

Body, Mind and Soul

A Handbook for Christian Ministry to Commercially
Sexually Exploited Children and Young People

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Introduction

How this book was written

The field research for this handbook was carried out by Marion and Les Derbyshire between December 1999 and March 2000. The three projects were selected by the Viva Network management team as examples of good practice in their field. Rahab Ministries in Thailand is well established and has a wealth of experience to offer. ESCAPE in Sri Lanka and House of Hope in Cambodia are younger projects whose leaders have recently thought through and tackled the processes and challenges of starting out and have valuable advice to contribute.

We visited the three projects and interviewed the founders and leaders in order to gather information for this handbook. We observed each programme at first hand over a short period, and spoke to others involved. The handbook contains material gleaned in this way together with some edited from documentation kindly copied for us by project staff and additional comments from our own experience and background reading.

The study of these three ministries yielded more material than we could use for this book, which in any case is much longer than its predecessors in this series. We therefore chose in some sections to concentrate on information or advice from only one of the projects. We wish to emphasise that this in no way implies that the others were not concerned with this aspect, or any criticism of their programme. We simply decided to draw on different elements of each organisation, in order to achieve greater focus and in some cases to avoid repetition.

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Marion Derbyshire

How to use this handbook

- Work through it thoughtfully and prayerfully.
- Consider your own situation. Circumstances and culture may differ. Compare and contrast what you find here with your own situation and learn from what is relevant.
- Make notes where you may agree or disagree, or add useful comments and ideas. Others may benefit from these, either by using the same material, or as discussion points.
- Use for training sessions, perhaps taking one section at each session, and expanding the ideas in your own way according to your needs.
- Use for each leader and worker as an individual guide, to study and re-read as required.
- Use as a basic handbook, adding extra notes for your particular ministry.
- You may want to use this to help you to discern your vocation.
- Refer to this book when you have particular questions or difficulties.
- Your comments would be welcome for our further handbooks.



Global picture

Across the world, an estimated 10 million children are commercially sexually exploited, by being trafficked, tricked, trapped, lured or forced into prostitution. In many countries, thousands of girls under 16 are offered as part of sex holiday packages. Countless numbers of young boys and girls also become subjects of internet pornography created and used by paedophiles.

- Information gathered by the British charity, Christian Aid, and reported by Reuters, indicates that up to 10,000 children between the ages of 6 and 14 are enslaved in brothels in Sri Lanka.

(Source: CATW, Child Sex Tourism is Flourishing in Sri Lanka, Coalition Report, 1997)

- In a Thai study of over 1,000 young prostitutes, 90% disapproved of prostitution and their rôle in it, 43% felt hopeless and trapped, and 26% said that if they discovered they had AIDS they would commit suicide.

(Source: Patricia Green, Prostitution: Children the Victims 1994, unpublished)

- Over half of Colombia's street children are involved in the sex industry and child prostitution. Some girls as young as eight are employed in strip tease bars. Boys are sold for the price of a meal. One study found that over 50% of the young girls working as prostitutes did not know what AIDS was, or the risks they faced.

(Source: Jubilee Campaign Information Sheet February 1998)

- Prostitution is widespread in the Philippines and a large number of those working are children, some as young as four years of age. It is estimated that at least 20,000 and up to 60,000 children are engaged in prostitution.

(Source: Jubilee Campaign Street Children in the Philippines Briefing Paper September 1998)

- In the Philippines, 48% of the girls involved with the sex trade said that they had become pregnant, 33% twice, 15% three times and 5% four times. 32% of these minors had had at least one abortion.

(Source: Jubilee Campaign Street Children in the Philippines Briefing Paper September 1998)

- 90% of the 100,000 women in prostitution in Bombay, India, are indentured slaves.

(Source: CATW Fact Book, citing Robert I. Freidman, "India's Shame: Sexual Slavery and Political Corruption are Leading to an AIDS Catastrophe" The Nation, 8 April 1996)

Controversial subject

The subject of the commercial sexual exploitation of women and children has been widely publicised in recent years. Statistics¹ alone are horrifying and although some reports have been sensationalised by the media, heart-rending stories of individual tragedies have moved the hearts of journalists, politicians, charitable organisations and ordinary caring people alike. There has been a surge of interest in 'rescuing' prostitutes from their lives of degradation.

Counter to this, a growing body of opinion has been pointing out the perils of this approach, which can antagonise the employers of commercial sex workers and drive the problem further underground. This could have the result of increasing corruption and abuse because if prostitutes are outlawed they will not have access to vital medical care or other services.

