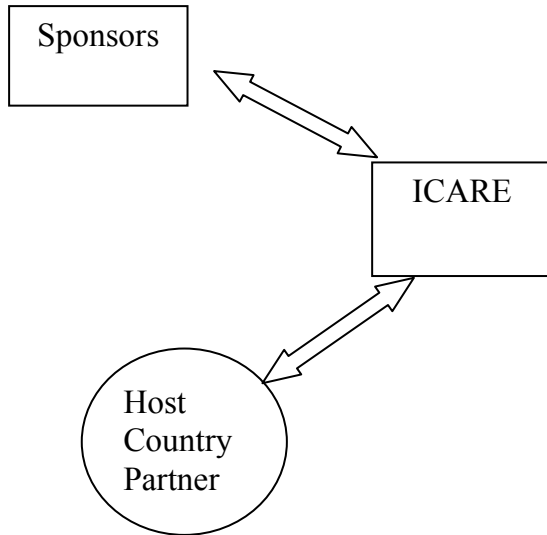
<sup>3</sup> CIDA, Policy on Poverty Reduction - 1996

establish the Children's Home and/or micro-enterprise. The Host Country Partner will appoint a Field Director, who will act as the liaison with ICARE. ICARE will contribute a portion or all of the finances to the project with the aid of Sponsors<sup>4</sup>.

Our partners are chosen on the basis of their long track record of integrity and effectiveness. In some cases the partners will already be engaged in the establishment of children's homes, and wish to partner with us

*For the purposes of this manual, ICARE will focus on this type of partnership.*

The structure, therefore, looks like the following



### **b) Coalition of Three**

In the second scenario, ICARE, a Host Country Partner and a Coalition Partner will come together to form a coalition. In this case, the Coalition Partner will be a Western church, para church organization, company, etc. which is interested in setting up and overseeing a project, but does not have the training or field of operations to do so.

ICARE will therefore connect the Coalition Partner to a Host Country Partner and provide services to the Coalition Partner to train and equip them. In this scenario, the Coalition Partner (and *perhaps* ICARE) will have Sponsors who contribute financially towards the project(s).

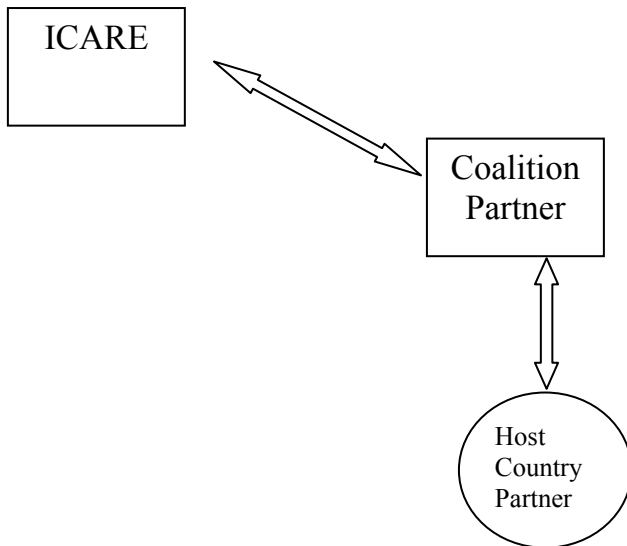
The Coalition Partner can fall into one of three categories:

- They wish to set up and oversee a Children's Home
- They wish to set up and oversee a micro-enterprise
- They wish to set up and oversee both a Children's Home and micro-enterprise

These three partners will work together in the following fashion:

---

<sup>4</sup> For more on the types of Sponsors, please refer to page 6.



*For more information on the Coalition Program, please refer to the Coalition Operations Manual.*

### **c) Others**

It is also the objective of ICARE to forge relationships with other NGOs that are addressing similar issues in the area in which the field projects are located. This policy reduces duplication, makes better use of resources, reduces risk and enables the various partners to focus on their strengths.

## **2. Sponsors**

Sponsors are an integral and vital part of our ministry. They are the people back in our home churches, workplaces, neighborhoods, etc. who have grasped onto the issue of children at risk, and wish to make a difference by financially supporting a Children's Home or a micro enterprise. At ICARE, we have outlined the different ways that Sponsors contribute in the following manner:

### **a) War Chest Sponsors**

These Sponsors help us gather the resources necessary to fight for the children at risk around the world.

### **b) Child Sponsors**

These Sponsors donate a monthly gift which provides for the food, shelter, clothing, medical care and educational costs of one child.

### **c) Business Sponsors**

These Sponsors give a one-time investment which covers the initial start-up costs of a micro enterprise which will help support the operation of a children's home.

### **d) Home Sponsors**

These Sponsors give a sum of money which covers the total cost of a Children's Home including facilities, staffing and child care for year one.



#### **e) Professional Support**

These sponsors provide their professional expertise on a voluntary basis to give technical support for the care of the children. These may include medical, psychological, counseling, teaching, legal, engineering, transportation and other specific expertise.

### **3. Host Country Partner**

The Host Country Partner (a par church organization, a church, etc.) will most likely have ongoing operations in a foreign country, and wishes to create a partnership with ICARE to establish a Children's Home and/or micro-enterprise.

The Host Country Partner will appoint a Field Director, who will act as the liaison with ICARE. The specific duties and responsibilities will be outlined in the description of the Field Director<sup>5</sup>.

### **4. Area Director**

An Area Director is a representative of ICARE who is assigned to monitor and support a particular region. This person is the primary liaison between ICARE and the Host Country Partner. Whenever the Host Country Partner is communicating to ICARE's corporate office, their communications should be addressed to the Area Director.

The responsibilities of an Area Director are extensive. The Area Director is, in effect, responsible for any and all activities relating to the project(s).

#### **a) Responsibilities**

- The Area Director is responsible for carrying out the requirements of the Mission Statement in the areas of project identification, project research, project development, project start-up, personnel recruitment and the development of relationships.
- The Area Director is responsible and accountable for all the activities and actions of the Field Director, the Children's Home Director and the Enterprise Development Director.
- The Area Director is responsible to provide leadership, direction, guidance, training, development and support to the Field Director, and indirectly to the Children's Home Director and the Enterprise Development Director.
- The Area Director is responsible for the recruitment of the Field Director, and indirectly the Children's Home Director, the staff of the Children's Home, the Enterprise Development Director, and micro-enterprise staff. He or she is also responsible for the development of relationships between these parties.
- The Area Director is responsible to maintain the integrity of all activities related to the operations of the Children's Home and micro-enterprise venture.
- The Area Director is responsible for all proposals, reporting, monitoring and evaluation of the Children's Home and micro-enterprise venture.
- The Area Director is responsible for working with all appropriate government officials and agencies to ensure all legal requirements of that country are properly met and followed.
- The Area Director is responsible for the location of capital and all financial matters relating to his or her area of responsibility necessary to develop and maintain the Children's Home and/or micro-enterprise venture.
- The Area Director is responsible to personally visit the "field" of operation to assist the Field Director, the Enterprise Development Director and the Children's Home Director regarding the development and ongoing operations of the projects.

This covers the full extent of the responsibilities of the Area Director. The way these responsibilities are walked out is essentially the duties of the Area Director.

#### **b) Duties**

The duties constitute a guideline for the Area Director in carrying out their responsibilities. Some of these duties may be delegated to the Field Director (who acts as the representative of the Host Country Partner) or the Children's Home Director and/or the Enterprise Development Director. However, these duties must be clearly assigned so that there is no confusion regarding the completion of a task. This will preempt misunderstandings and power struggles regarding authority.

---

<sup>5</sup> See page 11

### ***(i) Project Identification - Children's Home***

- Site location and logistics
- Site options - purchase, lease, rent, etc.
- Building design, location and construction logistics
- Building cost, construction budgets, etc.
- Operating cost projections and budgets (short and long term)
- Operational considerations (equipment, supplies, etc.)
- Basic needs identification (sources of food, water, education, medicine, etc.)
- Staffing (Director, workers, terms, etc.)
- Other support as necessary

### ***(ii) Project Identification - Micro-Enterprise Venture***

- Reviews and makes recommendations on target identification - selection of potential ventures, opportunities, etc.
- Reviews and makes recommendations on target research - market study, statistics, analysis, etc. - submits for ICARE recommendations
- Reviews and makes recommendations on micro-enterprise plan(s) - revenue, expenses, profitability, competition, strategy, etc. - submits for ICARE recommendations
- Gives guidance and direction to Enterprise Development Director
- Reviews and makes decisions on final micro-enterprise plan
- Ensures proper financing is in place Monitors and assists with venture start up Ensures proper and complete implementation of plan
- Gives other support as necessary

### ***(iii) Project Research***

- Conducts personal research on project
- Reviews and makes recommendations based on research
- Obtains information from governments, organizations, businesses and agencies
- Supports all findings with documents and keeps a file on all data
- Provides other support as necessary

### ***(iv) Project Development***

- Provides leadership to personnel
- Provides management assistance and direction
- Give administration support as needed
- Acts as a liaison between all parties involved
- Gives others support as necessary

### ***(v) Project Start Up***

- Obtains approval for all plans prior to start up
- Insures all operational requirements are met
- • Coordinates all logistical requirements
- • Ensures all contractual requirements are legally and fully completed
- • Ensures all financing, budgets, etc. are in place
- • Ensures proper staffing is in place
- • Other support as necessary

○ **Recruitment of Personnel**

(For more on Personnel, please refer to page 67)

Ensures personnel are committed to the project's philosophy, values, principles, purpose, policies and objectives  
Selects from among several candidates whenever possible  
Reviews all options with ICARE before final selection  
Selects candidates based on established criteria  
Performs background checks on all final candidates  
Ensures all personnel have duties and responsibilities clearly defined in writing  
Ensures all personnel have means of personal support if not paid by Host Country Partner  
Recruits the Field Director  
In conjunction with the Field Director, recruits Children's Home Director  
In conjunction with the Field Director, recruits Enterprise Development Officer  
Other duties as necessary

(vi) **Development of Relationships**

Ensures open and effective lines of communication exist between all parties  
Personally and regularly communicates with the Host Country Partner  
Facilitates relationship building between and with all parties  
Ensures disputes, disagreements or parties are resolved properly  
Any other action as necessary

(vii) **Accountability of Personnel and Operations**

Ensures Minimum Standards of Care and other requirements are clearly communicated to all personnel  
Ensures Minimum Standards of Care and other requirements are met or exceeded  
Maintains and ensures regular reporting procedures  
Conducts annual personal visits  
Completes written field reports annually  
Other actions as necessary

(viii) **Leadership**

Provides spiritual, practical and personal guidance to all personnel as required  
Gives support to personnel with respect to their duties and responsibility  
Provides or arranges for training in pertinent areas for all personnel as needed  
Facilitates personal development of personnel  
Ensures the successful development of all projects  
Gives direction and guidance to all projects  
Provides for corrective action as required to personnel  
Ensures all conduct and activities of personnel and projects are done in accordance to Biblical standards

(ix) **Operations of Children's Homes and Enterprise Ventures**

Monitors and reports all activities to ICARE through written reporting procedures, verbal communication, personal inspections and personal evaluations  
Ensures that Minimum Standards of Care for children are met  
Ensures all other operational procedures are followed

(x) **Communication**

Submits all reports to ICARE as required on a consistent and regular basis as established  
Facilitates regular and consistent communication of activities of field personnel to all donors, supporters and other coalition members  
Maintains frequent contact with the Field Director, Children's Home Director and Enterprise Development Director  
Ensures proper and full completion of reports from all field personnel  
Ensures necessary field communication equipment is in place (e.g.: fax, email, phone, etc.)

(xi) **Legal and Governmental Requirements**

Ensures all proper government authorities are contacted  
Ensures all proper government documentation is processed  
Ensures all legal requirements are met and adhered to  
Ensures proper authority to operate as a Non-Government Organization is obtained  
Ensures all operational activities fall within laws and regulations of the country

(xii) **Finances**

Ensures all financial dealings and transactions are documented and supported Establishes capital and operating budgets in conjunction with appropriate personnel Submits all budgets to ICARE for recommendations Monitors actual field expenses in relation to established budgets through reporting procedures Advises ICARE on financial status of the project Has final authorization for all field expenditures Prepares all necessary financial reports as required Ensures integrity in all financial dealings Acts swiftly and appropriately regarding any misuse, misconduct or abuse of finances

**(xiii) Location of Capital**

Networks with and solicits funds from businessmen, corporations, and other organizations and groups Liaisons and communicates with ICARE regarding raising capital Ensures proper flow of funds to the Home Ensures proper documentation and receipts are issued

**(xiv) Travel to Field of Operations**

- Personal visit at least one time a year
- Encourages and facilitates travel for donors, supporters and other key individuals

## **5. Field Director**

The Field Director, who will act as the Host Country Partner's representative, will be appointed with the input from the Host Country Partner, as well as the Area Director, in accordance with the policies and procedures set by ICARE. This person will oversee all the field projects (the Children's Homes and micro-enterprises) in a particular region, and will act as a liaison between the Children's Home Director, the Enterprise Development Director and the Area Director. The Field Director is directly accountable to the Area Director and must hold to the same philosophy, values, principles, goals and objectives as those of ICARE and the Host Country Partner.

As the Area Director cannot be on the field at all times, it will become necessary for some of his/her duties to be fulfilled by the Field Director. Whereas ICARE holds the Area Director ultimately responsible for these duties, the Area Director will hold the Field Director ultimately responsible for representing their interests in these areas.

### **a) Duties**

The Field Director's duties therefore are the following:

**(i) *Project Identification - Children's Home***

- Site location and logistics Site options - purchase, lease, rent, etc. Building design, location and construction logistics Building cost, construction budgets, etc.
- Operating cost projections and budgets (short and long term)
- Operational considerations (equipment, supplies, etc.)
- Basic needs identification (sources of food, water, education, medicine, etc.)
- Staffing (Director, workers, terms, etc.)
- Other support as necessary

**(ii) *Project Identification- Enterprise Venture***

- Assists the Enterprise Development Director in his/her duties and responsibilities
- Monitors the activities of the Enterprise Development Director on behalf of the Area Director

**(iii) *Project Research***

- Conducts personal research on the project and makes recommendations to the Area Director
- Obtains information from governments, organizations, businesses and agencies Supports all findings with documents and keeps a file on all data. Provides other support as necessary

***(iv) Children's Home Development***

- Develops site options and submits proposals to the Area Director Develops building program options and submits proposals to the Area Director

***(v) Project Start Up***

- Commences start up only after approval from the Area Director Ensures all operational requirements are met Coordinates all logistical requirements Ensures all contractual requirements are legally and fully completed Ensures all financing, budgets, etc. are in place Ensures proper staffing is in place Other support as necessary

***(vi) Recruitment of Personnel***

*(For more on Personnel, please refer to page 67)*

- Ensures personnel are committed to the Home's philosophy, values, principles, purpose, policies and objectives Selects from among several candidates whenever possible Reviews all options with Area Director before final selection Selects candidates based on established criteria Performs background checks on all final candidates Ensures all personnel have duties and responsibilities clearly defined in writing Ensures all personnel have means of personal support if not paid by Host Country Partner In conjunction with the Area Director, recruits Children's Home Director In conjunction with the Area Director, recruits Enterprise Development Director Other duties as necessary

***(vii) Development of Relationships***

- Ensures open and effective lines of communication exist between all parties Personally and regularly communicates with the Area Director Facilitates relationship building between and with all parties Ensures disputes, disagreements or parties are resolved properly Any other action as necessary
- 

***(viii) Accountability of Personnel and Operations***

- Ensures Minimum Standards of Care and other requirements are clearly communicated to all personnel Ensures Minimum Standards of Care and other requirements are met or exceeded Maintains and ensures regular reporting procedures Conducts personal visits to projects Other actions as necessary

***(ix) Leadership***

- 
- Provides spiritual, practical and personal guidance to all personnel as required Gives support to personnel with respect to their duties and responsibility Provides or arranges for training in pertinent areas for all personnel as needed Facilitates personal development of personnel Ensures the successful development of all projects Gives direction and guidance to all projects Conducts corrective action as required to personnel Ensures all conduct and activities of personnel and projects are done in accordance to Biblical standards

***(x) Operations of Children's Homes and Micro-Enterprise Ventures***

- Monitors and reports all activities to the Area Director through written reporting procedures, verbal communication, personal inspections and personal evaluations Ensures that Minimum Standards of Care for children are met Ensures all other operational procedures are followed

***(xi) Communication***

- Submits all reports to the Area Director as required on a consistent and regular basis as established Maintains frequent contact with the Children's Home Director and Enterprise Development Director Ensures proper and full completion of reports from all field personnel Ensures necessary field communication equipment is in place (e.g.: fax, email, phone, etc.)

***(xii) Legal and Governmental Requirements***

- Ensures all proper government authorities are contacted Ensures all proper government documentation is processed Ensures all legal requirements are met and adhered to Ensures proper authority to operate as a Non-Government Organization is obtained Ensures all operational activities fall within laws and regulations of the country

***(xiii) Finances***

- Ensures all financial dealings and transactions are documented and supported Establishes capital and operating budgets in conjunction with appropriate personnel Submits all budgets to the Area Director for recommendations Monitors actual field expenses in relation to established budgets through reporting procedures Advises the Area Director on financial status of the projects) Must seek final authorization for all field expenditures Prepares all necessary financial reports as required Ensures integrity in all financial dealings
- Reports to the Area Director quickly regarding any misuse, misconduct or abuse of finances

***(xiv) Travel to the Children's Home***

- • Conducts frequent personal visits
- • Facilitates travel arrangements and logistics for out of country guests

## **6. Children's Home Director**

A Children's Home Director will be appointed with the input from both ICARE and the Host Country Partner in accordance with the policies and procedures laid out by ICARE. This Director will oversee the daily operation of the Children's Home and report to the Field Director on a regular basis. The Children's Home Director is directly accountable to the Field Director and must hold to the same philosophy, values, principles, goals and objectives as those of ICARE and the Host Country Partner.

The Children's Home Director is responsible to form and regularly meet with a local council of advisors comprised of a minimum of three persons, one being the Field Director. These people can be local church leaders, business leaders, lay leaders or other mature Christians.