The controversy as to whether we should 'rescue' or 'work with' commercial sex workers continues to rage and any groups working in this field should ensure that they understand these issues. The three projects we visited have each taken a slightly different approach, but they have all attempted, to some extent, to deal with this dilemma. They work alongside the commercial sex workers, offering holistic help and support; they offer counselling to empower them to make choices in their own lives. They take care to work with community leaders, government departments and other non-governmental organisations. One project follows a 'rescue' model, taking under-age girls into residential care; the others are community-based. Two of the programmes offer opportunities for alternative employment for those who wish to leave commercial sex work.

Through all this, one fact, in my opinion, cannot be disputed. All sexual contact of adults with children is abuse. This is the starting point for this Viva Network handbook. As Christians, we believe we must do all we can to eradicate and prevent the sexual abuse, exploitation and enslavement of children.

Damaged children

Many practical aspects of the programmes researched for this handbook have much in common with other 'children at risk' projects. However, children in the sex trade have been damaged in specific ways and they need specialist help. Child therapy should be undertaken only by people who know what they are doing; otherwise there is a risk of further damage being inflicted, however good the intentions may be. This handbook offers guidelines for those wishing to set up programmes to improve the lives of sexually abused children. However, workers who expect to be closely involved with abused youngsters should undertake sufficient training in specialist skills to equip them to provide satisfactory help and support.

Prevention rather than reaction

Ultimately, change must come by prevention and eradication of the commercial sexual exploitation of children rather than by reacting to it after the event. Trying to mend broken lives is always a second best approach, though sadly for the time being it is essential. Workers in this field should have a wider perspective and take responsibility for advocacy and awareness raising. Since the problem is larger than those presently involved can handle, we must also work to motivate and empower others to share the burden and privilege of releasing children from this appalling exploitation.

¹ For further statistics, see the website:
www.globalmarch.org/worstformsreport/world/childprostitutionandpornography.html

Project models used for this handbook

RESEARCH MODEL 1: ESCAPE

What is ESCAPE?

In March 1983 a group of Christians in Sri Lanka established the Lanka Evangelical Alliance Development Service (known by the acronym LEADS). This organisation has become active in community development: it trains and mobilises Christian workers and develops programmes for marginalised groups in Sri Lankan society. In 1995, LEADS decided to set up a programme to tackle the fast-growing problem of child sexual abuse. This was given the acronym ESCAPE (Eradicating Sexual Child Abuse, Prostitution and Exploitation).

Why is a programme of this kind necessary?

The government in Sri Lanka has estimated that 30,000 children are being sexually exploited in that country. Factors contributing to this include:

- the sale of children in order to pay off debts
- incest and other sexual abuse within the extended family and close community
- economic instability which has resulted in mothers leaving their young families in the care of male relatives while they find more lucrative work in the Middle East
- recent growth in tourism and especially the arrival of paedophiles whose aim is to exploit young boys and girls
- strong international rings of people who produce pornographic literature, photographs, films and video cassettes
- the ignorance of parents and children who think contact with foreigners will improve their prospects in life
- weak law enforcement in the past

What were the initial goals of ESCAPE?

1. To motivate, mobilise and train Christians to participate actively in programmes that would drastically reduce or eradicate prostitution of children as a business.
2. To assist in the setting up of one or more rehabilitation centres for affected and enslaved children.

Where does ESCAPE work?

ESCAPE is based in Dehiwale, to the south of Colombo in Sri Lanka. It offers therapeutic help to both boys and girls who have suffered domestic or commercial sexual abuse. They range from children as little as 2 years old to young adults up to 25 years. Of those who have been commercially sexually abused, the greater number are boys. Training programmes have been held in Colombo and the surrounding districts of Negombo, Galle, Kandy and Kurunegala.

What are the aims of ESCAPE?

1. To form a body of well-informed activists.
2. To give child carers necessary skills.
3. To provide professional therapy and rehabilitation for children.

Who leads ESCAPE?

The project is led by Rushika Amarasekera who is a qualified child psychologist and therapist. Chitrani Stambo, a retired teacher, organises the training programme. Anoma Perera works with families and children who have been discharged from therapy. During the first two years of her employment, she was advised and supported by Alison Shuttleworth, a qualified and experienced social worker who was appointed by Voluntary Services Overseas.

What are the main activities of ESCAPE?

1. To establish and organise training programmes for groups in society.
2. To offer therapy and family support for abused children.
3. To set up a rehabilitation home for abused children.

RESEARCH MODEL 2: Rahab Ministries

What is Rahab Ministries?

Rahab Ministries is a Christian mission based in Bangkok, Thailand. It began in 1989 as an evangelistic and social outreach to women and girls working in the bars and in prostitution in the Patpong Road area of Bangkok, where sex tourism is rife. It is a charity registered with the Evangelical Fellowship of Thailand.

What were the initial goals of Rahab Ministries?

Boys are also commercially sexually exploited but this ministry focuses on women and girls. It is estimated that about 2.5 million women and girl children are involved in prostitution in Thailand. The major elements are:

- girls from the northern villages are bought from their families or tricked or lured into going to work in the bars and brothels in Bangkok
- these girls generally have little education and poor alternative job prospects
- women and children are trafficked into Thailand from the surrounding Mekong countries
- there is an extremely high incidence of HIV and AIDS in Thailand

Why is a programme of this kind necessary?

1. To provide support and practical assistance to women working in prostitution, to raise their quality of life and foster hope.
2. To care for the spiritual needs of the women engaged in prostitution and to seek to build a spiritual foundation in their lives, which will enable them to cope with the daily pressures they encounter.
3. To try to provide vocational training and alternative employment for women desiring to leave prostitution.
4. To provide social centres where women engaged in prostitution can meet for mutual support and friendship, find emotional and practical help and receive some training in life skills.

Where does Rahab Ministries work?

Rahab Ministries is based in the Patpong Road community of Bangkok. They have established a beauty salon in a building situated amongst the public bars. Here they work with women of all ages, though in practice they have been aged between 14 and 30, with most being between 18 and 22 years old. They are generally, though not exclusively, Thai nationals. Most have been prostitutes in the bars, but some preventative work also takes place at Rahab Ministries. A second centre has recently been established in the coastal town of Pattaya, which is also well known for its sex tourism.

What are the aims of Rahab Ministries?

1. To make friends and share the gospel with women in Patpong.
2. To offer them practical help.
3. To provide opportunities for vocational training and help with alternative employment.

Who leads Rahab Ministries?

Patricia Green, commissioned by World Outreach, New Zealand, is the founder and project co-ordinator of Rahab Ministries. Under her guidance, a leadership team of six Thai nationals run the project, which employs twenty Thai workers. At the time of our research, Sarah Cooke, on placement with Tearfund, directed the income generation project and Sandy Trepiccione managed the Pattaya centre.

What are the main activities of Rahab Ministries?

1. Friendship visits to women working in the local bars.
2. A hairdressing and beauty salon in which women are offered friendship, counselling, teaching, practical help, relaxation and mutual support.
3. Training in hairdressing and beauty treatments and employment in the shop.
4. A handmade greetings cards project.
5. The provision of sheltered accommodation.
6. Financial assistance to enable some women to set up small businesses in their home towns.
7. Sponsorship programme to provide vocational training leading to alternative employment for ex-prostitutes and as a preventative.
8. Health care programme which includes teaching, testing for AIDS and medical care.

RESEARCH MODEL 3: House of Hope

What is House of Hope?

House of Hope is a project established by InnerCHANGE, a subdivision of Church Resource Ministries. InnerCHANGE began in the USA in 1985, ministering initially to Cambodian refugees in that country. It is now a registered non-governmental organisation in Cambodia. Having gained experience and understanding of the culture, a small team moved to Cambodia in 1994, studied the language, encouraged involvement of the Christian churches and researched the needs of the people. They gradually realised that they were being called to work with commercially sexually abused women and children.

Why is a programme of this kind necessary?

- An estimated 50,000 - 60,000 women and young girls are employed as commercial sex workers in Cambodia. Reports indicate that at least one third of these are children between the ages of 12 and 17. ¹At least half of these prostitutes have been deceived, forced or purchased by their employers; many are sold or rented into the trade by desperate families.
- In brothels, girls are sexually exploited, physically abused, forced to live in cramped and unsanitary conditions and denied proper medical attention; they "service" between 6 and 10 clients every night, for years. They suffer lasting physical, spiritual and emotional damage. Years of sexual abuse lead to hopelessness and depression. Many contract illnesses, including HIV/AIDS. They are in a situation from which there seems to be no escape.
- The country has also fallen prey to increasing numbers of paedophiles, who started targeting Cambodia following a major crackdown in Thailand, and encouraged by Cambodia's poor law enforcement structure.

What were the initial goals of House of Hope?