### **a) Duties**

The duties of the Children's Home Director include the following:

***(i) Project Identification - Children's Home***

- Site location and logistics

- • Site options - purchase, lease, rent, etc.
- Building design, location and construction logistics
- Building cost, construction budgets, etc.
- Operating cost projections and budgets (short and long term)
- Operational considerations (equipment, supplies, etc.)
- Basic needs identification (sources of food, water, education, medicine, etc.)
- Staffing (workers, terms, job descriptions, etc.)
- • Other support as necessary

### ***(ii) Project Research***

- Conducts personal research on project and makes recommendations to the Field Director
- Obtains information from governments, organizations, businesses and agencies
- Supports all findings with documents and keeps a file on all data
- Provides other support as necessary

### ***(iii) Project Start Up***

- Commences start up only after approval from Field Director

- Ensures all operational requirements are met Coordinates all logistical requirements
- Ensures all contractual requirements are legally and fully completed
- Ensures all financing, budgets, etc. are in place
- Ensures proper staffing is in place
- Other support as necessary

**(iv) Recruitment of Personnel**

*(For more on Personnel, please refer to page 67)*

- Ensures personnel are committed to the Home's philosophy, values, principles, purpose, policies and objectives
- Selects from among several candidates whenever possible
- Reviews all options with Field Director before final selection
- Selects candidates based on established criteria
- Performs background checks on all final candidates
- Ensures all personnel have duties and responsibilities clearly defined in writing
- Ensures all personnel have means of personal support if not paid by Host Country Partner
- In conjunction with the Field Director, recruits House Parents and Children's Home Staff
- Other duties as necessary

**(v) Development of Relationships**

**(vi) Accountability of Personnel and Operations**

- Ensures Minimum Standards of Care and other requirements and policies are clearly communicated to all personnel  
Ensures Minimum Standards of Care and other requirements and policies are met or exceeded
- Maintains and ensures regular reporting procedures
- Conducts regular personal visits to Home (if not living on site)
- Other actions as necessary

**(vii) Leadership**

- Provides spiritual, practical and personal guidance to all personnel as required
- Gives support to personnel with respect to their duties and responsibility
- Provides or arranges for training in pertinent areas for all personnel as needed
- Facilitates personal development of personnel
- Ensures the successful development of the project
- Gives direction and guidance to the Home
- Conducts corrective action as required to personnel
- Ensures all conduct and activities of personnel and projects are done in accordance to Biblical standards

**(viii) Operations of Children's Homes**

- Monitors and reports all activities to the Field Director through written reporting procedures, verbal communication, personal inspections and personal evaluations
- Ensures that Minimum Standards of Care for children are met
- Ensures all accounting and administrative activities are kept current and up to date
- Ensures all other operational procedures are followed

**(ix) Communication**



- Submits all reports to the Field Director as required on a consistent and regular basis as established
- Maintains frequent contact with the Enterprise Development Director
- Ensures proper and full completion of reports from all staff
- Ensures necessary field communication equipment is in place (e.g.: fax, email, phone, etc.)

**(x)            *Legal and Governmental Requirements***

- Ensures all proper government authorities are contacted
- Ensures all proper government documentation is processed
- Ensures all legal requirements are met and adhered to
- Ensures proper authority to operate as a Non-Government Organization is obtained
- Ensures all operational activities fall within laws and regulations of the country

**(xi)            *Finances***

- Ensures all financial dealings and transactions are documented and supported
- Establishes capital and operating budgets in conjunction with appropriate personnel
- Submits all budgets to the Field Director for recommendations
- Monitors actual field expenses in relation to established budgets through reporting procedures
- Advises the Field Director on financial status of the project
- Must seek final authorization for all field expenditures
- Prepares all necessary financial reports as required
- Ensures integrity in all financial dealings
- Reports to the Field Director quickly regarding any misuse, misconduct or abuse of finances

**(xii)           *Travel to the Children's Home***

- Conducts frequent personal visits (if not living on site)
- Facilitates travel arrangements and logistics for out of country guests

## **7. Children's Home Staff**

The staff of the Children's Home can be categorized in two groups: House Parents and other staff. The House Parents will be hired with the input of the Children's Home Director, the Field Director and the Area Director in accordance with the policies and procedures laid out by ICARE. House Parents will be a married couple, will reside in the Children's Home, and will run the daily operations of the Children's Home.

The House Parents must fulfill all the requirements laid out in the section "Personnel" (found on page 67). They must also be able to satisfy all the Minimum Standards of Care (beginning on page 24). The specific job functions that each House Parent fulfills will be decided by the Children's Home Director.

The other staff of the Children's Home will include workers who fulfill domestic functions such as (but not limited to) cooking, cleaning, laundry and gardening. These staff members will not necessarily live in the Children's Home. They will be hired by the Children's Home Director in accordance with the policies and procedures laid out by ICARE. Their job descriptions will be developed by the Children's Home Director with input from both the Field Director and the Area Director.

## **8. Enterprise Development Director**

The Enterprise Development Director will be appointed with the input of Area Director and the Field Director in accordance with the policies and procedures laid out by ICARE. This person will oversee the daily operation of the micro-enterprise that ultimately contributes to the running of the Children's Home. The Enterprise Development Director is directly accountable to the

Field Director and must hold to the same philosophy, values, principles, goals and objectives as those of ICARE and the Host Country Partner.

**a) Duties**

The duties of the Enterprise Development Director involve the following:

**b) Project Identification - Enterprise Venture**

*(i) Submit all plans and proposals to the Field Director for approval prior to action being taken*

*(ii) Initial research and recommendations Defines target and research*

*(iii) Develops and submits for approval a detailed business plan which includes:*

- General overview
- Justifications
- Market research
- Economic evaluations
- Legal, tax and other regulations
- Environmental health and safety considerations Marketing strategies
- • Operations plan
- • Capital requirements and justifications
- • Financial plan including revenues, expenses, budgets and profits

*(iv) Adjusts business plan to recommendations*

*(v) Submits a logistical plan Other operations considerations including equipment, supplies, etc.*

*(vi) Projects proper staffing (managers, workers, terms, etc.)*

*(vii) Implements business plan upon final approval of the Area Director and Field Director*

*(viii) Other activities as necessary*

**c) Project Research**

*(i) Defines potential target industries, enterprise sectors, businesses, etc.*

*(ii) Conducts personal research on project and makes recommendations to the Field Director and the Area Director*

*(iii) Obtains information from governments, organizations, businesses and agencies*

*(iv) Supports all findings with documents and keeps a file on all data*

*(v) Refines and details research to a specific target agreed upon by the Area Director and the Field Director*

*(vi) Accepts guidance and direction on research direction from the Field Director*

**d) Project Start Up**

*(i) Commences start up only after approval from Field Director*

*(ii) Ensures all operational requirements are met*

*(iii) Coordinates all logistical requirements*

*(iv) Ensures all contractual requirements are legally and fully completed*

*(v) Ensures all financing, budgets, etc. are in place*

*(vi) Ensures proper staffing is in place*

*(vii) Other support as necessary*

**e) Recruitment of Personnel**

*(i) Ensures personnel are committed to ICARE's and the Host Country Partner's philosophy, values, principles, purpose, policies and objectives*

*(ii) Selects from among several candidates whenever possible*

*(iii) Reviews all options with Field Director and Area Director before final selection*

*(iv) Selects candidates based on established criteria Performs background checks on all final candidates*

*(v) Ensures all personnel have duties and responsibilities clearly defined in writing*

*(vi) Ensures all personnel have means of personal support if not paid by the Host Country Partner*

*(vii) In conjunction with the Field Director, recruits all staffing as required*

*(viii) Other duties as necessary*

**f) Development of Relationships**

*(i) Ensures open and effective lines of communication exist between all staff*

*(ii) Ensures open and effective lines of communication exist between him/her and the Field*

*(iii) Director and the Children's Home Director*

*(iv) Personally and regularly communicates with the Field Director*

*(v) Facilitates relationship building between and with all parties*

*(vi) Ensures disputes, disagreements or parties are resolved properly*

*(vii) Any other action as necessary*

**g) Accountability of Personnel and Operations**

*(i) Ensures business plan objectives, standards and other requirements are clearly communicated to all personnel*

*(ii) Ensures business plan objectives, standards and other requirements are met or exceeded*

*(iii) Maintains and ensures regular reporting procedures*

*(iv) Conducts general assessments of project Performs written evaluations of project*

*(v) Other actions as necessary*

**h) Leadership**

*(i) Provides spiritual, practical and personal guidance to all personnel as required*

*(ii) Gives support to personnel with respect to their duties and responsibility*

*(iii) Provides or arranges for training in pertinent areas for all personnel as needed*

*(iv) Facilitates personal development of personnel*

*(v) Ensures the successful development of all projects*

*(vi) Gives direction and guidance to all projects*

*(vii) Conducts corrective action as required to personnel*

*(viii) Ensures all conduct and activities of personnel and projects are done in accordance with Biblical standards*

**i) Operations of Micro-Enterprise Venture**

*(i) Monitors and reports all activities to the Field Director through written reporting procedures, verbal communication, personal inspections and personal evaluations*

*(ii) Ensures that acceptable working conditions and standards are met*

*(iii) Ensures business practices and activities conform to established business guidelines*

*(iv) Ensures all accounting and administrative activities are kept current and up to date*

*(v) Ensures all conduct and activities are done in accordance to Biblical standards*

*(vi) Ensures all other operational procedures are followed*

**j) Liaises with Children's Home**

*(i) Maintains an awareness of present and future needs*

*(ii) Develops and maintains a relationship with the Children's Home Director*

*(iii) Ensures a consistent source of funds and other resources to the Children's Home*

**k) Communication**

*(i) Submits all reports to the Field Director as required on a consistent and regular basis as established*

*(ii) Maintains frequent contact with the all field personnel*

*(iii) Ensures proper and full completion of reports from staff*

*(iv) Ensures necessary field communication equipment is in place (e.g.: fax, email, phone, etc.)*

**l) Legal and Governmental Requirements**

*(i) Ensures all proper government authorities are contacted*

*(ii) Ensures all proper government documentation is processed*

*(iii) Ensures all legal requirements are met and adhered to*

*(iv) Ensures proper authority to operate is obtained*

*(v) Ensures all operational activities fall within laws and regulations of the country*

**m) Finances**

*(i) Ensures all financial dealings and transactions are documented and supported*

*(ii) Ensure all financial practices conform to standards as outlined*

*(iii) Ensures all financial reports, statements, etc. are prepared and submitted to the Field Director as per schedule*

*(iv) Establishes capital and operating budgets in conjunction with appropriate personnel*

*(v) Submits all budgets to the Field Director as required*

*(vi) Monitors actual field expenses in relation to established budgets through reporting procedures*

*(vii) Advises the Field Director on financial status of the project*

*(viii) Must seek final authorization for all field expenditures*

*(ix) Ensures integrity in all financial dealings*

*(x) Reports to the Field Director quickly regarding any misuse, misconduct or abuse of finances*

**n) Travel to the Field of Operations**

*(i) Conducts frequent personal visits*

*(ii) Facilitates travel arrangements and logistics for out of country guests*

**9. Micro-enterprise Staff**

The staff of the micro-enterprise will be hired by the Enterprise Development Director in accordance with the policies and procedures laid out by ICARE. These staff members will run the daily operations of the micro-enterprise venture. Their job descriptions will be developed by the Enterprise Development Director with input from both the Field Director and the Area Director.

## 10. Organizational Structure

The following diagram details the structure of the partnership between ICARE and the Host Country Partner:

### Sponsors

### Area Director

(Assigned by  
ICARE)

### Field Director

(Assigned by  
Host Country Partner)

**Children's Home  
Director**

**Enterprise  
Development  
Director**

**Children's Home  
Staff**

**Micro-Enterprise  
Staff**

## II. SERVICES

When working with Coalition Partners, ICARE provides a range of services. For more on these services, please refer to the Coalition Operations Manual.

## III. COMMUNICATION

### A. *Responsibilities of the Area Director*

#### 1. General Information Reports

General reports will be used to keep all parties abreast of new developments in the various projects. In the Children's Homes, these reports will give information such as the welfare of the children, any needs of the Home, and any prayer requests. The report from the micro enterprise will address issues such as the operations of the project, the welfare of its staff and prayer requests.

General Information Reports may be given orally or by email by the appropriate person in the field to the Area Director on a monthly basis. However, when the Area Director receives such reports, he/she will complete the General Information Report form and submit a copy of it, either by mail or by fax to the ICARE corporate office. The forms for these reports can be found on page 102 (Children's Home form) and page 139 (micro-enterprise form).



## **2. Financial Information Reports**

### **a) Monthly**

A Financial Information Report<sup>4</sup> will be completed by both the Children's Home Director and the Enterprise Development Director (who may choose to delegate this responsibility to a staff member) and will be submitted to the Area Director on a monthly basis. These reports will cover income and expenditure amounts. The form is structured in such a way to follow closely with the budgets that the project will have set up in its initial stages. If, for some reason, the project has exceeded the proposed budget, then the person completing the form will have a section in which to offer a reason.

The forms for these Financial Information Report can be found on page 98 (Children's Home form) and page 136 (micro-enterprise form) and they may be submitted to ICARE's corporate office by email, fax or mail.

### **b) Annual**

A thorough financial report will also be submitted by the Children's Home Director and Enterprise Development Director to the Area Director on a yearly basis. This report will simply be a compilation of the monthly reports for that year. The same Financial Information form can be utilized for the annual report. A copy of this report will be submitted to the ICARE corporate office either by mail or by fax<sup>6</sup>.

4.

## **3. Field Reports**

A field report is an on-site evaluation that is conducted on a yearly basis by the Area Director of the Children's Home. This report will be submitted to the ICARE corporate office in writing, and both the Area Director and Children's Home Director will sign the report. The form for this report can be found on page 94. The purpose of the field reports is to ensure that all of the stated Minimum Standards of Care are being met, and to enable the Area Director to bring the prayers and greetings of all of the supporters in the West to the workers in the field on a personal level.

During these evaluations, the Area Director will meet personally with the Children's Home Director and his/her staff. It is recommended that the Area Director spend time alone with the both the Children's Home Director and then his/her staff to ensure confidentiality in this process. During the review, the Area Director will seek to ensure that all standards are being met and all needs are expressed, and to give general encouragement to the field workers.

It is, of course, recommended that the Area Director set aside time whilst in the country to meet with the Field Director to discuss the findings of these reports and to offer support and encouragement to this Director.

## **4. Emergency Reports**

Emergency reports will occur when an unexpected event has occurred. These reports will be given as quickly as possible to the person next in the chain of command, and should be passed up the line to the ICARE corporate office. Reports may be given orally, by email or by fax.

## ***B. Responsibilities of ICARE***

### **1. General Reports**

---

<sup>6</sup> For more on this report, please refer to the "Money Management" section on page 62. <sup>5</sup> For more on budgets, please refer to the "Money Management" section on page 62

ICARE will issue general reports to all ICARE sponsors and anyone else who requests the reports based on the information that is provided by the Area Director. These reports will take the form of regular email updates and newsletters twice a year. The reports will give information such as updates on the Home, the welfare of the children, any needs of the Children's Homes, the progress of the micro-enterprises and any prayer requests.

## **2. Financial Information Reports**

ICARE, by policy, has an annual financial audit done by an external auditor. This is helpful not only for accountability issues and governmental concerns, but also most foundations require it for solicitation of funding as well. ICARE will issue this annual audited statement to anyone who requests a copy.

## **IV. MINIMUM STANDARDS OF CARE - CHILDREN'S HOME**

### **A. Process of Choosing Children**

While ICARE does not mandate which children in a given area are to be chosen and which are not to be chosen, we do offer our experience as a guideline. To that end we require the following minimum recommendations be followed and fleshed out by each Area Director as their specific situation merits.

#### **1. Application to the Home**

Every home must have some form of application form that must be filled out before any consideration will be given to the child. We recognize that this sounds harsh considering that we are a missions based organization, but the fact remains that our type of ministry is frequently taken advantage of, and certain steps are necessary to prevent this type of action. ICARE provides an application form for the Host Country Partners, a copy of which can be found on page 83, but grants the leeway for Host Country Partner to design their own. If this is what the Host Country Partner wishes to do, ICARE simply requires that the form be submitted to the ICARE corporate office either by fax or by email for our approval.

##### **a) Necessary Information**

The following information is essential for the application form. It must include:

- Child's Name, Tribe/Caste, Language, Age and Sex
- Parental History (if possible)
- Family Situation
- Reason or Need for Admission
- Health History (if possible)
- Special Needs
- Schooling (if applicable)
- Names, Ages, Sexes, and Current Residence of Siblings
- Name of Guardian and What Authority They Have to Release the Child to the Home
- Has the Child Previously Applied to Reside in the Home
- Recommendation From a Community Leader (Pastor, Chief, Government Official)

##### **b) Person Submitting Application**

Applications can be submitted to the Home by any number of people depending on the situation and culture. However, it is recommended that the Area Director and the Field Director decide in advance from whom they will accept applications as this will relieve many a burden from the hands of the Children's Home Director and House Parents down the road. The following is a recommended list of peoples from whom ICARE has accepted applications in the past in different situations. This list is simply meant as a guide and should not be considered exhaustive. We recommend:

- Relatives
- Social Services
- Prisons
- Hospitals
- Other Christian Organizations
- Community Leaders
- Churches

#### **2. Procedure for Reviewing Application**

While the needs of the children in any given country are great, ICARE recognize that we can only meet the needs of a few. To that end, we try to touch as many lives as we can, but also accept that we must limit the number of children that we can take in. As hard a process that this is, we must also accept that not every child that applies to a home can be granted admission.

#### **a) a) Verifying Information**

As we have stated earlier, we recognize that this type of ministry can be targeted by those who would take advantage of our passion and our grace. To help deal with this issue, ICARE requires that the Children's Home Director verify the information included on the application (where applicable and possible).

Depending on who submits the application for the child, this may not be applicable to the situation, but where there is doubt, steps should be taken to verify. This could include petitioning the government for records, petitioning hospitals for information or even going to the village to speak with the Community Leader or Pastor. Any and all information obtained for this purpose must be kept on file with the child's application - whether accepted into the Home or not.

#### **b) b) Hierarchy of Choosing**

We recognize the sensitive nature of this point, yet are compelled to deal with it up front. Each Children's Home will be unique, and so the types of children chosen will be different to the individual situations. However, whatever the situation of the Home, there should be in place some form of understanding regarding which children will be accepted (with an obvious leeway given if the Spirit of the Lord moves in the hearts of all involved). We give two examples here:

**Sri Lanka:** This Home was started specifically for victims of the Tsunami. So while there are many children in that area who might need a place, this Home gives preference to these victims.

**India:** Here, because of the overwhelming need, the Home has set a specific hierarchy of children to be accepted. Preference is given to applicants in this order:

- (1) Children with no parents,
- (2) Children with single moms,
- (3) Children with single dads, and
- (4) Children with both parents alive but unable to care for the child.

In this Home, children with physical and mental disabilities will be considered, but only if there is a complete unity of all involved in the decision making. Children will only be accepted between 2 and 10 years of age.

ICARE again will allow the Area Director to work with the Field Director, Children's Home Director and House Parents to decide their own hierarchy, but requires that the final decision be written down and submitted for review to the ICARE corporate office by fax or by mail.

### **3. Procedures for Accepting/Rejecting an Applicant**

Again, we recognize the sensitive nature of this point, yet are compelled to deal with it up front. The accepting of children must be a group decision of those who will be working with the children on a day to day basis. Much prayerful consideration has to be given to each individual case, and proper account given to the circumstances of the Home. In addition to the established criteria for accepting children, the available room in the Home must be considered as well. Overcrowding children in a Home without adequate space or food is not acceptable to ICARE.