1. To bring the hope and restoration of Christ to girls who are held in bondage to prostitution.
2. To mobilise Cambodian churches toward greater involvement in ministering the compassion of Christ to girls oppressed by the sex industry.

¹ Studies done by Human Rights Vigilance of Cambodia and Cambodia Women's Development Agency in 1995

Where does House of Hope work?

House of Hope is based in Kampong Cham, a rural province of Cambodia. It focuses primarily on the needs of female commercial sex workers aged 18 years and under. The organisation is also concerned with raising awareness and mobilising Christian churches into action to address the issue of teenage prostitution across the whole of Cambodia.

What are the aims of House of Hope?

1. To bring hope, restoration and independence through God's compassionate love to the lives of young girls aged 18 and under who have been commercial sex workers in Cambodia.
2. To train and mentor Cambodian nationals to take over the leadership and operation of House of Hope.
3. To mobilise local Cambodian churches toward greater involvement in ministering to girls who have been rescued from or who have left prostitution.

Who leads HOUSE OF HOPE?

Tammy Fong directs the House of Hope programme, under the supervision of the InnerCHANGE Country Director in Cambodia, Sue Lloyd. At the time of our visit, Gudrun Ahlers was leading the medical component and Diane Moss was the Administrator. These four expatriates were supervising and training about 16 Cambodian workers with the intention of gradually entrusting to them complete leadership of the programme.

What are the main activities of House of Hope?

1. Residential care.
2. Spiritual and moral guidance and Christian teaching.
3. Health education and medical care.
4. 9-18 months teaching in literacy and basic mathematics.
5. 9-18 months agricultural and vocational skills training.
6. Trainee employment as alternative income.
7. Help with savings, business plans and loans.
8. One-to-one and small group counselling and life skills training.
9. 2 year follow-up and support for girls after they leave.
10. Training the indigenous staff to lead the project.
11. Working with local pastors and Christian groups.
12. Advocacy and awareness raising.

Spiritual principles



**They cast lots for my people and traded boys for prostitutes; they sold girls for wine that they might drink.
Joel 3:3**

Precious children

Sexually abused children are not just a set of statistics. Each one is a child who is precious in the eyes of God and in the hearts of those who profess to be Christians. Each child is a vulnerable human being, whom God has commanded us to love and protect. We have the burden of responsibility to do all we can to care for these youngsters, and to prevent further harm to children in the future.

**Not to us, O LORD, not to us but to your name be the glory, because of your love and faithfulness.
Psalm 115:1**

Signs of change

The leaders of the ESCAPE project believe that God cares about this situation and they see hopeful signs of change, not just in individuals but in the legal and social systems, both in Sri Lanka and internationally. This has come about by the boldness and diligence of many who have taken this responsibility seriously. At ESCAPE, they spent time in prayer seeking the guidance of God, and made plans to bring an end to the sexual exploitation of children in their country. They believe that God himself has moved to bring about these changes. Christians are now both aware of the problems and concerned to take action. The churches are being mobilised to undertake the huge task required of them.

"Because of the oppression of the weak and the groaning of the needy, I will now arise," says the LORD. "I will protect them from those who malign them."

Psalm 12:5

Underlying theology

These two hymns were sung at a service to mark the dedication of the ESCAPE centre for 'children at risk' in which therapy and family counselling take place. They reflect the compassion and the desire to glorify God on which the project is based.

Something Beautiful

Something beautiful, something good
All my confusion he understood.
All I had to offer him was brokenness
and strife
But he made something beautiful of
my life.

Beauty for Ashes

He gave me beauty for ashes
The oil of joy for mourning
The garment of praise for the spirit of
heaviness
That we may be trees of righteousness
The planting of the Lord
That he may be glorified

Working in a multi-faith community

- ESCAPE is a Christian organisation that is open to people of all faiths. The workers believe they must understand the Sri Lankan context, which is predominantly Buddhist. The social work aspect is not conditional on kids or their parents becoming Christians. It is done without discrimination.
- They advise that you should never insist that children must become Christians. If you do, the government will crack down: only Christian children will be referred for therapy and support, thus failing others. In Sri Lanka, religion is not looked down on, but Christianity is suspect. There is much anti-Christian feeling, some of which is deserved: Christian NGOs often gain a reputation for giving material things to people in order to convert them.
- Some clients may be seeking spiritual guidance and truth, but people who have been abused are vulnerable. When working with families, to insist on their "accepting the Lord" is abuse in its own way. You should not put in an extra agenda of trying to convert people who need your help and support.
- The therapist believes that God has sent a child to ESCAPE at a particular phase of his life and her task is to provide what is needed at that time. All the work is supported in prayer. At an appropriate time in therapy, the counsellor can say, "I believe this. I will pray for you." Children will then show interest and will usually talk to their parents.
- If families are not Christian, you should still feel comfortable and able to support them. Respect their beliefs and respect them as people, otherwise they will not listen to you. Find out their needs and cater for them. Build good relationships with them and earn their trust.
- Although the social and personal aspect of the work of ESCAPE is available to all families, the spiritual needs of Christians are also taken into account. Staff members pray with Christian families and seek out a local church to support them.



The attitude of Christ

Jesus loves the prostitute. The three New Testament Bible narratives illustrate that he expressed compassion and forgiveness for women tempted or trapped into sexual immorality.

John 4: 5 - 29: The Samaritan woman whom Jesus met at a well

John 8: 1 - 11: The woman accused of adultery

Luke 8: 36 - 50: The woman who anointed the feet of Jesus

The vision of Rahab Ministries

To share the love of Jesus Christ with women in Patpong through friendship evangelism, social concern, practical help and offering opportunities for educational and vocational training and alternative employment to prostitution.

Joshua 2: 1 - 24: The story of Rahab the prostitute showing faith in God and being used by Him and being used by Him

To share the love of Christ with these women means to:

- love them and care for them
- seek to have the compassion of Christ for them
- accept them as they are
- show them respect, friendship, interest and concern for them as people not as prostitutes
- be sure not to judge them, look down on them or consider them to be inferior
- help them to gain self esteem and a sense of personal worth and value
- listen to them, be accepting and hear their needs rather than offer middle class ideas of how their lives should be.

Patricia Green says¹: "We want to see changed lives, women set free by the power of God... there are some, but it takes time. We need to disciple converts and we are trying. I have these girls in my house all the time; they come and sleep there so that they can go to church. Sometimes I pay them out of the bar so that they can come to church and hear the gospel. I am very encouraged by what is happening here at Rahab at the moment. Many of the women say that they feel that this is their place, their family, like their home."

**This may sound a bit radical, but this is the ministry of Jesus.
It is not easy.**

¹ From "Patricia's Page" in Rahab Ministries Newsletter March 2000

Evangelism in context

Outreach

Members of the Rahab Ministries team go into the bars, offering friendship to the prostitutes with gifts of flowers, tracts and a readiness to listen to their stories. They invite the girls to come to the hairdressing and beauty salon.

Working in a non-Christian society

Rahab Ministries works with people of several sub-cultures within Thai society. They are mostly north-easterners; they are prostitutes; most are from poor rural families. These are three cultural groups within Thai society that are predominantly unreached with the Gospel. In Thailand, Christianity is seen as a foreign religion. If asked, the girls say Christianity is the religion of foreigners, but they hear that Jesus also cares about Thai people. It takes time for them to see that God is the god of everybody. It would be of benefit if aspects of the Thai culture, such as Thai dancing, could be incorporated into Christian worship.

Victimisation

Jesus showed concern for the poor, the marginalised and those who suffer injustice. These girls are the victims of exploitation and an unjust society. Some children have been beaten or abused because they have become Christians.

Importance of prayer

Demands of the work can make it difficult to maintain quiet times to meet with God. You need the spiritual support of Christians who will pray, not just friends at home, but the local church. Prayer times and Bible study sessions are held every day at the Rahab premises and all staff are required to attend. Others are always welcome to join them.

Support of the local churches

In a sense, Rahab Ministries is the church in Patpong, but the workers need the help of others. They consider the support of the local church to be vital, though it has not always been forthcoming. They tried having a weekly prayer meeting on the roof top car park, but Christians tend to avoid walking down the Patpong Road. They need local people who are sensitive and aware of destructive forces and who have an understanding of the Buddhist influence. They would like them to:

- come and pray on the premises or take prayer walks through the area
- come and pray with all the staff and give regular spiritual support
- visit girls who come to church and follow up those who are converted with spiritual support, pastoral care and training in discipleship



Motivation for Christian ministry

The motivation of workers affects attitudes, relationships and every aspect of the programme. For Christian project workers the underlying motivation must be centred on God rather than on self.

You turned my wailing into dancing; you removed my sackcloth and clothed me with joy, that my heart may sing to you and not be silent.