#### **a) Accepting**

If the child is accepted into the Home, the Children's Home Director must get the appropriate documentation to be kept in the child's permanent file. This includes the papers necessary to legally release the child into the custody of the Home, a birth certificate (where available) and any medical records (where available). A copy of these documents should be forwarded to the Area Director who will send them on to the ICARE corporate office by fax or by mail.

## **b) Rejecting**

If a child is not accepted - for any reason - a letter of explanation must be written by the Children's Home Director and a copy given to whomever offered the application. A copy of this letter must be kept on file by the Children's Home along with the original application.

## **B. Housing**

Housing is one of the most basic of human needs. Shelter is equated with safety, love and protection. ICARE realizes that cultural and regional issues must be given due regard when housing accommodations are being considered, but we also feel that there are certain standards that must be met "across the boards" regardless of culture or area. These minimum standards for housing will ensure that the children are properly housed and protected from the elements, and must be in place before any children will be accepted into the Home.

Through our own experience, ICARE understands that there are emergency situations that can arise after the Home is established which require relocation in an immediate time frame. Should this occur in a Home with which ICARE is partnered, ICARE would require that the Field Director contact the Area Director immediately. The Area Director would then give direction and instructions concerning what is acceptable in a short-term situation.

<sup>6</sup>For more considerations that must be taken into account when choosing the location for a Home, please refer to Safety & Security on page 76.

### **1. Structure**

#### **a) Repair**

Any building that is being considered for the housing of children must be in good structural repair. While some may think this terminology is vague, we feel otherwise. "Good structural repair" as a concept is general enough to establish appropriateness within all cultures and areas. ICARE's requirements are that the building is safe for all environmental conditions. This should take into account both the climate and any recurrent natural disasters that the area is susceptible to (e.g.: flood, earthquake, tornado, fire, etc.).

#### **b) Health & Safety**

Since safety of the children is paramount in discussions concerning the structure of the Home, there are a few other concerns that ICARE has in this regard. As is appropriate, security bars on the Home should be installed. We do not want to foster a sense of exclusion (even if it is only through appearances), but we also do not want to compromise on the safety of the children. Therefore, if it is deemed necessary by the Field Director, security bars should be installed on the Home.

There is one other structural issue that can have severe implications to the health of the children living in the Home, and thus should be addressed where it is applicable. In some areas, mosquitoes can pose a serious health threat to the children - especially at night when the kids are asleep. Malaria and Dengue Fever are both transferred through the bites of mosquitoes, and can have serious repercussions on the entire Home. Therefore, where it is applicable, ICARE requires that mosquito netting be put in place covering the windows and any areas open to the outside. It is also required that the children sleep under mosquito nets as well.

On a final note, ICARE does require that each Home be equipped with a fire extinguisher whenever this is possible. Our desire is to prevent any major problem before it arises, and a fire extinguisher can save many lives and much property. Therefore we believe that it is wise to equip every Home with one where it can be so done. See the separate policies for abuse prevention "A Safe Place", "Fire Safety" and Hurricane Preparedness" where applicable.

#### **c) Water**

Of paramount importance is that every Home must have its own water source. This can be a well, river or public sewer service, but it is imperative that the Home have its own water supply.

#### **d) Cultural Sensitivity**

It is also important to note that ICARE does not aspire for any Children's Home to be significantly better than the average property in the area. It is not that ICARE wants the children to remain in a bad situation. On the contrary, ICARE desires that these children become tomorrow's leaders in that country. To this end, it is important that the children are not raised to despise the standards of their country. Also, for safety reasons, the Home should not give any outsider the impression of wealth or intense Western influence. This can lead to feelings of resentment in the community at best, and to attacks and looting at worst.

## **2. Lighting, Heat & Ventilation**

Under the auspices of good structural repair, the requirement is that the structure should be safe for all environmental conditions. ICARE feels that although light, heat and ventilation fall under that mandate, special attention should be paid to them.

#### **a) Lighting**

Appropriate lighting will be dependent upon what is standard in the area. If there is no electrical resources to be had, then candles, lamps and adequate window space is required. There should be enough light within the structure to ensure that the children are not straining their eyes to study and read, and to ensure that the cleanliness of the Home is kept up.

#### **b) Heat**

in many areas the winter months can become bitterly cold. ICARE requires that proper steps be taken to ensure that any cold weather does not become a danger to the safety of the children in the Home. This can include having sufficient blankets for the beds, clothing for the children and an adequate heating source for the Home. With regards to the heating source however, it must be understood that it cannot be such as would propose a health hazard to the children in and of itself. Namely, any fireplace or wood burning heat source must have appropriate ventilation.

#### **c) Ventilation**

With regards to ventilation, the Home should take into account both internal and external ventilation. Internal ventilation would refer to the above stated situations, namely fireplaces or other fire-based heat and cooking sources. The home must be equipped with proper chimneys or pipes for the expulsion of hazardous smoke. External ventilation is more in reference to the temperature of the Home.

Just as some climates have extreme cold, others have extreme heat which the house must combat. In these situations, the Home must have some form of ventilation that will allow for airflow through the building. Adequate windows on the walls of the Home that allow for complete airflow throughout the Home is required. Again, ICARE realizes that extreme heat is relative to those who live in and are acclimatized to certain climates; however, the situation should not be such that the children cannot sleep because of the unbearably hot conditions, nor should the staff be unable to perform their jobs because of heat related issues.

## **3. Toilet, Bathing & Laundry Facilities**

The standards for toilet, bathing and washing facilities will depend upon the given situation of the area in which the Home is located. The appropriateness of these aspects of Home life is somewhat determined by cultural sensitivity. However, ICARE does have a few requirements that must be adhered to when evaluating the appropriateness of a structure for use as a Children's Home.

### **a) Latrines**

Included in the requirement is that every Home must have its own latrines / washrooms. Again, these can run the gambit, but the safety and health of the children must be ensured. As a baseline, there should be a minimum of one latrine for every six children. This latrine must be constructed or located in such a way as to ensure some sense of privacy.

### **b) Bathing**

As far as bathing is concerned, the children must be able to bathe in such a way as to ensure proper cleanliness. Inherent in this is the idea that a proper bathing facility must ensure privacy and a separation between sexes - especially with older children. Again, as a baseline, there should be at least one shower or bathing facility per six children.

### **c) Laundry**

Washing facilities in regards to clothing is the final piece to this equation. ICARE realizes that laundry facilities vary from culture to culture. This can be anything from a big rock to a washboard to a machine. The important point that ICARE requires is that the children's clothing be washed and kept clean for them (or by them) on a regular basis. Therefore, some form of laundry facility must be available for the Home. This could include a laundry room, laundry tubs, or some other arrangement, but each Home must have available laundry facilities for usage on a regular basis.

## **4. Food Storage & Preparation**

### **a) Food Storage**

The most important aspect relating to this area that ICARE is concerned with is the health of the children. It goes without saying that proper meals must be provided to the children on a daily basis, and that these meals must provide adequate nutrition for the well being of the children. But the storage and preparation of that food can play just as important a role in that well being.

ICARE requires that every Home have appropriate storage facilities for any foodstuffs that are kept in the Home. This basically means that the food is kept in an insect and rodent proof area. Realizing the limitations of certain areas, refrigeration is encouraged if possible. The storage area should be a separate area in the Home - meaning that it is not one of the common areas in the Home where people tend to congregate. This area should be kept clean at all times in order to limit the amount of dirt or contagions that could possibly come in contact with the food.

### **b) Food Preparation**

The food preparation area can be in the same area as the food storage, but this is not required. This room should however, be cleaned daily and especially after the preparation of each meal. As with the storage area (if this is located in a separate room) the food preparation room must not be a common area of the Home where children congregate. There must be adequate utensils for the preparation of food - including knives, cutting surfaces (other than the floor), a gas cooker (or other source of heat), adequate numbers of pots and cooking-ware, and adequate numbers of serving utensils.

To ensure the health and safety of the children, adults only should be allowed to use the cooking facilities, especially any gas burners or other heat sources. Older children can be allowed to observe and assist later, as the appropriateness of age and culture is realized. This decision would be in the hands of the Children's Home Director and/or Field Director.

All of the foodstuffs being prepared for consumption must be thoroughly washed before cooking in purified water to ensure removal of any dirt or contagion. If meat is being served to the children, it must have been properly stored or be fresh, and it must be fully cooked.

In relation to this, ICARE requires that every home be equipped with some form of water purification mechanism. This will cut down on issues such as cholera and other water-borne illnesses. How the water is purified will be dependent on both where the Home is located and what is available, but the water must be made safe for consumption by the children. Water purification can be done in many different ways, and ICARE will suggest (and may be able to provide) different options, but if nothing else is available, boiling the water is sufficient.

It is of utmost importance that proper cleaning facilities be located near the food preparation area. All of the cooking items must be washed with soap after each use, dried thoroughly and stored away from insects and rodents.

## **5. Dining Facilities**

Proper dining facilities for the Children's Home are important for the health of the children. ICARE's main focus in this area is to ensure that steps be taken to preclude things that might endanger their health. To this end, ICARE requires that there be adequate numbers of plates, utensils and cups. We define adequate to mean that there will always be one of each for every person in the Home. The children should not have to share cups, plates or utensils during the course of a meal.

As with the cooking utensils, all plates, cups and eating utensils must be washed with soap and dried thoroughly after each use. They should also be stored away from insects and rodents.

There should also be adequate space and seating for everyone in the Home to be served at a meal. This is as much for the comfort of the children, but it is equally important, and must be taken into consideration when regarding a building for use as a Children's Home. The area in which meals are served and eaten must be kept clean. After every meal this room should be thoroughly swept and cleaned. Any tables that are used for this purpose must be wiped down after every meal.

## **6. Recreation Facilities**

ICARE understands that children need to play, and we want to encourage this in all of our children. To this end, ICARE requires that every Children's Home have some area for recreation. If there is available space inside the Home, then there should be a dedicated "play room" for the children. If there is not that much available space, then the common rooms must be available for recreation if the weather does not permit playing outside.

ICARE also recommends that when a Children's Home is being set up, the Home be equip the "play room" with some board games and sporting equipment. The Field Director will have insight into which games and sports are both culturally relevant and appropriate.

ICARE desires that outdoor recreational areas be taken into consideration when deciding on an appropriate place for a Children's Home. There must always be a place for the children to run and play outside when the weather permits. Recreational time is integral to the health and emotional well being of children, and so it must not be circumvented. Many of the children who arrive at the Children's Home have not experienced a positive childhood, and playing is a big part of that.

## ***C. Emotional Care & Extent of Responsibility***

A full outline of the logistical requirements of staff members can be found in the "Personnel" section starting on page 67.

### **1. Emotional Care**

As the Children's Home will be just that - HOME - to the children and the House Parent's will be seen as such - PARENTS - to the children, there is a huge amount of responsibility that is being put on the shoulders of the Area Director and the Field Director, as well as those who work directly with the children. This is a long-term commitment that cannot be taken lightly. The children accepted into the Home must be treated just the same as a natural child would be. This includes not only physical care and protection, but emotional care and mentoring as well. The environment of the Home must be one in which the children feel safe, cared for and unconditionally accepted.

### **2. Extent of Responsibility**



## **a) Time in the Home**

ICARE also realizes that pragmatically speaking, the Home cannot be responsible (in a financial way) for every child for the rest of their lives. The ultimate goal is to integrate the children into their society so that they can develop into the leaders of that society. That being said, there will come a time when the "apron strings" will have to be cut. ICARE believes that the Home's responsibility to support a child at to develop life skills, as well as formal education appropriate to their capability.

The responsibility of the Home (and by extension, the Area Director and Host Country Partner) to a child once they have completed an education equivalent to that of 12th grade, cannot be legislated by policy or mandate. Each child will have their own relationship with the House Parents, sponsors, the Area Director and the Host Country Partner. How things are walked out will be greatly determined by these relationships.

Post-secondary academic or trade school education may be desired by a child. The responsibility of the Home in regards to the financing of this must be dealt with on a case by case basis. ICARE would encourage the Area Director and the Host Country Partner to strive to assist the child with such admirable goals, but the final decision must be made by the Home, the Area Director and the Host Country Partner. The effects on the Home should be weighed and considered. The logistics of such a situation must be worked out as well (e.g.: will the child continue to live in the Home, will the child work while attending post-secondary school, what will the child's responsibilities be with regards to working in the Home, and other such questions).

## **b) Marriage**

Another issue that may arise regarding the children once they have attained their basic education is that of marriages. As with post-secondary education, the responsibility of the Home in such an instance cannot be legislated. Different cultures expect different things of a bride or groom's "parents" in relation to a wedding. Dowries, paying for the service, receptions and even arranging the marriage are expected in different cultures. The Area Director, the Host Country Partner and the Home must anticipate such issues before they arise and decide what course of action they will take concerning them. Many of these issues will be determined by the relationship the child has with the House Parents, sponsors, Area Director and the Host Country Partner. ICARE has no set policy regarding such issues; however, we do encourage the Area Director and the Host Country Partner to be aware of them and to begin prayerfully considering all of them before the children reach the age where the decisions must be made.

## **D. Health & Medical**

Caring for the health of the children is one of the fundamental premises upon which any Home should be based. If the children are to become Tomorrow's *Leaders* then they must be as safe and healthy as possible. Our mandate is to care for the children as we would our own.

### **1. Medical Exams**

Wherever possible, ICARE strongly recommends that every child should be given a medical exam by a qualified medical practitioner upon acceptance into the Home. The results of that exam must be put in the child's permanent file.

Any time that the child has a medical condition that requires medical treatment by a professional medical practitioner, a written explanation of the incident must be put in the child's file. A copy of the form that ICARE requires to be filled out can be found on page 100. Once this form is filled out, a copy should be forwarded to the Area Director, and from the Area Director, on to the ICARE corporate office. This will allow everyone to be kept up to date on the medical issues, and thereby allow them to pray into any given situation more effectively.

### **2. First Aid Kit**

In addition, every Home that ICARE is affiliated with must have a first aid kit on site. This kit should be placed where it is accessible in the case of an emergency, but not where young children could stumble upon it and get into it. The first aid kit should have the following items in it:

2 x small wound dressing

1 x large wound dressing  
1 x eye pad  
4 x triangular bandages  
2 x non-stick dressing 5cm x 5 cm  
2 x non-stick dressing 10 cm x 10cm  
1 reel of low allergy adhesive tape  
4 x safety pins  
5 x pairs of disposable latex gloves  
2 x conforming bandages 6cm  
20 x wrapped adhesive dressings  
2 x crepe bandages 5cm  
1 x disposable apron  
1 x sealed eye wash  
4 x individually wrapped cleaning wipes  
An accident report book with forms (see page 81 for an example form)

Good hygiene should always be practiced. Disposable latex gloves and an apron should be used when dealing with broken skin, bodily fluids or feces. In some areas there could be a real issue of HIV/AIDS and Hepatitis B, and so these directives should be followed in every instance.

## **E. Education**

### **1. Value**

In order to make this more than just words on a page, we must give the children the skills necessary to carry out the promise of the future. Primary in this is education. ICARE holds the education of the children to be of utmost importance. Therefore we require that any child accepted into a Children's Home be given the best education available. This means that the child be enrolled in an educational facility that can offer the equivalent of a 12th grade education. Successful completion will depend on the capability of the child to complete the academic requirements.

### **2. Language**

ICARE strongly recommends that the educational facility include instruction in the English language or that it be provided by the Home though affiliation with an ESL program. This is not because ICARE wishes in any way to force foreign customs onto the children, nor is it based in a desire to see the English language gain any kind of supremacy throughout the world. Instead, ICARE simply realizes that English is the language of the business class in most of the world. And as the world moves closer and closer to a "global village" mentality, the ability to speak English will give the children a substantial head start in seeking leadership positions in their country and government. As the welfare of the children is our long-term goal, giving them every chance to succeed in the future would seemingly be expected of us.

### **3. Further Education**

As we have said, an English based education curriculum is highly favored for the children; however, we realize that this may not be available in all circumstances. Regardless of the language base, ICARE requires that all of the children be given opportunity for a high school equivalent education. This will give the child the choice of attending a post secondary school if they so desire. The Area Director and the Host Country Partner will have to make the decision regarding post secondary education for the children in their Home. If the child is gifted and so inclined, ICARE would suggest that the Area Director and the Host Country Partner (in conjunction with the child's sponsors if they wish to be involved) assist the child in obtaining educational grants or loans for the purposes of continuing their education.

The Area Director and the Host Country Partner should also consider that a child might not wish to attend post secondary school, but instead be interested in a trade school of some kind. In this instance, the same regard should be given concerning assisting the child financially.

ICARE does not believe in any type of discrimination between academic and trade education. Both of these are necessary for the development of any economy, and therefore should be encouraged in equal measure to the children. Though a child cannot

be forced to continue his or her education, the House Parents and Children's Home Director should be a constant source of encouragement to the children regarding the importance and value of education.

## **F. Sexual Education & Development**

### **1. Overview**

The children in the Home should be reared just like a parent's natural child. This includes sexual education and training concerning who the child is as a son or daughter of God. As a child grows, they will come to developmental stages wherein they begin to ask questions and wonder about both their own bodies and other people's bodies. It is important that the House Parents take the time to answer their questions honestly and Biblically. Often it is easier to teach the boys and the girls as a group (when they are of similar ages) separate from one another. This will help deal with embarrassment and allow for freedom in questioning. However, anytime a child asks a question, the House Parent should be prepared to answer it.

It is important to note that we, as Westerners, must not be seen as tramping on the values of the country or area of the Home. North America is traditionally seen by developing countries to be lax in our standards and values. We do not want to be equated in the minds of the local population with such stereotypes. To that end we must respect the boundaries of their culture unless they blatantly cross Biblical standards (e.g.: treating women abusively because of their sex). The Field Director and the Children's Home Director must have serious input into the walking out of such sensitive issues as sexual education of the children, as they are the ones who will be best able to discern between what is culturally relevant and what is cultural oppression. We, as outsiders, can only have knowledge *about* a country; we will never have true knowledge of the country. This is why nationals are so important in the running of the Home.

ICARE requires that any Children's Home with which we are associated have a structure in place for the education of children in the following areas:

- Biblical view of personhood,
- Self awareness,
- Opposite gender awareness,
- Relationships, and
- Biblical view of marriage and sexual relations.

### **2. Biblical View of Personhood**

From the moment a child is accepted into the Home they should be taught the Biblical concept of respecting persons. This should be modeled by the House Parents and staff - between each other and in their relationships with the children. Christian behavior by the workers in the Home will set the tone for the children.

#### **a) Golden Rule**

Whenever teachable moments present themselves, House Parents or staff should take the time to explain to the child (or children) about loving others, and treating others as better than ourselves (Philippians 2:3). This can help the children to understand why it is so important to be kind to one another. The "golden rule" of doing to others as you would have them do unto you is an important lesson in the development of a child. The concept leads automatically into other issues that children face including respecting each other's property (toys, etc.) and not being hurtful to each other in actions or words. Few things are as powerful in helping children understand the Biblical view of personhood.