Psalm 30: v.11-12a

God-centred motivation

- To demonstrate the love of God.
- To live the compassion of Christ.
- To determine what God wants, following his guidance.
- To serve God, looking to his goals not those of the sponsors.
- Obedience to God.
- The empowerment of others.

Self-centred motivation

- Own emotional agenda: for example, the feeling that, "I suffered, therefore I want to save others".
- A judgmental perspective that says, "I want to change everyone".
- A paternalistic, superior attitude: "I have something for you".

Mission Statement

House of Hope will bring the restorative healing, hope and dignity of Jesus Christ to girls 18 years old and under who have been commercial sex workers. This will be accomplished by training indigenous (national) staff and the local Christian churches to meet the physical, emotional, spiritual and social needs of these girls.

Spiritual pointers from House of Hope

- Have a clear conviction of the work you are doing. Stay in God's timing and in a close relationship with Him.
- Spiritual teaching should be done in the context of holistic care: spiritual, physical, social, emotional and mental. For example, vocational training includes moral and ethical teaching on how to cope with conflict with customers or co-workers. Health care includes spiritual input as well as physical care. Both medicine and prayer are offered to the girls.
- Be aware of and address their animist/ Buddhist beliefs. You may find that the girls who have contracted AIDS or infectious diseases believe that their illness is caused by evil spirits, or that they were sold into prostitution because they must have done something bad in a previous life.
- In this culture, people are sensitive to the spiritual realm. When they ask, "Does God have power over evil spirits?", help them to understand the spiritual and emotional dimensions of their lives. Use discernment in prayer about what girls tell you. For example, they might want to discuss their dreams, or they may say they have seen God or angels.
- Look into the Bible to see how Jesus interacts with prostitutes. Look at his compassion and the power of transformation through his love.
- Every person is precious to God, every soul, every child.
- God longs for all his creation to be reconciled to him. We are all part of that process.
- We are seed-planters. We can share, but God reconciles and transforms. We have a duty to do all God has asked but change is between each individual girl and God.
- If a girl does not change, we should not bear the burden in a negative way. People make their own choices. It is not within our control. We have no reason to manipulate them. God is in control.
- God uses all types of people within his ministry. We are all different. He often uses unlikely people. Remember this in dealing with staff members.
- Do not be afraid to work with churches and other non-governmental organisations, rather than in isolation. Be open to sharing with others. We can all learn from and support one another in this ministry. We are all part of the body of Christ.
- Rehabilitation involves going deep with people, as Christ goes deep with us, even when this means working at a deep level with a few, rather than superficially with many.

4 Advocacy and awareness raising

Working with the authorities

From the outset, advocacy and awareness raising were priorities for the ESCAPE team, who aim to eradicate commercial sexual exploitation of children. To this purpose, workers have taken part in discussions with two international charities, together with the Commissioner and personnel from probation and childcare departments and other government and non-governmental organisations. ESCAPE is the only Sri Lankan organisation that has a programme of therapy for sexually abused children, so its views carry some weight with government departments such as probation and child care agencies. In addition, Tony Senewiratne is both Executive Director of ESCAPE and Vice Chairman of the Child Protection Agency. This helps the two bodies to work together, to their mutual benefit.



New theory

In the past, government departments had sought to care for abused children by simply placing them in children's homes. Many children in care were known to be victims of sexual abuse, but psychological theory and the benefits of therapy were new ideas to these agencies. The ESCAPE team tried to make the authorities understand that physical care was not enough and that they must look at the effects of abuse from a mental health aspect.

Influence on others

- Since much of the work of ESCAPE has been new in this field, it has had an impact on society and government and non-government organisations through its meetings, awareness raising and training programmes.
- The good relationship of ESCAPE staff members with the National Child Protection Authority has also increased their ability to lobby for change and promote good practices for dealing with children.
- ESCAPE'S family and follow-up team set up a network for organisations doing some form of work with sexually abused children and families.
- ESCAPE collaborated with the Child Protection Agency to produce a poster designed to promote public awareness of the subject.

Courts of law

Advocacy in the courts has two vital components. Firstly, more abusers must be punished appropriately for the crimes they commit against children. Secondly, the legal system still needs to be more child friendly. PEACE (an advocacy group set up by Maureen Senewiratne) focuses on this aspect. In addition, the family worker at ESCAPE assists

children and their families who are required to attend court appearances. See the section on family work for further details. For a variety of reasons, too few cases of child abuse come to court. Even when perpetrators are prosecuted, there is often a lack of evidence and of children and families willing to appear in court.