#### **b) Individuality**

Another aspect of personhood that a child must come to understand is that they as an individual are special. Psalms 139 is a beautiful picture of how well God knows us individually. It is important that children understand the depth of God's knowledge of and love for them. This is the basic premise upon which self-respect should be built. Children cannot truly respect themselves if they do not honestly believe that anyone else does. The children should be taught that they are made in the image of God (Gen.

1). And most importantly the Home should imprint on the mind of every child Jeremiah 29:11, *"For I know the plans I have for you declares the Lord, plans to prosper you and not to harm you, plans to give you hope and a future."* Thereby all the children will know that they are all special. God made each one of them in His image for a specific purpose.

### **c) Safety**

Although sometimes difficult to talk about, the topic of children's safety must be broached. Children should be taught that their body is their own. And though we pray it never happens, there are those out there who would touch and use a child for their own depraved purposes. Children should be taught that some touching is inappropriate and not right. It is important that this be done delicately and by a House Parent with whom the child has formed a bond.

ICARE believes that it should be done while the child is young, but not before the age of 5 or 6. This is based on the belief that if it is done too early it could create a phobia in the child and damage their development. ICARE does not want to harm the child, but neither would we want to create a situation in which younger children are vulnerable. Thus, the House Parents and the Children's Home Director should make the decision at what age each child should be talked with. Their prayerfully considered decision should be respected; however, the discussion must take place by the time the child enters school.

## **3. Sexual Education**

Accepting again that there are cultural norms that must be taken into account, ICARE requires that the children in any Home with which we are associated to have a basic structure in place to educate the young men and women regarding sexual maturation and relationships.

### **a) Self Awareness**

ICARE believes that both boys and girls should be formally instructed in areas regarding their bodies and the changes that they will go through during puberty. The Home should be ready to set aside time for class-like structure in which boys and girls can be taught about their bodies, separately from the other sex. This should be done somewhere around the ages of 4-6 years old. The purpose behind this is to answer the most basic questions that children have about themselves before they become confused or misinformed by others.

Again, we stress that children will often ask questions whenever they have them, so House Parents should be ready to answer these questions fully and Biblically. It should be noted however, that often adults give a curious child much more information than they are really asking for. That being said, the House Parents should answer the questions asked of them frankly, using the appropriate anatomical terms, but should be sure of what the child is asking and only answer what they want to know.

Young girls will have more than just body recognition to deal with in their early years. Girls should, in addition to basic body development and awareness, be taught what to expect regarding menstruation. This can be a traumatic event in a young girl's life if she is not properly educated concerning it. The average age of the onset of menstruation can differ from country to country, therefore when this should be taught will differ in each home. In most countries, however, it would not be unreasonable to introduce this information to girls between the ages of 9 - 11 years old. The important issue is simply that the girls be educated before they reach their age of menstruation.

### **b) Opposite Gender Awareness**

As the children in the Home become older, it will become more and more obvious to them that girls and boys are different. Often this can lead to wild speculation and misinformation being spread through the children's understanding of each other. Explaining the difference between boys and girls can be a difficult proposition for any adult, but it is a necessary part of a child's developmental learning process, and therefore must be done in the Home.

Once again, this should be done in a structured setting with the boys and girls separated from one another to help with feelings of embarrassment and to allow for freer questioning. The children do not have to be educated in every aspect of the opposite sex's maturation process. This is basically a time to explain that there are differences between them, including anatomical physiology and biological functions.

The time frame on this, like the prior section, should be set based on the children in the Home. Any time an instructional moment can come proactively this is better than having to deal with an issue reactively. Therefore ICARE believes that the best time for

such an education would be in the age range between 9 - 11 years old. This could differ depending on the area of the Home and the children in the Home, but it should take place before a majority of the children have reached puberty.

### **c) Sexual relationships**

Possibly at the same time as opposite gender awareness is being taught, there should be some instruction on the basics of sexual relationships. The basis upon which this must be taught is the sanctity of marriage and the purity of the marriage bed. The children must know that sex is a beautiful thing created by God for both the expression of love between a husband and wife and for procreation. The age-old question of "where do babies come from?" could come up before such an instructional time is scheduled, and again the House Parents must not shy away from the question or the answer. However, they should inquire of the child exactly what they are asking so as to only answer their specific inquiry.

### **d) Related Issues**

The Field Director and Children's Home Director will have more input on the following issues than we can hope to, yet ICARE believes them to be worthy of consideration for discussion with the children. The reality in most of the world is that sexually transmitted diseases and AIDS are wreaking havoc on the population and young people specifically. The children in the Home may need to be taught about the realities of sex outside of the intended realm of marriage. Pregnancy out of wedlock may also need to be discussed. We realize that these may be highly charged subjects with the children in the Home. Our desire is not to put a blanket of shame on these children or to imply that their parents were sinful people. On the contrary, the goal in discussing such topics would be to explain the inherent safety and security that comes from following the mandates of the Lord. We understand though, that as good as our intention might be on the issue, these topics may not be appropriate. The Field Director and Children's Home Director must be the ones who decide what is necessary and what is not on these issues.

## **4. Relationships**

The one inescapable reality of a Children's Home is that no matter what age the children come into the Home, they inevitably grow up. Our goal is to develop mature, Godly leaders through the Home. One aspect of this is that *Tomorrow's Leaders will be adults*, and with adulthood comes a myriad of issues - not the least of which is relationships with the opposite sex. We realize that no one can ever be completely prepared for everything that will come up concerning relationships; however, ICARE believes that the children deserve to be given as many tools as possible to help them towards healthy relationships and marriages. We do not want to see a highly motivated and educated child come out of the Home on a course for leadership and be derailed by a bad relationship from which we could have protected them. Thus, it is important that the children be taught the realities of relationships from the very people who are modeling them on a daily basis -- the House Parents.

### **a) Awareness of & Understanding**

As the children learn about themselves and then about the opposite sex and marriage, they will begin to think of themselves in those realms. It is to be expected that relationships will become a topic of inquiry in their minds, especially as they develop and begin to have feelings for others. It is during this time that the House Parents will become even more of a role model for the children. It is within the relationship of these husbands and wives that the children will see marriage walked out. This is how their expectations of marriage will be formed.

Therefore, the House Parents should take up the responsibility of teaching the children about marriage and the Biblical roles of a husband and wife. The children should be taught about not being unequally yoked, and encouraged to only marry another Christian. The House Parents should mentor the children in communication and respect within a marriage. The children should also be made aware of the House's policies regarding relationships of the children. These should be discussed with the children before there is an issue concerning them.

### **b) Dating**

Dating may not even be an issue in some cultures and ICARE respects this situation. If the Home is located in a certain area and the Field Director and Children's Home Director believe that dating would be disruptive to the community or inappropriate, then the children will not be allowed to date and that will be the Home's policy.

If however, the Home is located in an area where the Field Director and Children's Home Director do not believe that dating would be disruptive to the community or inappropriate, then dating will be allowable under certain restrictions. As the education of the children is a priority of the Home, ICARE does not allow children to date before the age of 16 at the earliest. The Children's Home Director and the House Parents will make the final decision on whether or not that is too young and may, if they deem it necessary, push the minimum age back further.

ICARE believes in being sensitive to the culture in which a Home is located, but does have certain requirements that must be adhered to concerning dating. Dates must be chaperoned. This can include group activities or actually having a House Parent be present with the child at all times on the date, but dating wherein two individuals spend time alone outside of the Home will not be allowed while the child is living in the Home. Courting, and spending time at the Home will be allowed if the House Parents so choose, but again, there will not be time spent alone between a young boy and girl in private areas of the Home.

In some circumstances Homes are large and interests could develop between a boy and a girl living in the same Home. ICARE's position on this is that children who live in the same Home will not be allowed to be involved with one another while they both live at the Home. If one or both of them leave the home after their education is finished as adults, and would like to pursue a relationship with one another, we have no issue with this situation. Our concern is simply the disruption and hardship put on the House Parents and the other children in the Home if a "dating couple" were to be living in the same house.

One other issue that may arise in some cultures is the topic of arranged marriages. ICARE would never condone a situation wherein a child in a Home was forced to marry someone against their will or better judgment. If however, a child asks a House Parent for assistance in finding a mate, then that decision lies with the House Parent and child. But even still the child will always have the right to say no. We realize that this could be a difficult issue, but we trust that the House Parents would prayerfully consider any such request before making any decision.

### **c) Marriage**

Marriage may seem like a strange topic to be in a manual concerning a *Children's Home*, however it should be touched on as well. As we have explained earlier, the minimum goal that the Home has to a child is to provide the opportunity for a basic, high school equivalent education. No marriage would be allowed involving a child in the Home before that education was completed. It is simply that important.

However, past that original responsibility, a child may stay in the Home longer to do postsecondary academic or trade education'. If such a situation arises, where a child is continuing their education but desires to marry, they are an adult and able to make such decisions for themselves. Obviously, once married they would need to move out of the Home, but the situation beforehand must be dealt with as well. If the child desires to continue to live in the Home until the wedding, ICARE would require them to attend premarital counseling with a local pastor prior to the wedding. This is not to be dictatorial one last time before the child leaves, instead it is simply a way to ensure that the child be given everything we have to offer before they become a part of their own household.

Inherent in weddings are issues such as dowries, services, receptions and honeymoons - just to name a few. Obviously different cultures have different traditions, but at this point we wish to discuss the financial aspect of this subject. Any financial assistance that the Area Director, Host Country Partner, sponsor, or House Parents want to offer is completely up to them, and we expect, will be based on their relationship with the child. ICARE desires that the House Parents and the Area Director and the Host Country Partner think of the children as they would their own in these situations, but outside of this has no policy on financial obligations relating to marriage<sup>7</sup>.

---

<sup>7</sup> For more on this subject, please refer to the section entitled "Education" on page 33

## **G. Spiritual Matters**

### **1. Statement of Faith**

The following is ICARE's statement of faith. We ask that Area Directors and Field Directors sign an agreement to this statement to ensure that the teaching and direction in the Children's Homes is uniform.

We believe that God is the Eternal King. He is an infinite, unchangeable Spirit, perfect in holiness, wisdom, goodness, justice, power and love. From all eternity He exists as the One Living and True God in three persons of one substance, the Father, the Son, and the Holy Spirit, equal in power and glory.

*Deuteronomy 33:27; Romans 1:20; Psalm 95:3; Isaiah 43:15; Psalm 147:5; Job 11: 7-9; James 1:17; John 4:24; Matthew 5:48; Isaiah 6:3; 1 Peter 1:15-16; Psalm 104:24; Proverbs 2:6; Isaiah 28:29; Exodus 33:19; Psalm 63:2; Psalm 31:19; Psalm 33:5; Psalm 89:14; Isaiah 30:18; Exodus 15:6; 1 John 4:8; Isaiah 43:13; Isaiah 45:5; 1 Corinthians 8:4; Psalm 42:2; Psalm 84:2; Jeremiah 10:10; John 1:18; John 10:30; 1 John 14:9; John 14:16-17; John 14:26; John 15:26; 11 Corinthians 3:17-18; John 1:1; John 1:14; 11 Corinthians 3:17; Matthew 28:19-20; 11 Corinthians 13:14; Revelation 1:4; Revelation 5:13; Ephesians 3:14-21*

We believe that God's kingdom is everlasting. From His throne, through His Son, His eternal Word, God created, upholds and governs all that exists, the heavenly places, the angelic hosts, the universe, the earth, every living thing and mankind. God created all things very good.

*Psalm 45:6; Psalm 145:13; Daniel 4:3; Psalm 93:1-2; John 1:1-3; 1 Corinthians 8:6; Colossians 1:15-16; Hebrews 1:1-2; Genesis 1:1; Psalm 95:3-5; Colossians 1:17; Hebrews 1:3; Psalm 103:19; Psalm 104:24-29; Psalm 96:4-6; Psalm 89:11; Psalm 103:20-21; Colossians 1:16-17; Psalm 104:5; Psalm 103:22; Psalm 22:28; Psalm 47:8; Genesis 1:31*

We believe that Satan, originally a great, good angel, rebelled against God, taking a host of angels with him. He was cast out of God's presence and, as a usurper of God's rule established a counter-kingdom of darkness and evil on the earth.

*Revelation 12:7-9; 11 Corinthians 11:14; Colossians 1:13-14; Ephesians 6:12; Mark 3:22-26; Ephesians 2:1-2; 1 John 5:19*

We believe that God created mankind in His image, male and female, for relationship with Himself and to govern the earth. Under the temptation of Satan, our original parents fell from grace, bringing sin, sickness and God's judgment of death to the earth. Through the fall, Satan and his demonic hosts gained access to God's good creation. Creation now experiences the consequences and effects of Adam's original sin. Human beings are born in sin, subject to God's judgment of death and captive to Satan's kingdom of darkness.

*Genesis 1:26-27; Genesis 3:1; Revelation 12:9; Genesis 3:8; Romans 1:21; Romans 5:12, 16; John 5:14; 1 Corinthians 15:22; John 8:44; 1 John 5:19; Romans 8: 20-23; Psalm 51:5; Ezekiel 18:4; Romans 2:5, 12; Hebrews 9:27; Galatians 1:3-5; Galatians 4:8-9; Colossians 1:13*

We believe that God did not abandon His rule over the earth, which He continues to uphold by His providence. In order to bring redemption, God established covenants, which revealed His grace to sinful people. In the covenant with Abraham, God bound Himself to

His people Israel, promising to deliver them from bondage to sin and Satan and to bless all the nations through them.

*Psalm 24:1; Psalm 96:10; Isaiah 40:22; Hebrews 1:3; Romans 9:4; Ephesians 2:12; Genesis 17:3-8; Genesis 12:2-3; Genesis 15:4-6; Romans 4:3-5, 16, 20-25; Galatians 3:6-9, 13-14*

We believe that as King, God later redeemed His people by His mighty acts from bondage in Egypt and established His covenant through Moses, revealing His perfect will and our obligation to fulfill it. The law's purpose is to order our fallen race and to make us conscious of our moral responsibility. By the work of God's Spirit, it convicts us of our sin and God's righteous judgment against us and brings us to Christ alone for salvation.

*Exodus 15:3-18; Exodus 19:3-6; Exodus 24:3-4, 7; Romans 8:3-4, 12-14; Deuteronomy 5:1-3; Deuteronomy 30:15-18; Galatians 3:23-25; Psalm 25:8-10; Romans 7:7; John 15:26; John 16:8-11; 11 Corinthians 3:14-17; Romans 7:13; Galatians 3:19, 21-22, 24; Romans 2:1-11; Philippians 3:8-9*

We believe that when Israel rejected God's rule over her as King, God established the monarchy in Israel and made an unconditional covenant with David, promising that his heir would restore God's kingdom reign over His people as Messiah forever.

*1 Samuel 8:6-8, 21-22; 1 Samuel 9:15-16; 1 Samuel 10:1, 24; 11 Samuel 7:11 b-16; Psalm 89:34-37; Isaiah 9:67; Isaiah 11:1-5; Jeremiah 23:5-6; Ezekiel 34:23*

We believe that in the fullness of time, God honored His covenants with Israel and His prophetic promises of salvation by sending His only Son, Jesus into the world. Conceived by the Holy Spirit and born of the Virgin Mary, as fully God and fully man in one person, He

humanity as God intended us to be. Jesus was anointed as God's Messiah and empowered by the Holy Spirit, inaugurating God's kingdom reign on earth, overpowering the reign of Satan by resisting temptation, preaching the good news of salvation, healing the sick, casting out demons and raising the dead. Gathering His disciples, He reconstituted God's people as His Church to be the instrument of His kingdom. After dying for the sins of the world, Jesus was raised from the dead on the third day, fulfilling the covenant of blessing given to Abraham. In His sinless, perfect life Jesus met the demands of the law and in His atoning death on the cross He took God's judgment for sin, which we deserve as lawbreakers. By His death on the cross He also disarmed the demonic powers. The covenant with David was fulfilled in Jesus' birth from David's house, His Messianic ministry, His glorious resurrection from the dead, His ascent into heaven and His present rule at the right hand of the Father. As God's Son and David's heir, He is the eternal Messiah-King, advancing God's reign throughout every generation and throughout the whole earth today.

**Mark 1:15; Galatians 4:4; Romans 1:2-4; John 1:14, 17-18; Luke 1:30-35; Philippians 2: 5-7; Romans 5:19; 1 Corinthians 15:22; 1 Peter 2:22; 11 Corinthians 5:21; Romans 8:29; Luke 3:21-22; Luke 4:16-21; Mark 1:14-17; Luke 11:20; Luke 17: 20-21; Luke 4: 1-13, 40-41, 43; Luke 7:14-17; Mark 3:13-15; Matthew 16:18; Luke 9:1-2; Luke 10:1-17; John 1:29; John 6:51; John 4:9-10; Mark 8:31; 1 Corinthians 15:3-5; Galatians 3:13-14; Acts 3:14-15; Hebrews 4:15; Romans 5:18-19; 1 Peter 2:24; Galatians 3:13; 11 Corinthians 5:21; Romans 1:18, 32; Romans 2:12; 11 Thessalonians 1:6-10; Colossians 2:13-15; Matthew 1:1; Luke 1:68-72; Luke 2:10-11; Matthew 9:27; Acts 2:24-36; Romans 1:1-4; Hebrews 1:1-3; 1 Corinthians 15:24-26; Ephesians 1:19-23; Revelation 5:5**

We believe that the Holy Spirit was poured out on the Church at Pentecost in power, baptizing believers into the Body of Christ and releasing the gifts of the Spirit to them. The Spirit brings the permanent indwelling presence of God to us for spiritual worship, personal sanctification, building up the Church, gifting us for ministry, and driving back the kingdom of Satan by the evangelization of the world through proclaiming the word of Jesus and doing the works of Jesus.

**Acts 1:8; Acts 2:1-4; 1 Corinthians 12:4-7, 13; John 14:12-13, 16-17; Romans 12:1, 4-6; Ephesians 5:18-20; Romans 8:3-4; 1 Corinthians 14:12, 26; Luke 11:20; 1 John 3:8b; Ephesians 6:10-20; Romans 15:18-19; 1 Corinthians 4:20**

We believe that the Holy Spirit indwells every believer in Jesus Christ and that He is our abiding Helper, Teacher, and Guide. We believe in the filling or empowering of the Holy Spirit, often a conscious experience, for the ministry today. We believe in the present ministry of the Spirit and in the exercise of all of the biblical gifts of the Spirit. We practice the laying on of hands for the empowering of the Spirit, for healing, and for recognition and empowering of those whom God has ordained to lead and serve the church.

**Romans 8:9-10; John 16:7, 13-15; John 14:26; Romans 8:14; Luke 24:49; Acts 4:31; Acts 8:18-19; Acts 19:1-2; 1 Corinthians 2:4-5; 11 Corinthians 4:7; 11 Corinthians 6:4-7; Joel 2:28-29; Acts 2:15-17; 1 Corinthians 12:7-11; 1 Corinthians 14:1, 5; 1 Thessalonians 5:19-21; Acts 8:14-17; Acts 19:6; Mark 1:41; Luke 6:18b-19; Mark 16:18; Acts 13:1-3; 1 Timothy 4:14; 2 Timothy 1:6**

We believe that the Holy Spirit inspired the human authors of Holy Scripture so that the Bible is without error in the original manuscripts. We receive the sixty-six books of the Old and New Testaments as our final absolute authority, the only infallible rule of faith and practice.

**2 Timothy 3:16-17; 2 Peter 1:20-21; 1 Corinthians 2:12-13; John 14:26; Psalm 19: 7-9; Psalm 119:11, 30, 43, 89; Matthew 5:17-19; John 3:34; John 10:35; 1 Thessalonians 2:13; Revelation 22:6, 18-19; Luke 24:44; 2 Peter 3:15-16; Isaiah 40:8; Matthew 24:35, Matthew 7:21, 24; Luke 1:38; James 1:22-25**

We believe that the whole world is under the domination of Satan and that all people are sinners by nature and choice. All people therefore are under God's just judgment. Through the preaching of the Good News of Jesus and the Kingdom of God and the work of the Holy Spirit, God regenerates, justifies, adopts and sanctifies through Jesus by the Spirit all who repent of their sins and trust in Jesus Christ as Lord and Savior. By this they are released from Satan's domain and enter into God's kingdom reign.

**Luke 4:5-7; 1 John 5:19; 1 Corinthians 15:22; Ephesians 2:1-3; Romans 1:21-23, 32; Romans 1:18; Romans 2:5; 11 Corinthians 5:10; Ephesians 5:6; Mark 1:14-15; Acts 8:12; Acts 28:31; Ephesians 5:5; John 16:7-11; John 3:5-8; 1 Peter 123; Romans 5:1-2, 9; Romans 8:15; Galatians 4:6; Ephesians 5:25; Hebrews 13:12; 1 Peter 1:1; Acts 2:38; Romans 8:13; Colossians 1:3-4; Philippians 3:20**

We believe in the one, holy, universal Church. All who repent of their sins and confess Jesus as Lord and Savior are regenerated by the Holy Spirit and form the living Body of Christ, of which He is the head and of which we are all members.

**John 17:20-21; Ephesians 4:3-6; 1 Corinthians 3:16-17; Matthew 16:17-18; 1 Corinthians 1:2; Ephesians 2:18-19; 1 Peter 2:9-10; Titus 3:4-7; Romans 12:4-5; Ephesians 1:22; Ephesians 5:23; 1 Corinthians 12:27**

We believe that Jesus Christ committed two ordinances to the Church: water baptism and the Lord's Supper. Both are available to all believers.

**Matthew 28:19-20; 1 Corinthians 11:23-26**

We believe that God's kingdom has come in the ministry of our Lord Jesus Christ, that it continues to come in the ministry of the Spirit through the Church, and that it will be consummated in the glorious, visible and triumphant appearing of Christ - His return to the earth as King. After Christ returns to reign, He will bring about the final defeat of Satan and all of his minions and works, the resurrection of the dead, the final judgment and the eternal Messing of the righteous and eternal conscious punishment of the wicked. Finally, God will be all in all and His kingdom, His rule and reign, will be fulfilled in the new heavens and the new earth, recreated by His mighty power, in which righteousness dwells and in which He will forever be worshipped.

**Daniel 7:13-14; Matthew 4:23; Matthew 12:28; Matthew 6:10; Matthew 10:7-8; Matthew 24:14; Mark 13:11; John 15:26-27; Romans 14:17-18; Mark 13:26; Acts 1:9-11; 2 Thessalonians 2:8; Revelation 19:11-16; Matthew 25:31-32; 1 Corinthians 15:23-25; Revelation 20:10; 1 Corinthians**



## **2. Church Participation**

ICARE believes in the call of Hebrews 10:25 to "forsake not the fellowship of believers." As such, the Children's Home staff and the children are required to be active participants in a local church. This includes regular, weekly attendance. The decision regarding which church to attend must be made by the Area Director, Field Director and Children's Home Director. ICARE only requires that the church (just as the Area Director and Field Director) prescribe to our Statement of Faith.

## **3. Corporate Devotions**

ICARE, believes in the discipline of daily times with the Lord. To this end, ICARE requires that every Home have group devotional times which are age appropriate for the children in the home. These times should include worship, Bible reading, teaching and a corporate prayer time. The Area Director, in conjunction with the Field Director and House Parents, should decide when these activities take place and what format they take.

## **4. Prayer Times**

ICARE highly esteems the discipline of personal prayer. As such, ICARE requires that in every home the younger children should be encouraged to say nightly prayers out loud to instill this discipline. Older children should be encouraged to say nightly prayers as well, but may be allowed to do so personally and privately.

ICARE strongly believes in being thankful and showing thankfulness to the Father for the blessings He has given us. Therefore, ICARE requires that some form of grace be said aloud before every meal in the Homes.

## **H. Protection of the Children**

### **1. Overview**

Children are the single most precious gift that God has given us. First and foremost, He gave us His own son. And second to that is every other child that He delivers into our care. Jesus Christ admonished His own disciples in Matthew 19 when He told them, "Let the little *children* come *unto* me, *and do not hinder them*, for the kingdom of *heaven belongs to such* as these." The Lord goes even further concerning orphans in James 1 when He tells us, "*Religion that God our Father accepts as pure and faultless is this: to look after orphans and widows in their distress...*". These verses alone should tell us exactly how serious the Lord takes caring for children. They are foremost in His mind, and there are few things that He speaks of as frequently in Scripture. This only just begins to explain the importance that ICARE places on this section of Minimum Standards of Care.

We must protect the children that the Lord gives us because the enemy targets children. The next generation is what he would love to destroy more than anything else. He was the author behind Herod's massacre of infant children in his quest to destroy the Messiah, and all we must do is read the current news to see that his bloodlust for the young and innocent has not abated. Children are the single most abused (physically, emotionally and sexually) people group on the planet We must do everything in our power to ensure that our children are not included in that demographic. We must be above reproach in this area because Christ Himself warned us firmly, "It would be better for *him* to be *thrown into* the sea with a millstone tied around his neck *than for* him to cause one *of* these little ones to sin. So watch yourselves" (Luke 17:2).

Keeping this in mind, ICARE believes that it is part of our mandate to deal with any threat to the safety of the children - be it from outside or inside the Home. This is why we have established this policy with input from the Churches' Child Protection Advisory Service in Kent, England, UK. This section deals with the protection of children from abuse of any kind, but direct attention is paid to the issue of sexual abuse.

ICARE believes that churches and ministry based youth programs have become prime targets for sexual offenders and pedophiles. As was so eloquently put in the book Sexually Exploited Children, edited by Phyllis Kilbourne and Marjorey McDermid ((1998) Monrovia, California: Marc Publications), "They think that our hard line on grace means a soft line on sex offenders." At ICARE we intend to show this to be a fallacy. This is why the following policies exist.

### **2. "A Safe Place" Abuse Prevention Policy**

Preventive measures, policies as well as procedures in the event of an allegation are covered in the manual "A Safe Place".

### **3. Definitions**

For clarification purposes, ICARE uses Churches' Child Protection Advisory Service's definitions of the types of abuse:

#### **a) Physical Injury**

Actual or likely physical injury to a child, or failure to prevent physical injury (or suffering) to a child, including deliberate poisoning, suffocation and Munchausen's syndrome by proxy<sup>1</sup>.

<sup>1</sup> The syndrome by which an adult (usually a parent) will inflict harm on a child to evoke sympathy and concern for himself/herself.

#### **b) Neglect**

The persistent or severe neglect of a child, the failure to protect a child from exposure to any kind of danger, including cold and starvation, or the extreme failure to carry out important aspects of care, resulting in the significant impairment of the child's health or development, including non-organic failure to thrive.

#### **c) Emotional abuse**

Actual or likely severe adverse effect on the emotional and behavioral development of a child caused by persistent or severe emotional

ill treatment or rejection. All abuse involves some emotional ill treatment. This category is used where it is the main or sole form of abuse.

#### **d) Organized Abuse**

Organized or multiple abuse may be defined as abuse involving one or more abuser and a number of related or non-related abused children and young people. The abusers concerned may be acting in concert to abuse children, sometimes acting in isolation, or may be using an institutional framework or position of authority to recruit children for abuse. Organized and multiple abuse occur both as part of a network of abuse across a family or community and within institutions such as residential homes or schools. This is also a frequent form of abuse in area where children are abducted into the sex trade.

#### **e) Sexual Abuse**

Actual or likely sexual exploitation of a child or adolescent. The child may be dependent and/or developmentally immature. Sexual exploitation represents the involvement of dependent, developmentally immature children and adolescents in sexual activities they do not truly comprehend, to which they are unable to give informed consent or that violate social taboos or family roles (Kempe, T.S. & Kempe, C.H. (1978) Child Abuse. London: Fontana Open Books)

### **4. Preventative Measures**

As the age old saying goes, "An ounce of prevention is worth a pound of cure." We believe in this philosophy strongly when referring to the prevention of harm from being committed on children. For this reason, we believe that the following measures will greatly reduce the number of possible incidents of abuse.

#### **a) Venturing Outside of the Home**

Depending on the culture and age of the child, children should not be allowed to leave the Home without a chaperone. This will minimize the chances of a child being abducted or molested while outside the Home. If the children are older, they can be allowed to run short errands for the Home, but this should only be done in groups of two or more. The age at which this is appropriate will be determined by the Children's Home Director, but ICARE would not advise allowing young girls to go out without a male counterpart or an adult female. Girl children are especially targeted by those who deal in child prostitution, and with the proliferation of that epidemic sweeping through poorer countries, we must be extra vigilant.

#### **b) Visitors, Guests & Loiterers**

ICARE believes that the House Parents and staff should also always be watching for unknown individuals who might be loitering around the Home. The adult workers in the Home must also always adhere to the policies regarding visitors and guests in the Home" - namely that they must not be allowed to roam about the Home without a staff member accompanying them, and that they are not allowed in the children's sleeping areas. It only takes a moment for abuse to occur, so visitors and guests must be watched while they are on the premises.

With regards to the adults in the Home, they must be willing to work together as a team to ensure that the Home as a whole is above reproach. Accordingly, if a House Parent observes what they believe to be unwise decisions being made by staff members (meaning other House Parents or periphery staff) they should share their concerns with them. This is not to embarrass or accuse an employee of the Home, but a simple measure to achieve accountability and security, both for the children and the adults.

#### **c) Healthy Boundaries**

This leads directly into another area that should be explicitly laid out in this manual - the issue of healthy boundaries. These Boundaries should be posted in each Home, and the House Parents and Volunteers should be briefed on them. The areas that need to be considered include the following:

##### ***(i) Personal Care***

The level of personal care, e.g.: toilets and bath times, must be appropriate and related to the age of the child whilst also accepting that some children have special needs. If at all possible, issues regarding the children above the age of 4 should be handled by an adult of the same sex.

### ***(ii) Guidelines on Touch***

Touch (e.g.: physical contact between adults and children) can be quite healthy and acceptable in public places, but discouraged in circumstances where an adult/child is on his own.

ICARE's follows the general guidelines on touch laid out by the Churches' Child Protection Advisory Service for those who work with the children. They are as follows:

- Keep everything public. A hug in the context of a group is very different from a hug behind closed doors
- Touch should be related to the child's needs, not the worker's
- Touch should be age-appropriate and generally initiated by the child rather than the worker
- Avoid any physical activity that is, or may be thought to be, sexually stimulating to the adult or the child
- Children have the right to decide how much physical contact they have with others, except in exceptional circumstances when they need medical attention
- Team members should monitor one another in the area of physical contact. They should be free to help each other by pointing out anything which could be misunderstood.
- Concerns about abuse should always be reported.

### ***(iii) Treatment of the Children***

- Workers should treat all children/young people with dignity and respect in their attitude, the language they use and their actions towards them.
- Respect the privacy of children and avoid questionable activity (e.g.: rough/sexually provocative games and comments)

## **5. Procedures for Allegations/Suspicions of Harm**

### **a) Report of Suspicion of Harm to a Child**

any time a House Parent feels that there is reason to believe that a child in our care is being ,bused, they should notify the Children's Home Director immediately. This is regardless of where the abuse took place or who might be implicated in it. The Children's Home Director, with the help of a House Parent of the same gender as the child, must discuss the situation with the child.

ICARE has a Responding to Abuse - Worker's Action Sheet that we require the Homes to use. This action sheet should be completed by a House Parent or Children's Home Director during or directly after the discussion with the child. There is a Body Chart acceptable for use with both males and females that will allow the child to fully explain what happened to them without the embarrassment of using their own bodies for explanation. Examples of this form can be found on 107. The House Parent and Children's Home Director must do this in such a way as to not embarrass the child or cause them to feel badly about themselves for whatever has happened. They must give the child as much emotional support as they can during this time and after.

Once this form has been completed, the Field Director and the Area Director must be notified as quickly as possible. They will decide how to next proceed. ICARE has certain guidelines that must be followed, but there is a great amount of leeway for the individual Homes to conduct the investigation with the personnel they choose. ICARE does require that the Area Director notify the ICARE corporate office when an allegation is made regarding abuse of the children.

## **b) Procedures for Investigation**

Once the Field Director and the Area Director have been informed of the situation, they must begin the process of investigating the allegation. Who conducts the actual investigation will be their decision. This can be the Children's Home Director or and outside individual (usually from the local church).

if the allegation is in reference to someone from outside of the Home, then this person must not be allowed onto the Home's property until the completion of the investigation. The child must be protected from this person. This would also include not allowing the person to have contact with the child outside of the Homes premises as well.

Should the allegation involve a staff member of the Home (House Parent or periphery staff), then that person must be asked to leave the Home while the investigation is being conducted. This is not to punish the person before innocence or guilt is established, but rather to protect the child from emotional difficulties and to protect the adult from any harmful or wrongful assumptions being made about their actions towards children during the process.

Whoever is conducting the investigation should seek the Lord's guidance throughout the process. The staff should pray together for his or her discernment as well as for the healing of the child every day during the investigation. Once the investigation is completed, the investigator must give their findings in writing to the Children's Home Director. These findings must be forwarded to the Field Director and the Area Director by fax, email or postal service. A phone call can be used to discuss the findings, but the written report of the investigator must be forwarded on to them. ICARE would also request that a copy be forwarded on to our corporate office by the Area Director as well.

## **c) Action**

### ***(i) Unfounded Allegation***

Should the investigation find that the allegation was unfounded, the person who was under investigation should be welcomed back into whatever role they previously held and specific efforts should be made to extend the hand of grace and fellowship to them. The child should be counseled by the House Parents regarding the incident and they should strive to understand why the child believed the incident to have been true. Often times, counseling can be beneficial for the child to help them understand what happened and why the process was followed.

It is important to note however, that if the investigation proves the innocence of the accused, they should be treated no different than they were before the allegation was made. Everyone who was privy to the proceedings must remove all suspicion from them. This is the mature and godly way of walking out the process to its conclusion. Often times the Children's Home Director and/or the Filed Director may need to come in and explain this to the staff to ensure that the importance of it is understood.

### ***(ii) Founded Allegation***

If, God forbid, the investigation finds that the allegation is true, then action must be taken immediately. The Area Director and the Field Director should be involved in the final process. If the suspect was from outside of the Home, the proper authorities should be notified as to the situation and all information be shared with them. It is important that the Home cooperate fully with the authorities. If the person is not incarcerated, then the Home must take every step necessary to ensure that no child in the care of the Home be put in a situation where they could have contact with that person. If this is impossible, then they should never be put in a situation where they might have contact with this person without an adult from the Home with them at all times.

If the allegation is found to be true regarding a staff member of the Home, then the same procedures must be followed. The protection of the children is our first and foremost priority. The authorities should still be notified. ICARE believes this strongly and our belief is based on a thorough understanding of both the issues involved and the Scriptures.

It is sometimes suggested that where abuse of a child has occurred within a church, then the matter should not be reported to the authorities. The principle advanced is that Christians should resolve such difficulties without going to law.

Often people quote Matthew 18 as the guideline for dealing with this sort of matter within the church. First, at the beginning of the chapter, we have an indication of how seriously Christ views offenses against children. The verses from 15-18 and 1 Corinthians 6: 1-2, refer to a civil suit. In a civil case, one party is the plaintiff and one the defendant. If there is a dispute about property or money, etc., then we read that such matters should be sorted out within the body of Christ. A reading of these passages suggests something between believers and which is relatively trivial. Neither is true of allegations of sexual abuse (or any other abuse) of a child.

If the passage was referring to a criminal case, then Paul's Romans 13 instructions concerning governing authorities are meaningless. Indeed, Romans 13 is the passage that refers to God's provision for dealing with criminal activities. In a criminal case, the State is the

plaintiff. The governing authorities are God's sword, used to avenge wrongdoing. In the sort of cases we are talking about, it is not a situation of someone going to court against a neighbor. It is a case of the governing authority going to court against someone for breaking the laws of the land. The child effectively becomes a witness for the state because he/she was the victim of the crime. It is not an issue between two brethren (the alleged perpetrator and the pastor or the victim), but between the child, the alleged perpetrator and the state. Reporting a crime does not go against Scripture. Being a Christian does not exempt someone from being held legally accountable for his or her behavior.

If a Christian stabbed someone else (even a child) in the back or raped a woman, or committed some other serious offense, would churches feel it is necessary for such a matter to be first discussed by the elders or for some internal process to take place? Of course they would not. Help would be summoned and the police involved. So often people do not regard sexual abuse, particularly of children as seriously, and yet its consequences can be more far reaching than even the most serious of physical assaults.

We would pray that these issues never arise in a Children's Home, but to be unprepared because of our desire that it never happen is unwise and not in the best interests of the children over whom God has placed us.

#### **d) Follow Up**

Should an allegation be made - whether it turn out to be true or false - should give us pause to consider what we might do to prevent such a thing from reoccurring. If the incident happened outside of the Home, then policies regarding the children's activities outside of the Home must be re-evaluated. This responsibility would fall upon the shoulders of the Children's Home Director, with direct input from the Field Director and the Area Director. If changes are made for the protection of the children, then ICARE requests that these changes be forwarded to our corporate offices. This will allow us to remain up to date on these types of issues and the best measures that are being employed to combat them.

If the incident took place inside of the Home, whether it have been by a visitor or a staff member, then the procedures that are implemented in the Home should be re-evaluated. This responsibility would fall upon the shoulders of the Children's Home Director, with direct input from the Field Director and the Area Director. Again, if changes are made for the protection of the children, then ICARE requests that these changes be forwarded to our corporate offices.

### **6. Family Visitation**

ICARE is aware that many of the children that are accepted into a Home are not full orphans, and even if they are, there may be extended family members who wish to visit the children at the Home. This is completely allowable and even encouraged by ICARE because we believe in helping to strengthen family ties. Unfortunately, the same issues can often arise in situations involving family members.