The media

The interest of the media in the subject of sexual abuse has helped to bring it to the attention of the public. Organisations interested in eradicating abuse are keen to enlist the co-operation of the media to help them raise public awareness of the problems. Media reports can be useful for keeping issues at the forefront and exerting pressure on government agencies. However, often the media will tend to sensationalise cases involving children and their abusers.

Early in the planning stage of ESCAPE, it was suggested that they gather together all media people who had written articles or shown interest in the issue of the sexual abuse of children, in order to exchange news and views informally. This could be a good way to build rapport and influence the quality of their articles and reports, which influence public attitudes.

ESCAPE workers have campaigned for sensitive reporting, When asked to give details of individual children, they refused to do so. However, they arranged to take part in a television programme about their work in general and the effects of sexual abuse and what can be done about it.

Aims of advocacy work

- To create awareness of the problem.
- To prompt government action about the trafficking of women.
- To combat paedophile activity.
- To change the hearts of men.
- To motivate Christians to pray.
- To motivate the church to act.



Implementation

In order to further these aims Rahab Ministries:

- sends a newsletter and periodic statistical report around the world
- lobbies politicians in countries that the sex tourists come from
- lobbies the foreign office in other countries to put pressure on the Thai government to act
- visits the Geneva conference, NGO working committees and the Methodist Women's Group, raising awareness
- focuses on trafficking and sex tourism
- networks with women's groups in other parts of the world
- keeps informed by taking relevant clippings from newspapers

Achievements

- Rahab Ministries has been featured on several radio programmes and in news bulletins and on Christian radio in the UK.
- The work has also been documented on Channel Europe television.
- There have been articles in the Christian press.
- Rahab Ministries has recently published a German translation of the publication "Diary of Prong", produced as a booklet by the Foundation for Women, Thailand. This is the story of a woman trafficked from Thailand into the sex industry in Germany.

Networking

Rahab Ministries networks with several organisations working against sex tourism and trafficking. Especially recommended is the work of the Global Alliance Against Trafficking in Women (GAATW), and their "Human Rights Standard for the Treatment of Trafficked Persons". This stresses the importance of emphasising that the traffickers are criminals and the trafficked people are victims who need support and assistance. In the past, these victims have often been treated as though they were the criminals.

Trafficking is defined as: the recruitment, sale or purchase, and transportation of persons within and across borders, based on deception, coercion or debt bondage. Such acts are for the purpose of illegal, forced or bonded labour (including prostitution), servitude, or in slavery-like conditions.

(abbreviated from GAATW)

Excerpts from "Patricia's Page"

(RAHAB MINISTRIES NEWS March 2000)

My main focus is to be a voice for the voiceless, i.e. the women and children tricked and trapped into the sex industry. At RAHAB we are becoming increasingly involved in the whole issue of international trafficking of women and children, sex tourism and child prostitution. As I write, I am suddenly aware that Thai women are being trafficked to almost every country to which this newsletter is being sent - UK, Australia, U.S.A., Hong Kong, Japan, Germany and other European countries.

U.S. officials said last week that up to 2 million people fall victim to international sex traffickers who ply a sordid booming trade that may eclipse global drug trafficking. Each year some 50,000 of those forced to become sex workers or slave labourers are taken to the United States.

Bangkok Post 24.2.2000

Tonight 1 million children across Asia will be selling their bodies for sex - sex for survival.

In 1999, 8.5 million tourists came to Thailand. It is commonly estimated that 70% of all tourists are men travelling alone, and that approximately 70% of these men come specifically for sex with children.

Patricia Green appeals to those who care about this situation to join with Rahab Ministries (and other organisations) to work to combat the trade and exploitation of women and children. The following are some means of advocacy open to them.

- **Share what is happening** with others. Paedophiles come from all western countries. They may be your friends or neighbours.
- **Write to international organisations** such as UN organisations and others requesting them to make every effort to STOP sex tourism, which is targeted at Asian children. Thousands of girls under 18 are brought from the villages to the cities to work as sex workers, to satisfy foreign tourists. Many are at risk of being deceived into working overseas.
- **Lobby and boycott travel agencies** who promote and sell sex tours.
- **Lobby your government**, requesting them to:
 - a) uphold and enforce appropriate existing national and international laws against the trafficking of children for commercial sex exploitation
 - b) change inappropriate laws on trafficking
 - c) give assistance to trafficked women.
- **Lobby your national airline** to show in-flight videos promoting responsible tourism and decrying sex tourism and stating that sex with children is a crime punishable by national and international law.