Therefore, ICARE's policy regarding visits by family members is similar to that which covers any other type of visitor. The only difference is that ICARE allows family members limited privacy during their visits. This does not include family members entering the sleeping areas of the children unaccompanied by a staff member. They should be allowed time alone with their relative, but only in an open area in the Home or on the grounds. We are not trying to undermine the relationships between family members or to imply to the children that family cannot be trusted. We are simply putting the best interests of the children (all of the children) first in priority. Any family the child has should be encouraged to spend time with the child, but they must respect the rules of the Home, after all they are in place because we care about the children, and that is why the children come to us in the first place.

### **7. Training of Staff**

In the initial training of the staff (particularly that of the House Parents), the Area Director and Field Director must ensure that they are fully briefed on the policies contained herein. They must also become familiar with paperwork that accompanies the policies so that they can carefully document any allegation of abuse. (Please see the Responding to Abuse - Worker's Action Sheet on page 107). The following information has been outlined by the Churches' Child Protection Advisory Service and is helpful in identifying the signs of abuse and coaching staff on how to respond to a child alleging abuse.

#### **a) Recognizing the Signs of Abuse**

The following signs may or may not be indicators that abuse has taken place, but the possibility should be considered.

##### ***(i) Physical signs of abuse***

- Any injuries not consistent with the explanation given for them
- Injuries which occur to the body in places which are not normally exposed to falls, rough games, etc.
- Injuries which have not received medical attention
- Neglect - under nourishment, failure to grow, constant hunger, stealing or gorging food, untreated illnesses, inadequate care, etc.
- Reluctance to change for, or participate in, games or swimming
- Repeated urinary infections or unexplained tummy pains
- Bruises, bites, burns, fractures etc. which do not have an accidental explanation
- Cuts/scratches/substance abuse

### ***(ii) Indicators of possible sexual abuse***

- Any allegations made by a child concerning sexual abuse
- Child with excessive preoccupation with sexual matters and detailed knowledge of adult sexual behavior, or who regularly engages in age-inappropriate sexual play
- Sexual activity through words, play or drawing
- Child who is sexually provocative or seductive with adults
- Inappropriate bed-sharing arrangements
- Severe sleep disturbances with fears, phobias, vivid dreams or nightmares, sometimes with overt or veiled sexual connotations
- Eating disorders - anorexia, bulimia

### ***(iii) Emotional signs of abuse***

- Changes or regression in mood or behavior, particularly where a child withdraws or becomes clinging. Also depression/aggression, extreme anxiety.
- Nervousness, frozen watchfulness
- Obsessions or phobias
- Sudden under-achievement or lack of concentration
- Inappropriate relationships with peers and/or adults
- Attention-seeking behavior
- Persistent tiredness
- Running away/stealing/lying

## **b) How to Respond to a Child Wanting to Talk about Abuse**

It is not easy to give precise guidance, but the following may help:

### ***(i) General Points***

- Show acceptance of what the child says (however unlikely the story may sound)
- Keep calm
- Look at the child directly
- Be honest
- Tell the child you will need to let someone else know - don't promise confidentiality
- Even when a child has broken a rule, they are not to blame for the abuse
- Be aware that the child may have been threatened or bribed not to tell
- Never push for information. If the child decides not to tell you after all, then accept that and let them know that you are always ready to listen.

### ***(ii) Helpful Things You may Say or Show***

- I believe you (or showing acceptance of what the child says)
- Thank you for telling me
- It's not your fault
- I will help you

### ***(iii) Don't Say***

- Why didn't you tell anyone before?
- I can't believe it!
- Are you sure this is true?
- Why? How? When? Who? Where?
- Never make false promises
- Never make statements such as "I am shocked, don't tell anyone else"

### ***(iv) Concluding***

- Again reassure the child that they were right to tell you and show acceptance
- Let the child know what you are going to do next and that you will let them know what happens
- Contact the Children's Home Director
- Consider your own feelings and seek pastoral support if needed

*Make notes* as soon as possible (preferably within one hour of the child talking to you), *writing down exactly* what the child said and when he/she said it, what you said in reply and what was *happening* immediately *beforehand* (e.g.: a description of the activity). Record dates and times of these events *and when you* made the record. Keep all hand written notes, even *if subsequently typed*. Such records should be kept safely for an indefinite period.

## ***I. Discipline of the Children***



The basis of discipline is love. ICARE believes that anyone who is working in a Home must love the children first and foremost. Included in this then, by extension, would be discipline. Hebrews 12:7-8 says, "... For what son is not *disciplined by his father? If you are not disciplined (and everyone undergoes discipline), then you are illegitimate children and not true sons.*" A Children's Home, by definition, is a home for children. Inherent in a home is the concept of parenting. We provide children, then, not just with the structure of a house, but with the safety and boundaries of a home. God has called us, as parental figures to the children, to teach them right from wrong and to discipline them in love when they stray.

The onus of responsibility regarding discipline is upon the House Parents. Therefore, ICARE believes that we, and the Host Country Partners, are responsible to provide the House Parents with appropriate training in good parenting skills.

ICARE requires that any Home associated with us have a copy of *Growing Kids God's Way*, by Gary and Anne Marie Ezzo - both the book and video series. All Home Directors and House Parents must go through the course before they are put in a position of parenting any children accepted by the Home. If we would put the responsibility of rearing the children on their shoulders, then we should carry the burden of ensuring they are fully and properly trained to accomplish the task.

## 1. Basic Rules for Children

While rules regarding behavior of the children in the Home may slightly differ depending on the location, culture and size of the Home, there are a few basic rules that ICARE regards to be nonnegotiable regardless of circumstances. They are as follows:

- If there are stairs in the Home, children are not allowed to run up or down them

There will be established and strictly followed bedtimes and wake-up times

- Small work duties (chores) will be assigned to the children
- No boys allowed in girl's rooms and vice-versa

## 2. Levels of Discipline

As stated previously, ICARE endorses the parenting program entitled *Growing Kids God's Way*. Within that program, the issue of discipline is dealt with in both a comprehensively and in a Godly manner. We do acknowledge, however, that often the children that are accepted into a

dome come from extremely abusive backgrounds. Life on the street can be violent at best. |

Under these circumstances, it is occasionally unwise to employ corporal punishment. We encourage individual Homes that do accept children from physically abusive backgrounds to exercise caution and prayerful wisdom when disciplining these children, as physical punishment an do more harm than good for these children.

That being said, for the purposes of this manual, we have given a brief (and not comprehensive) overview of some possible levels of discipline that can be employed by House Parents, and staff (if the Director so chooses to give staff authority to discipline). These levels are in ascending order of magnitude, and are so stated to imply that their usage should be in relation to either the repetition of inappropriate actions or the degree of disobedience. They are as follows:

- Warning
- Time Out
- Extra Chores
- Withdrawal of Privileges
- Spanking (no physical harm is tolerated, and the discipline must be administered with a witness present)

This list is neither exhaustive nor set in stone. It is simply a guideline for understanding. The House Parents have the discretion to change the order of ascension if they, for example, believe that for one child the withdrawing of privileges would be more appropriate before some form of corporal punishment. But all of this information is contained and covered in the parenting course.

## 3. Implementing Discipline

### **a) Authority**

The issue of who has authority to correct and discipline the children in each Home will lie ultimately with the Home Director. House Parents, by definition, would have the authority; however, whether or not staff has the authority will be decided by the Home Director on an individual basis. ICARE, however, does want the Director to take all factors into account. By this we mean, if the staff can discipline, can they dispense all forms of punishment including spanking? The decision is the Director's, but ICARE suggests that such decisions be made before any issue arises.

### **b) Discipline Incident Reports**

As our past experience has shown us, we believe that it is of the utmost importance for Homes to keep a report of disciplinary incidents. We do not mean every time a verbal correction or rebuke is needed that there should be a corresponding written report. That would be much too cumbersome a responsibility, not to mention a pointless endeavor. What we refer to here is simply a written report for disciplinary actions that required corporal punishment or long term consequences, or were required because the behavior of the child was of an extreme nature. The point of this requirement is not to burden the workers with administrative minutia; rather it will help them to see if there are behavioral patterns that a child is following. This will better equip the House Parents to appropriately help the child; thereby allowing for a more peaceful house atmosphere for all of the children.

Should the report be necessitated by extreme behavior on the part of a child however, a copy of the report should be forwarded to the Area Director. Again, this will allow for more effective prayer covering on their part. A copy of the Discipline Incident Report form can be found on page 92.

# V. VISITORS & VOLUNTEERS TO A CHILDREN'S HOME

## A. *Visitors*

ICARE realizes that visitors, whether they be from the West or local, will occasionally come by the Home. Whilst it is important for the visitors to be welcomed in a manner consistent with the culture, it is equally important to put policies in place for the protection of the children.

### 1. Definition

For the purposes of this manual, Visitors will be defined as non-staff people who come to the home, but do not live in the home. Occasionally a visitor may stay overnight, but this should be the exception and not the norm. This should only be allowed if there is proper accommodations for this person, where they will not be sleeping in the children's rooms without other adult supervision.

### 2. Access & Restrictions

By definition, a visitor does not have unrestricted access to the house. Visitors should keep to the common areas of the house and grounds unless accompanied by an adult staff member or given specific permission from an adult staff member. Areas specifically off-limits from a visitor without proper supervision or permission will include, but not be limited to, the children's bedrooms and the Home office area. Visitors should be made aware of these policies upon coming into the Home grounds. These policies should be posted.

Also, there are a few restrictions that ICARE requires for the protection of the children. Specifically, neither alcohol nor tobacco is allowed on the grounds of the Children's Home. And by extension, drinking and usage of tobacco are prohibited as well.

### 3. Inappropriate Behavior

With regards to visitors, it is simply in the best interests of the children to establish some firm guidelines concerning behavior towards the children. To this end, ICARE strongly suggests that the staff ensure that a visitor does not engage in any behavior that is anything beyond a customary cultural greeting. If the visitor is well know by the staff and is a common figure around the Home, than exceptions can be made, and this is left to the House Parent's and Children's Home Director's discretion. But this should be the exception and not the rule.

### 4. Violation of Policies

ICARE requires that these policies be enforced as they are for the protection of the children. Posting of the behavior policies of visitors is encouraged, so as to deter behavior that would

violate the policies; If however this is not possible, then the staff and House Parents should be watching for inappropriate behavior. If they see something that is in direct violation of the established visitor policies, or if it is simply something with which they as a guardian of the children are uncomfortable, they should request that the visitor cease this behavior immediately. If the behavior continues, then the adult supervisor at that time will request that the visitor leave the premises.

If the visitor comes to the Home on a regular basis and they continually violate the policies, then the Children's Home Director and/or Field Director will permanently ban that individual from the Home and they will lose the privilege of coming to the Home.

## B. *Volunteers*

ICARE realizes that volunteers, whether they be from the West or local, are a part of running a Children's Home. They can be a wonderful blessing to the workers and the children. However, the children's interests must always come first, so ICARE has a few

regulations concerning volunteers.

## **1. Definition**

For the purposes of this manual, volunteers will be defined as non-staff who live in the Home on a temporary basis, to provide service to the Home. Volunteers are placed in the Homes through ICARE.

## **2. Placing Volunteers**

ICARE must contact the Field Director and Children's Home Director to be assured of a need for a volunteer before placement at that Home will be considered. If timing, space limitations or any other issues would make a Volunteer more of a burden than a help, then volunteers will not be placed in that Home. The most pressing concern regarding placement of a volunteer is that it will not disrupt the lives of the children or the lives of those caring for the children.

## **3. Application Process**

### **a) Overview**

The application process for someone to volunteer in a Children's Home is somewhat lengthy. But this comes out of a place of wisdom and an overarching concern for the children themselves. Our heart is for the children, and if someone can come from the West and assist that vision for a period of time, then we are all for it. However, this ministry is ultimately about the children and not about volunteers. When considering an applicant, it should be clear that the motivation of the applicant is to serve both the children and the staff of the Home, not have his/her own needs met (whether these be emotional needs, the desire to travel, etc.). ICARE's ultimate duty when reviewing applications is to act as a wall of protection around the children and staff from those who not servant-orientated. Thus it is paramount that one never forgets that volunteering at a Home is a privilege and not a right.

### **b) Application Documents**

### **c) Application Form**

The first step in applying to volunteer at a Home is to fill out an application form. ICARE has an application form to be used for this purpose. The information requested on it is vital in beginning to determine whether or not this person should ultimately be allowed to volunteer.

The application also includes a "Statement of Understanding" which the applicants must sign. This statement covers some of the fundamental principles upon which the volunteer program should be based. A copy of the application form can be found on page 116.

### **d) Application Fee**

ICARE requires that a non-refundable administration fee of \$50 is submitted with the application.

### **e) Deliberation Process**

Once all of the application documents are received by ICARE, we will determine whether or not to accept the applicant. For ICARE, this is a prayerful and deliberate process as the well being of children is at stake. Where available, full police background checks should be conducted, as it is naive to believe that pedophiles do not target organizations such as ours. Statistics, unfortunately, show otherwise. Therefore, where it can be done, police background checks must be completed on all applicants.

ICARE makes these reservations regarding what applicants to send to the Home to be volunteers. No one with a past indictment or conviction on charges relating to wrongful behavior with a child will be allowed to serve as a volunteer in a Home with which ICARE is associated. Also, no one who desires to serve overseas or in a Home for their own healing or as a part of a process for their own emotional benefit will be allowed to serve at a home with which ICARE is associated. As strongly as we word these reservations, we believe in them with even more conviction. The purpose of this ministry is the children. The motivation behind this ministry is the

children. And paramount to anything else that this ministry might peripherally achieve, are the safety, wellness and wholeness of these children.

All applications, whether ultimately accepted or not, must be kept on file by ICARE. ICARE should simply mark on the Form whether the applicant was accepted or not. This way if the person is rejected and tries to apply through ICARE again, we will know that they have already been turned down. And alternately, if the applicant is accepted, we will be able to keep track of who is on the field at any given time.

## **4. Procedures for Acceptance & Rejection**

### **a) Rejection**

If an applicant is rejected - for any reason, including space constraints in the home - ICARE will send out a letter of explanation to the applicant. A copy of this letter should be kept on file with the original application.

### **b) Acceptance**

If an applicant is accepted by ICARE for a volunteer post, a copy of their application should be forwarded to the Field Director and/or Children's Home Director so that they can familiarize themselves with the personal information regarding the volunteer.

## **5. Preparing a Volunteer for the Field**

Upon acceptance, ICARE will supply the volunteer with the following information: a travel information and advisory package, a country profile, a packing list, a list of fees and a ministry profile.

The purpose of providing this information to the volunteers is to ensure that, as much as possible, they are prepared for the trip. This will give them a sense of security regarding the time they will be spending in a foreign country. It is important to do everything possible to help them acclimate as quickly as possible. The reasoning behind this is twofold.

First, if the volunteer is confident and comfortable going into the situation, the less time the staff will have to spend serving the volunteer (thus taking time away from the children). And the volunteer will be ready to begin serving the Home and providing assistance to the staff and children.

Secondly, the volunteer program can be one of the lifebloods of a ministry. If a volunteer has a good experience at a Home, upon their return they will be a source of promotion and positive feedback to the community. This in turn will result in more community involvement, more sponsors for the children and a higher level of financial support for the Home. If however, a volunteer has a bad experience at a Home, their return can do serious damage to the reputation of the ministry in the local community, and thereby hinder the work in the lives of the children.

### **a) Travel Information & Advisory Package**

This package will include information on travel documents, immunizations and insurance. An example of this package can be found on page 126.

Although the list of recommended vaccinations will vary from country to country, ICARE will give a basic list to each volunteer. In addition to this list, ICARE strongly recommends that the volunteer consult his/her local travel clinic for a complete list of required and recommended vaccinations. Oftentimes the nurse at the travel clinic will research the country when the volunteer makes an appointment, and will have the most recent information for that country when the volunteer comes for the vaccinations.

ICARE recommends that the volunteer begin the process of vaccinations at least 6 weeks before departure, as some vaccinations require a series of several shots. However, it must also be noted that it takes 6-8 months to complete a series of Hepatitis A and B shots, and ICARE highly recommends that the volunteer obtains these vaccinations.

international travel is fraught with unknowns, and ICARE has determined that the best way to protect those that it sends to the field is to ensure that they are covered medically. Therefore, ICARE volunteers are required to carry such coverage, and must turn in a copy of the insurance certificate with the final payment. If the volunteer's current medical coverage is not adequate, travel medical insurance is available through most travel agents.

ICARE also suggests that the volunteer obtain luggage insurance and cancellation insurance. The former will cover the cost of any luggage that is lost or damaged during travel. Cancellation insurance ensures that if the volunteer has to cancel his/her trip at the last minute, then a portion of, or total cost of the ticket will be returned.

## **b) Country Profile**

The country profile should be a basic description of the physical features of the area along with any relevant weather conditions that might be expected. Any relevant cultural information should be included in this as well. Many times a country profile can be obtained from a travel agent. Any additional information can also be obtained from the Field Director and/or Children's Home Director. It is not necessary to give the volunteer knowledge about everything in the culture, but relevant information regarding things like cultural taboos would be beneficial (e.g.: if tattoos or body piercings are offensive in the culture). We realize however, that "hands on" is the best tutor for cultural issues. The richness in experiencing a culture (no matter how confusing or "against the grain") does not come from just intellectually knowing it, but rather from immersing oneself in it.

## **c) Packing List**

The packing list should be inclusive of both necessary items for the volunteer to bring and a list of any items that are not recommended. ICARE has a generic list of items that can be found on page 123.

## **d) Fees**

Volunteers are a wonderful resource and by definition not paid workers; however, it is imperative that the Home is reimbursed for the room and board that the volunteer is given. This is necessary to ensure that the finances going to the Home are used only for the advancement of the children and not to pay for the support of volunteers.

ICARE has been dealing with the issue of fees from volunteers for quite some time, and we have learned the best way to deal with it is up front. The volunteer should be told exactly what they must provide in order to cover their expenses while in the Home. ICARE requires a flat fee for volunteers room and board. ICARE will issue a tax receipt for the funds that the volunteer contributes towards their stay in the Home.

This fee that ICARE has instated for its volunteers is \$300 CAD a month for a single person and 450 a month for a couple. ICARE requires that the money be fully paid 30 days before departure to the corporate office, or in some circumstances, will accept postdated checks for ;-,fiery month. The minimum that will be accepted by ICARE is one month's fee. The reasoning ), hind this is that the expectation is always that no volunteer will be accepted for a shorter period of time, thus one month is the minimum required -even if their time turns out to be shorter to; any reason.

volunteers *will* pay the money to ICARE before they leave. ICARE will then send the money on to the Horne with the regular monthly transfers. This ensures that the right amount is paid to the Home, that the money arrives in the hands of the correct person, and circumvents any uncomfortable issues surrounding misunderstanding between the volunteer and any staff members. Money issues can be a source of serious conflict, so having the costs covered up front will help circumvent many of these problems.

It is worth noting at this point, that the money that the volunteer pays to ICARE for their trip has certain tax exemptions. ICARE can issue a tax receipt for the money that a volunteer pays to ICARE (including airfare, room and board, etc.). The relevant law legislating this is:

Canada Income Tax Act; #IT-110R; Pt I - Gifts; 15 (d) states: "There is nothing to prohibit a charity from paying for services (that is, time, skills, effort) and later accepting the return of all or a portion of the payment as a gift--provided it is returned voluntarily."

## **e) Ministry Profile**

The ministry profile should be a brief overview of what functions the volunteer would be expected to perform in the Home. It should include a description of the workings of the ministry of the Home, so that they can become familiar with it before arriving. It will also include an overview of the policies of the Home and information on the healthy boundaries that ICARE has set in place for the Children's Home <sup>2</sup>. Furthermore, the ministry profile should include the hours that the volunteer is expected to work each day. If this information is not available until the volunteer arrives at the Home, then the Children's Home Director should brief the volunteer on this information. This way, the volunteer should know in advance what behavior is not acceptable before arrival at the Home (e.g.: smoking, drinking, curfew, etc.).

## **6. Violation of Policy**

The volunteer should have been instructed on the behavior policies of the Home before their departure. The volunteer should also have been made aware of the expectations on them to follow said procedures while at the Home. This being said, ICARE has certain expectations regarding the handling of policy violations by volunteers. The House Parents and staff of the Home have a lot of responsibility and work to look after the children in their care. They can not be baby-sitting or constantly chaperoning volunteers. At any point that a volunteer becomes more work than help, they should be asked to leave. Sometimes people are anxious to travel and see another country and culture, and it can become easy for them to take advantage of the Home without fulfilling their responsibilities. The House Parents and the Children's Home Director must be given the authority to ask them to change their behavior or ask them to leave without it reflecting badly on the Home.

The reaction of the Children's Home Director is discretionary. If the behavior directly affects the safety or well being of a child, then the volunteer can be sent home immediately at their own expense. If the behavior is cultural or less severe (e.g.: breaking curfew, smoking, etc.) then appropriate warnings should be issued or even a probation-like situation can be enforced. If the behavior continues, then once again the volunteer can be sent home at their own expense.

These measures are put in place solely for the protection of the children. Our desire is that every volunteer would become a part of the family in the Home and do nothing but enhance that atmosphere. Any disciplinary measures that are taken by the Children's Home Director should be noted by using the Discipline Incident Report form for staff, found on page 93, and signed by the volunteer.

## **VI. MONEY MANAGEMENT**

Few things can cause as many problems in a ministry as issues of money. To make matters **worse there can be cultural differences that exacerbate any problem - be it real or perceived. ICARE has walked through this minefield many times, and though there may not realistically be a way to completely avoid any difficulties regarding money, there are systems that can be put in place to help mitigate misunderstandings. The following section is dedicated to that proposition. Some of these requirements may seem onerous at first, but speaking from experience, a little administrative burden up front will lighten everyone's load in the long run. And this weight will be equally carried by all, for as Galatians 6:2 says, "carry each other's burdens, and in this way you will fulfill the law of Christ."**

### **A. Budgets**

#### **1. Capital Costs**

**Before any project can be set up, the financial questions must be addressed. "How much will it cost? Where will the money come from? Who sets the budget for the ministry? Who makes sure the money is spent correctly? What happens if there is not enough money?" All of these are important questions that need answers.**

**ICARE has developed a system that will alleviate much of the difficulties surrounding these and other similar questions. Any time a new project is being considered, the Area Director should sit down with the Field Director and/or project directors and discuss what exactly is necessary to begin operations. ICARE has lists of start-up items that have been gleaned from many Homes and micro-enterprises already in operation. This list is formatted in a Capital Budget Worksheet, and can be found on page 109 (Children's Homes) and page 143 (micro-enterprises). These lists are not exhaustive, and they may miss many items that could be crucial in a given area. *This* is why the Area Director must go over the list with their Field Director and project directors. The field personnel will have a better understanding of what is needed in the area and what is not. They will also be able to estimate the costs of obtaining said items within the area. This is how the Capital Budget is set.**

**Once these items have been decided upon and priced out, the Area Director and Field Director must decide who will be responsible for the purchase of these start up items. The Capital Budget Worksheet should be filled out and a copy given to the Area Director and Field Director as well as to whomever has been given the responsibility of procuring the items. ICARE requires that a copy of this completed form be forwarded to the corporate office as well for our records. The Area Director should submit it via email, fax or postal service. This will allow everyone involved to be sure of exactly what must be purchased and how much has been allocated for that purchase. If any item has been estimated much lower than its actual cost, there is a Request for Finances form (see page 101 (Children's Home form) and page 138 (micro enterprise form)) that can be submitted to the Area Director. This form simply explains the discrepancy in pricing and requests that more finances be allotted for it. This will keep everyone abreast of any changes in the total cost, and this small amount of communication can prevent many misunderstandings that might creep in.**

#### **2. Operating Costs**

**Following the Capital Budget, which covers any and all start up costs, there is the matter of the on going operation of the project. There will be monthly bills that must be accounted for and planned for in advance. ICARE has put together an Operating Budget Worksheet (see page 113 (Children's Home) and page 146 (micro-enterprise)) that covers the most probable monthly expenses of any project. This Worksheet, like the Capital Budget Worksheet, must be attended to by the Area Director in conjunction with the Field Director and/or the project directors. Any items that have been left off should be added, and any extraneous items should be deleted. This worksheet will allow all parties involved to know up front what the expected monthly expenses of the project will be. Again, this will alleviate many possible problems that can arise from miscommunication. The Operating Budget Worksheet is especially handy because every month a Financial Information Report must be filled out by the project directors, and this report will be based upon the items in the Operating Budget Worksheet.**



## **B. Financial Accountability** <sup>13</sup>

### **1. Monthly Report**

The monthly Financial Information Report is a short form that asks the two basic questions: "How much money came in during the monthly period?" and "How much money was spent on the budgeted items during that month".

The amount spent will be listed on the itemized form and there is a space for noting the amount above or below budget that was spent that month. If the amount is over, there is a place to give the reason. This will keep the Area Director up to date as to any changes in the costs of items, and they will then be able to better address that issue from an educated position. The Financial Information Report form for Children's Homes can be found on page 98, and the form for micro enterprises can be found on page 136.

### **2. Request for Finances**

If the cost of monthly items rises substantially during the course of a year, the project director can use the Request for Finances form (see page 101 (Children's Home form) and page 138 (micro-enterprise form)) to apprise the Area Director of the changes and to ask that the monthly budget be adjusted to account for the cost increases. This report must be sent to the Area Director no later than the fifth (5<sup>th</sup>) of the following month. It can be sent via fax, email or postal service. But the completed form must be turned in. *ICARE will not disperse funds to the Home until the forms are completed and filed.*

This regulation is not meant to be oppressive to the workers in the Home. It is simply meant to underscore exactly how important financial accountability is.

It must be noted that a request does not constitute a demand. The purpose of coalition is to work towards the resourcing of a project: it is not to financially underwrite the project.

### **3. Annual Report**

At the end of each year (calendar or fiscal) the project director must submit an Annual Financial Information Report. This form is exactly like the monthly Financial Information Report; however, the figures on it will represent the yearly amounts instead of monthly. These figures can be added directly off of the monthly forms.

This Annual Financial Information Report must be submitted to the Area Director before the second month of the new calendar or fiscal year. ICARE will not disperse any funding to the Home until the form has been submitted. It can be sent via fax, email or postal service. But the completed form must be turned in. Again, this regulation is not meant to be oppressive to the workers in the Home. It is simply meant to underscore the importance of financial accountability.

These yearly financials can be used for the purposes of applying for foundation grants and for any possible governmental audits. It is much easier on everyone involved to have the information gathered up front than to have to frantically search for it at a moment's notice.

## **C. Purchasing**

### **1. Set Up Purchases**

Once the costs of items have been decided upon and the moneys gathered. The Area Director and the Field Director and/or project director should determine who will be responsible for the purchasing of the items. This decision should encompass many factors. The responsibility should be spread out if possible.

The start up items will most likely be purchased by either the Field Director or the project director, for the obvious reasons that they may be the only ones involved at that point. However, if the situation is otherwise, a decision must be made. Who is chosen is not as important as simply having someone to whom the Area Director can communicate. This is because the person responsible for the purchasing of start up items will also be responsible for filling out any Request for Finances reports that might be necessary. The Area Director might also think about being on site during this stage if they desire to be more involved.

### **2. Operating Purchases**

The ongoing operations of the project will require regular purchases to be made. This could include groceries, utility bills, gasoline and automobile related items in the Children's Home, and raw materials and replacement parts to equipment in the micro-enterprise. These purchases have to be made in a consistent and timely manner because they are directly related to the health and welfare of the project. Again, the Area Director and local workers must decide who is responsible for these purchases.

From experience, ICARE has concluded that it is often easier on everyone if the responsibilities are divided up among the staff of the project. This is obviously contingent on the size of the project and the number of staff, but it can keep the burden from falling totally on any one person's shoulders. However the responsibility is divided up, these purchases require a modicum of administration because the amounts spent must be kept track of for the purposes of the monthly Financial Information Report. The responsibility of keeping track of the amounts spent on monthly purchasing can be delegated to whomever the project director chooses; however, ultimately the project director will be held responsible by the Area Director for the submitting of this report on a timely basis.

### **3. Purchases Which Need Approval**

Often there will be items that the project finds to be essential that were either overlooked on the initial budget or were originally obtained but now must be replaced. Whenever this situation occurs the Request for Finances report must be submitted to the Area Director. This will ensure that proper communication is maintained with regards to budgetary items and that financial accountability is not compromised.

Also, anytime a capital expense arises (e.g.: any item that requires more money than was budgeted or any item that was not originally budgeted for) the Request for Finances form must be properly filed with the Area Director. This will allow the Area Director to use their various resource avenues with all the pertinent information that might be required. The point of coalition is to utilize the strengths of each member. Thus, it is important that the Area Director be notified as soon as possible regarding unforeseen capital expenses.

Prayer covering and spreading the word regarding needs of the project are two of the biggest services that the Area Director can

provide. This allows the workers on site to focus on the children and the running of the project instead of fund raising and solicitation efforts that would take time away from their efforts. ICARE would also request that copies of these forms be submitted to our corporate office, so that we can involve our network of support as well.

## **D. Loans**

### **1. Overview**

When it relates to the Enterprise Development, ICARE has begun a policy of issuing interest free loans to the Micro-Enterprise. These loans are for the purposes of start up costs of the Enterprise. It is required that the loan be paid back in monthly installments once the business is running. How much is paid back each month is open for negotiation depending on the nature of the enterprise, but some form of monthly installment is required until the loan is completely paid off. There are two reasons for this policy.

### **2. Poverty Reduction**

The first is our stance regarding poverty reduction. One of the most common problems that the West continually fosters in developing nations is that of dependency. Whenever moneys are simply given without some explicit expectation of return, then said moneys can be taken for granted at best or become an expected continuing obligation on the part of the giver at worst. The purpose of the businesses is to create a source of income for the Children's Home as well as to generate business opportunities for individuals in the country where the Home is loan. This in turn assists not only in the running of the Home, but also in the greater scheme of poverty reduction in the community.

### **3. Ownership**

The second reason for this policy is that we strongly desire to create a sense of ownership in the enterprise in the nationals who are working the business. In our experience, individuals take much better care of those things in which they have a vested interest. By offering interest free loans, we not only break the cycle of poverty that is produced by banks in developing countries that charge as much as 35% interest on a business loan, but we allow individuals to achieve their business goals. This fosters a well-deserved sense of accomplishment for them, while allowing them to share the fruits of their labors with the ministry of the Children's Home. Thus while no money is "wasted" on interest payments, the business is responsible for paying back what was given on its behalf thereby allowing it to stand on its own feet without constantly leaning on the "crutch" of Western money.

## **VII. PERSONNEL - CHILDREN'S HOME**

The Children's Home is ultimately centered around and based on the House Parents. They are them ones with whom the children will most closely associate. They are the ones with whom the children will bond, and to whom the children will look for guidance, mentoring and experiential learning. This makes them the most important people in the lives of the children in the Home. That puts a lot of responsibility on their shoulders, but it puts an even greater responsibility on the shoulders of those who choose them. The House Parents will be the bridge to Christ and His love for many of the children. With such a precious cargo traveling on it, those who put the bridge in place must be certain that it is made of the very best materials and that no questions regarding the stability of it.

### **A. Hiring, Payment and Benefits**

here are many issues that can come up in the area of staffing the Children's Home. Many Misunderstandings can arise because simple issues were not clearly explained from the beginning. ICARE has some simple steps that can alleviate many, if not most, of these issues. Our experience has shown that the more information that is explained up front, the fewer problems there will be later on. And if such problems do arise, they are much easier to solve to everyone's satisfaction when the "rules" are agreed upon in the beginning.

#### **1. Hiring**

-s we have explained, the House Parents are the most important people in the lives of the children in the Home. However, other staff that has consistent contact with the children will impact their lives as well, and this should be considered when hiring periphery staff. By periphery" staff, we are referring to such positions as cooks, laundry workers, maintenance -people or other such postings. We realize that the probability of even hiring such staff is entirely dependent upon the size and needs of the Home - as well as the discretion of the Children's Home Director and the acquiescence of the Area Director. However, when these positions are necessitated by circumstances, an equal amount of forethought should be put into their hiring as would be given to a House Parent. The same application process should be followed, as it is written from the view of providing the best possible protection for the children.

ICARE provides an application form for employment at a Children's Home. This form has been amalgamated from numerous Homes already in operation, and it tries to cover the general areas that should be addressed for employment in any culture. This form can be found on page X36.

##### **a) Ratio**

The amount of staff hired should be based upon the number of children in the Home. The ratio of staff to children should never be below 1:6. In this section, by the term staff we are ideally speaking of House Parents, but adult periphery staff will also be accepted for the purposes of this ratio. There should never be less than one adult on the premises for every six children on site. This includes overnight arrangements as well.

##### **b) Gender Makeup**

The gender makeup of the staff can be an area of concern. The House Parents are what the children will look to for the best example of what a "home" should look like; therefore, the ideal situation would have married couples filling the positions of House Parents. Husband and wives are preferred for all Homes regardless of size, but ICARE realizes that this is not always possible in every situation. If it is not possible to staff the Home with married couples - especially in the instances of smaller cottage-like Homes - then the Field Director and Area Director must decide whether the Home would be better served with a father figure or a mother figure. ICARE currently works with foster parent style Homes in which a family takes in one or two children to raise as their own. In these situations we have seen both a single father and a single mother provide the love and attention that the children needed. The bottom line is that prayerful consideration must be given to each individual situation, whether or not married couples are available for House Parents.

### **c) Nepotism**

Often times in developing countries, there will be families that all desire to become involved in a ministry opportunity. Without commenting on the possible reasoning behind their desires, ICARE simply suggests that such instances be carefully considered by the Area Director and the Field Director. Sometimes this situation can make the staffing of the ministry incredibly easy, and sometimes it can have serious repercussions on the Home down the line. The Area Director has to be involved in the decision making process involving staffing of the Home, and must explain at the beginning that they reserve the right to monitor and intervene in any issues of nepotism that have the appearance of benefiting the family rather than the Home.

Another issue to consider on this topic is that of community impact. The Home can be a source of encouragement for many different people in the community - especially if the Home is working closely with a local church. Peripheral staff especially can often be found in the congregation. Should a Home become staffed solely with one extended family, it can quickly appear to those outside of the Home that the ministry is exclusive or elitist. This is not the image that a Home should extend to the community in which it desires to harmoniously exist.

### **d) Skills**

When interviewing candidates for employment in the Home, specific attention should be paid to the skill set that the team as a whole will possess. Therefore, while each candidate should be judged on their own merits, they should also be evaluated based upon the abilities they have relative to the strengths and weakness of the others on the team. This way you will assemble a well-rounded team that will cover each other's weaknesses. So, for instance, you do not wind up with a team that cares for the needs of the children to a fault, but has no administration skills and cannot complete the required forms. Also, you do not want to end up with a team that can understand all of the administrative minutia, but does not give the children the love and attention that they require. Either situation would be a disaster for the functioning of the ministry.

The education of the applicants should also play a role in their selection. Our desire is to raise children that have the best education possible when they integrate into their society as adults. To that end, we should give them the best role models that we can. If possible, that means

House Parents who have been educated (this will be highly beneficial in helping the children with their homework); but aside from this, it means House Parents who have a love for education and see the importance of it for the children.

The life experience of the potential House Parents should also be given consideration. Men and women who have raised their own children have experience that a young couple may not have. Their learning curve will be much smaller in that respect. However, how they raised their children should be considered as well. Are they willing to abide by the Home's policy regarding discipline, or are they entrenched in their own practices? This too is an important consideration. The work experience that they bring to the Home is also important. Have they worked with children before? What is their understanding of work ethic? These are all issues that should be considered when hiring individuals to work directly with the children in the Home.

### **e) Background Check**

A background check on applicants is a touchy subject for many people, but should be a non-negotiable. The children are our first concern. If we can prevent serious emotional scarring on a child by running the risk of making an applicant uncomfortable, then so be it. If an applicant has nothing to hide, then there is no reason for them to be uneasy about a simple background check conducted by the Field Director. The point of the check is not to dredge up every possibly embarrassing detail from the applicant's past. The only thing that should be looked for on a background check are past infractions that might endanger a child or take advantage of the ministry.

*If there are any instances in a person's past that involve improper behavior with a child, then that person is automatically disqualified for any position in the Home.* This policy can never be violated, as the safety of the children is more important than any other consideration on this point. It is not that ICARE rejects the concepts of grace and forgiveness, on the contrary, we embrace them wholeheartedly. However, we also embrace the concept of consequences. If someone has ever acted inappropriately with a child, then the consequence of that action is that they cannot hold a position in a Children's Home. They can most certainly be forgiven by the Lord and have grace shown to them by the Christian community, but they cannot work directly with the children over whom we have been given responsibility by God.

In many developing countries proper criminal background cannot be performed. In these instances, the check must be done through the local church where the person attends. The applicant must provide a letter of recommendation from the pastor of the church they attend when they submit their application, but this letter should not be construed as endorsement on issues such as past infractions with a child. The pastor must be interviewed as well as other people or Christian organizations that have a long-term relationship with the applicant. While no check can ever be exhaustive, the point is simply to try and weed out those who might be trying to take advantage

of the lax requirements that most ministries employ. Past this, we can simply pray for the Lord's protection and train our people to be vigilant.

#### **f) Probationary Period**

Upon completion of the interview and background check, the final decision rests with the Area Director and the Field Director and/or Children's Home Director. They will inform the candidate of their conditional acceptance of employment at the Home. The conditions of employment include acceptance of a three month probationary period. ICARE has a simple Probationary Agreement that is used for this purpose. A copy of it can be found on page 91. The purpose of the agreement is simply to stipulate that during the three-month period the applicant can be terminated by the Home for any reason without prejudice. We firmly hope that this would never need to take place, but again for the purposes of protecting the children, this process must not be arrested for any reason. It will also allow the applicant an opportunity to walk away from their position in the Home without prejudice. This is important to allow them to see if they feel uncomfortable in the Home for any reason. We cannot expect a House Parent to provide the love and attention that the children need if they do not want to be there. This probationary period is therefore required of all individuals accepted for employment in the Home.

#### **g) Period of Commitment**

Once the probationary time has expired without either party finding reason to end the working relationship, the worker must agree up front to commit to the Home for a minimum of two years. Anything less than this is unacceptable because it is too hard on the children to have to adapt to a succession of House Parents coming in and out of their lives every few months. Many of the children that come into the Home are dealing with feelings of abandonment on some level. If the very people who were supposed to be providing them with stability were continually changing, then the feelings would be exacerbated instead of healed. For this reason ICARE requires that all House Parents make a minimum of two-year commitment to the Home - and in effect to the children.

Once that original commitment is fulfilled then the Area Director, Field Director and Children's Home Director must decide what type of continuing commitment is required, whether it be yearly renewable or a continuation of the two year commitment. Whatever the Area Director, Field Director and the Children's Home Director are comfortable with is fine, but the continuity for the children should never be compromised for the convenience of the adults.

With regards to periphery staff, lengths commitment are flexible, but any time someone is working in the Home they should be respectful of not putting an undue hardship on the Home. Thus, their commitment should contain an understanding that they will give 30 days notice of resignation, thereby giving the Home time to find and train a suitable replacement.

## **2. Payment**

How the staff, be it House Parents or periphery staff, is paid can be a sticking point. ICARE respects the philosophies of the different Host Country Partners with whom we work. Many of them believe in volunteer workers or workers who raise their own support, thus precluding direct payment of moneys to the workers. Others work well with the concept of paying their workers directly for their time and efforts. ICARE encourages each Host Country Partner to seek the Lord on the issue and to be comfortable of the leading He gives you. We do however believe in the scripture precept that *"the worker is worth his wage."* (Luke 10:7) To that end, ICARE believes that the House Parents should be remunerated in some way by the Home. This can be through salary or stipend, or it can be in the form of assisted time off or paid vacations (e.g.: helping with travel costs or arrangements).

Should the Host Country Partner decide to pay staff or assist in vacation time, it is important to include such expenses in the Operating Budget Worksheet (please refer to page 113) when setting up the Home. Any periphery staff that might be added after the budget is set must also be added to the budget, and these can be done through the Request for Finances form as well (please refer to page 101).

## **3. Protection from Burnout**

One of the most common problems that missions run into, especially when working with children, is burnout. The high staff turnover rate that exists in world missions is directly related to the workers being overtaxed and burning out. ICARE believes very strongly in protecting the children, but equally, we believe in protecting our workers. Oftentimes this consists of putting policies in effect to protect

them from themselves. One of the most common mistakes that missions' workers make is pushing themselves too hard for too long. The following policies are required specifically for the protection and longevity of the House Parents, and ICARE mandates that they be followed in any Home with which we are associated.

**a) Rest Periods**

When the Lord finished His greatest creation, He took a day off for rest and reflection. ICARE believes that this precedent should be followed today. Every House Parent must take one day a week strictly for themselves. This "Sabbath" will help refresh and renew them for the duties that the other six days a week require. Each Home will have to develop their own schedule to accommodate this policy, for the minimum ratio of adults to children must be upheld on these days, but those with a day off do not count towards that ratio even if they choose to spend the day on site. For the entire day (sunrise to sunset), all responsibilities are lifted from them. Each week, every House Parent must have one day to themselves.

**b) Vacation Time**

**c) House Parents**

In addition to the weekly Sabbath, House Parents must take extended times off during the course of the year as well. ICARE requires that each House Parent take two rest breaks during the year of one week apiece. They should also have one two-week vacation. This adds up to four full weeks off a year. ICARE believes that these breaks will keep the House Parents fresh and excited about their work with the children in the Home.

Type of Break	Number of Breaks	Length of Break
Rest Break	2	1 week
Vacation	1	2 weeks

It should be noted, however, that the Children's Home Director, in consultation with the Host Country Partner, will have to decide if the House Parents may put all of their breaks together to compile one-four week break. This is discouraged by ICARE, as the number (as well as the length) of the breaks is designed to combat burnout, and it has been our experience that one long holiday every year does not meet this objective.

It should also be noted that the rest breaks and vacations do not supersede the minimum ratio policy in the Home. Therefore, the rest breaks and vacations must be scheduled well enough in advance as to allow the other staff members to make any arrangements necessary for the care of the children. Our goal is not to put undue hardships on staff members who must cover for those on vacation, but to work in harmony with all involved so that everyone feels rested and cared about. Thus, the Children's Home Director and Field Director must be willing to become involved in the daily operations of the Home if necessary to assist during the vacation times of the House Parents.

**d) Children's Home Director**

The Children's Home Director should also be given due rest during the year. As his/her position does not require living within the Home, their rate of burnout is not a high. Therefore, ICARE suggests that they be given one two-week vacation each year. The same efforts should be made by the Host Country Partner to assist with this vacation - either in assisting in the arrangements for the vacation or making it paid time off. However it is arranged so that the Host Country Partner feels comfortable and the workers feel cared for is fine.

Type of Break	Number of Breaks	Length of Break
Vacation	1	2 weeks

**B. Hours of Staff**

It is important that each Home have a schedule that the House Parents are familiar with. This schedule should include who is "on duty" at any given time during the day. On duty is different from the minimum adult to child ratio policy. In effect, there must always be one adult available on site for every six children at the Home, but there should be a designated person who has priority responsibility at any given time. The "on duty" House Parent should rotate through all of them at the Home each day, so that no one person feels overburdened with responsibility. The hours of being "on duty" should rotate each day so that no one person is consistently responsible for the busiest hours every day.

This schedule should incorporate who has the responsibility for the devotional time, who is responsible for snack time or who is responsible for helping with schoolwork each day. Again these responsibilities should rotate through the staff equally so that no one feels taken advantage of. Even this will help reduce feelings of being overworked and thus leads to less instances of burnout in workers.

Each Home will have to develop their own working schedule to cover the important areas and times in the individual Home and to ensure that everyone is rotating through the positions equitably. Once a workable schedule has been worked out, a basic outline of the schedule must be submitted to the Area Director for their records. This is simply to ensure that the Area Director is always kept abreast of what is happening in the Home.

## **C. Behavior of Staff**

This section deals directly with appropriate behavior of the staff as it relates to interaction with one another in front of the children. Any behavior that relates directly to the children was covered in the section on "Protection of the Children" and should be referenced there (see page 44). The purpose of this section is to outline what is not considered to be beneficial to the emotional and mental well being of the children, thereby being behavior that is inappropriate in front of the children in the Home. We would like to say however, that we believe these behaviors to be inappropriate regardless of the setting.

### **1. Language**

As with parenting in general, it is important that the parental figures present a unified front before the children. This is not meant to be dishonest with them, but rather to give them a strong sense of security. Whenever children feel that there is conflict between parents, their initial reaction is to wonder if they are somehow to blame. This feeling would be magnified in the mind of a child who has been taken into a Home, having already lost one family unit. Therefore House Parents and periphery staff must never belligerently contradict one another in front of the children. There is no positive value in this behavior and it will not be tolerated in the Children's Home. If there is a disagreement on any issue between adults in the Home, they can find a time and place away from the children to discuss it rationally and calmly.

It is imperative that the children in the Home never have any reason to believe that there is disunity between the workers in the Home. House Parents and periphery staff must not say anything degrading or negative about another worker in the Home. Just as the children would not be allowed to speak ill of one another, so the adults should live by the same standards. The age-old premise still stands, "if you don't have something nice to say, don't say anything at all."

And the last point on this topic is language that is off color, crude or any form of cursing. These are all inappropriate in front of the children in the Home, and will not be tolerated. Never should language be used that we would not want the children themselves to use.

### **2. Appropriate Affection**

Within the Home, House Parents will be watched very closely by the children. Therefore, the way in which affection is shown between members of the staff will have an impact upon the children and their understanding of what is appropriate. Our desire here is simply to give boundaries that can be adjusted to each culture, but that for the most part are wise places to start.

#### **a) Touching / Holding**

The cultures in which Homes are located will differ drastically one to another; this being said, it is important that within the boundaries of that culture that appropriate affection is modeled for the children. Married House Parents will set the standard for what children will grow to expect in their own marriages. Single House Parents will impart to them what is appropriate while they are single. Therefore, how House Parents interact is important to the development of the children. Married couples should freely model pure affection for one another so that the children understand the concept of love in a pure form, but intimate contact is not appropriate for the eyes of children. Those who are not married, whatever is the culturally accepted greeting between individuals would be all that is appropriate. What is culturally acceptable between same sex and opposite sex individuals will differ from country to country, but generally speaking, that is what should be modeled for the children. For example, in some Asian cultures it is acceptable for those of the same sex to hold hands while walking or talking, but it would be highly inappropriate for members of the opposite sex to



do so. If this is what the culture dictates, and it does not violate Scripture, then this is what should be modeled for the children. We do not, after all, want to raise them to be in defiance of the very society in which we desire them to become leaders.

## **b) Smoking & Drinking**

Although this has already been dealt with, we thought it important to mention again in this section. Smoking and drinking are not allowed on the premises of the Children's Home. If a staff member of House Parent feels the need to partake of such activities, they must leave the premises in order to do so. The policy applies to them as well.

## **D. Solving Disputes**

Should disputes arise between staff members, whether they be House Parents or periphery staff, that cannot be solved through discussions between the parties, then the Children's Home Director should intervene and mediate the dialogue. If a supervisor is necessary, then both parties must agree to abide by his or her decisions. Obviously, the goal is that there would be an atmosphere of unity in the Home that would allow individuals to discuss their issues and come to consensus together. ICARE realizes that the goal is not always obtained in every instance, and therefore this policy must be implemented for the preservation of peace in the Home.

Should the dispute be between a House Parent or periphery staff member and the Children's Home Director, then it would be necessary to involve the Field Director if they could not come to consensus together. The same policy would apply with regards to abiding by his or her decision. This would continue up the chain of command, until the Area Director could become involved if the dispute involved the Field Director.

Whatever the issue, we believe in the Matthew 18 principle of conflict resolution. If there is a conflict between two individuals in the Home, then let them go to one another - just between the two of them - and work to resolve it. If this does not produce resolution, then take one or two others along. By this we have established the aforementioned policy. In addition to this we believe in Luke 17:3, "if your brother sins against you, rebuke him, and if he repents, forgive him." (emphasis ours) Being right is never the point. Being unified even in the midst of disagreements -this is the point.

## **E. Staff Discipline**

Discipline is a necessary reality of living. We all have moments in our lives that we wish we could take back. ICARE does not regard discipline as something to be ashamed of or as something to be embarrassed about. The Biblical purpose of discipline is simply correction and instruction. We see it no differently as it pertains to the House Parents and periphery staff.

Should any staff member, House Parent or periphery, step outside of the policies of the Home, they should be corrected, audibly, by the Children's Home Director. If the behavior persists, then a written reprimand should be placed in their file by the Children's Home Director. ICARE has a Discipline Incident Report for Staff that we have prepared for use in the Homes. This form can be found on page 93. Should a situation arise that necessitates its use, the Children's Home Director should complete the form and have the staff member sign it so there is agreement on what transpired. The form should also be forwarded to the Field Director to sign. The signed form should then be placed in the worker's file. This way there is a firm record of what actually took place and there will not be fuzzy recollections from differing perspectives at a later date. Then should action need to be taken on the same issue again, there will be a record of prior occurrences. Conversely, should the issue never arise again, the Children's Home Director will have a point for edification on the annual review of the worker.

These same steps would apply to the Children's Home Director as well, but the Field Director would be the one in charge of the formal rebuke and paper trail, and the Area Director should be made aware of the situation.

These forms should not be seen as a vehicle for embarrassment of an employee. Their purpose is to encourage and educate the workers towards walking with Christ on a daily basis. However, should something untoward happen, and an employee need to be let go by the Home, there will be a concrete explanation to ensure that the Home did not act out of animosity or from a momentary sense of retribution. This could very well be the difference in our continued acceptance in the local church and community.

## **VIII. SAFETY & SECURITY**

Again, the protection of the children who have been entrusted to us is our primary responsibility. There are certain factors that should be taken into account regarding the safety and security of the Home and all of its inhabitants.

### **A. Safety**

When we mention safety in this section, it is more in reference to protection of the children from outside threats rather than to the emotional feelings of the children. For although we very much want the children to feel safe, we want to take certain measure to ensure that their safety is not just a warm feeling, but a matter of fact as well.

#### **1. Outline of Primary Concerns**

The areas of primary concern with regards to the safety of the children that we will address here surround the health of the children. These include but are not limited to access to hospitals or medical services, proximity of police or law enforcement, a healthy water supply, some form of power supply and road access for the Home. We have already addressed the water issue on page 27, but the other concerns should be given due response as well. We realize that in some areas, these are not all available. ICARE simply requests that they be taken into account when the location of the Home is discussed and that all reasonable steps be taken to address these issues.

Thefts and break-ins are also a serious issue that we encourage the Host Country Partners to consider. We do not want the Children's Home to look like a fortress, nor do we wish it to appear to be separate from the community in which it is located. However, the children's safety is paramount. Depending on the situation of the Home and the safety measures that are commonplace in the culture, the Field Director or Children's Home Director might give thought to putting bars on the windows, building walls with barbed wire around the Home grounds, or putting other security measures in place. The final decision rests with them, as they are the ones who both know the area and how to take care of the children.

#### **2. Nightly Lock-Up**

Continuing on the theme of the safety of the children, we will briefly touch on locking up the Home. Depending on the location of the Home and all pertinent considerations taken into account, there is a base line standard that ICARE requires of the Children's Homes. The Homes must be locked up at night. Some of our Homes lock their outside gates (or doors as is applicable) at 8pm every night. Others simply have the last person to go to bed check and make sure that the Home is secured for the night. However the Home Director and House Parents decide to establish the routine. we ask that this procedure be followed every night.

#### **3. Strangers**

Our desire is that each Home find a way to become a part of the community in which it is physically located; however, there are certain issues to which the House Parents and staff must be ever vigilant. Specifically, a watchful eye must always be kept on strangers near the Home. Kidnapping and forced prostitution or labor is a very real part of our world, and we should never forget that a Children's Home could be considered an easy target to those who exploit children.

ICARE urges the House Parents to be proactive in all situations. By this we mean that the House Parents should feel comfortable approaching and confronting anyone who appears to be loitering around the Home grounds. Approaching people in a friendly manner will impress upon people two meanings. First, it can be a way to build community with those around the Home. And second, it will show that the adults in that Home take a serious interest in the welfare of the children, and that the children in the Home are anything but "easy targets" for their machinations.

The children in the Home should also be taught the simple maxim, "Don't talk to strangers." This as well will decrease the attempts to make contact with the children. ICARE strongly recommends that the children be taught to steer clear of strangers. While we do not wish the children to be rude or to act outside what is cultural in a given area per say, we do put their safety and security above the feelings of others outside the Home.

## **4. Fire and Safety Procedures**

Fire and Sire and Safety Procedures Manual for the Host Country.

### **B. Security**

Unfortunately, many of the countries where Children's Homes are located are not open to the Gospel or to those who believe in it. In response to this, ICARE does have certain policies regarding security that we ask the Host Country Partners and Children's Homes to honor where applicable.

#### **1. In-Country**

Those who most need to be made aware of situations and warned are visitors and volunteers, especially if they come from other countries. We will not try to speculate on every possible security issue that may arise, but, in general, we are referring to those issues that arise especially when a local government is actively working against the interests of Christians or Christian organizations within their jurisdiction. If a visitor or volunteer is sent by ICARE then we will make that person aware of any pertinent security issues before their departure. The Children's Home Director, however, should never assume that they have been briefed, and should reiterate and expand upon any concerns upon their arrival.

If there is a security issue that the indigenous workers have to be concerned with, then visitors and volunteers should respect the following requests. Anyone coming into the Home from a foreign country should be guarded with their language when discussing their business to anyone that they do not know well. Also, should an occasion arise where they are asked to a meal or to tea, they should never bring a person to the Home, but should instead meet them at a coffee shop or some other public location. These recommendations are not meant to scare or intimidate anyone who wants to offer their services to a Children's Home. It is intended to protect those who are working for the Lord's Kingdom in the midst of darkness. They need to be protected, and should not be placed in jeopardy because a naive visitor or volunteer has come to assist them.

#### **2. Communication**

Here again, these recommendations are specifically meant for those instances where the Children's Home is located in an area where there is an inherent threat to the safety of Christians and Christian organizations. Under these circumstances, the Area Director and the Field Director should give due consideration to an encryption system for their email service. ICARE does work with some individuals who are familiar with encryption services and will be more than willing to offer advice and assistance to the Host Country Partner if such help is requested.

Again, if these circumstances are present, then visitors and volunteers should be warned in advance to word any communications back to their homes in such a way as to not jeopardize the Home or the workers in the country.

## **C. EMERGENCIES**

### **1. Overview**

Unfortunately, emergencies of some nature can never be entirely avoided. Precautions can be taken to limit them, but one cannot prepare for everything. Although we cannot control everything, we can take the time to be aware of those things that could be the most likely contributing factors to an emergency situation.

The following are some of the factors that should be considered in the Home:

- A country's predisposition to natural disasters should be accounted for
- Pets in the Home can be a wonderful and therapeutic distraction for the children, but they can also be the cause of serious injuries
- Allergic reactions to bee stings or ant bites can be extreme and dangerous

And these are but a few examples. Our desire is not to frighten, but to help explain the nature of care for children. Emergencies will happen, and the Home should be as ready as possible.

### **2. Prevention**

There are some easy steps that can be taken to prevent small issues from becoming big emergencies. These policies are meant to address this issue, and so ICARE requires Homes to follow them.

Fire extinguishers are mandatory in a Home. There should be a minimum of one extinguisher that must be within reach of where the cooking is done. It must be checked and, if necessary, recharged once a year.

If the Home is larger than 10 children, ICARE requires that fire drills be run quarterly until all of the children and workers are comfortable with the process. After that point, once a year is acceptable. The Children's Home Director should schedule and oversee the process. In some locations earthquake drills are equally important and should be scheduled appropriately.

Lastly, ICARE requires that every Home have a fully stocked, standard first aid kit" on the premises, and that the House Parents are familiar with it and trained in its use. It is also important that the House Parents be trained in first aid procedures including CPR and the appropriate response to choking (the Heimlich maneuver).

Obviously not all contingencies can ever be accounted for, but we do want to be wise in our protection of the children. We should do all that we can to be prepared, and then pray and trust in the Lord's hand of provision.