"Above all, PRAY that GOD will change the hearts of men and women."

House of Hope has been determined to raise awareness of the serious consequences of the commercial sexual exploitation of children. Since a significant proportion of commercial sex workers in Phnom Penh are trafficked from the Kampong Cham Province, House of Hope chose its location intentionally in order to promote awareness and advocacy in this area.



Involving church leaders

House of Hope has placed emphasis on working through the local Council of Churches and the Pastors' Fellowship. The project leaders have made an effort to build relationships with the church pastors and help them to understand the importance of their support and involvement with House of Hope. This outreach to the churches is interdenominational. When they have established firm relationships with local pastors, House of Hope expatriate staff plan to offer them teaching.

Changing attitudes

- Girls attend different churches of their choice. As girls become part of the community life of their churches, the Christians are finding that, contrary to their preconceptions, they are able to interact with former prostitutes and begin to understand God's view of them.
- Staff members also attend different churches. This helps to keep House of Hope at the forefront of many people's minds.

- Girls participate in church events such as prayer meetings, youth group activities, baptisms and Christmas programmes.
- House of Hope leaders plan to hold quarterly seminars for churches on the subject of "God's heart for the marginalised in Cambodian society".
- At two annual youth conferences, they have challenged young people to re-examine the myths they have believed about prostitution and the reasons why young women are caught in the sex industry.

Volunteer programme

House of Hope has built a volunteer staff from Kampong Cham and local churches. These volunteers help in various activities such as tuition in literacy, escorting girls to church on Sundays, leading Bible studies, teaching sports and arts and crafts and follow-up after girls have reintegrated into their villages. Volunteers are trained quarterly and regular supervision is provided.

Networking and Co-operation

InnerCHANGE collaborate with many other human rights organisations in Kampong Cham City and Phnom Penh to protect the rights of young women and children. This entails:

- sharing information about current events and activities
- in specific cases working together to serve the needs of those who have suffered abuse (not necessarily 'commercial sex workers')
- providing temporary shelter or working together to bring cases to court
- joining forces for events such as International Human Rights Day
- participating with government officials to campaign for the protection of citizens' rights

In the neighbourhood

The presence of House of Hope inevitably has an effect upon the local neighbourhood. It is always visible and people can see how the girls behave. If the neighbours have regular contact with House of Hope by, for example, using the hairdressing or dressmaking services, they will notice the changes that take place in the girls.

Outreach in brothel areas

1. Initially the Investigator meets with community leaders. He asks their co-operation in assembling commercial sex workers for a health lesson on sexually transmitted diseases and HIV/AIDS, provided by House of Hope's medical staff.
2. During the outreach, the Medical Co-ordinator provides a brief participatory lesson on the prevention of HIV/AIDS. Then a House of Hope resident describes her life as a commercial sex worker and testifies how her life has changed since she chose to study at House of Hope. Later the Social Worker explains the programme, giving the audience a clear understanding of what life is like at House of Hope. Girls are invited to leave the brothels and join the programme.

3. House of Hope is compiling an illustrated storybook about the lives of the girls. The investigator takes this to villages to show people that girls can change. In an effort to encourage preventive measures, he challenges them to take some action about this problem.
4. The team is considering taking a group to the villages to act out a play representing the lives of girls who leave brothels and go to House of Hope. Parents watching this play will also become more aware of the deceptive tactics of procurers.

The media

In Cambodia, Tammy Fong's advice is to protect the rights and privacy of young people from the intrusion of the media. When girls are making an effort to change their lifestyles and are trying to live normal lives, it is wise to shelter them from the media which at times sensationalises their stories.

Recommendations for dealing with government departments

- Try to work in co-operation with government employees. It is important to acknowledge and respect their rôles and positions.
- Appoint a staff member who speaks the local language to work on building relationships with government departments.
- If possible, offer capacity building skills to government staff. For example, invite them to your training seminars or English classes.
- Acknowledge and express appreciation to government ministry workers for their co-operation with the programme. For example, you might arrange a special meal or event for them.

5 Prevention and eradication

This chapter is based entirely on the work of the ESCAPE project and its attempts to prevent and eradicate the sexual abuse of children.

Mobilising the Christian church and training volunteers

Planned strategy

In October 1996, the President of Sri Lanka set up a task force to examine issues relating to the sexual abuse of children. ESCAPE was invited, along with others, to make recommendations on how this problem could be addressed. Although there had been media publicity regarding child abuse, there was clearly much ignorance about the subject. It seemed that the quickest and most effective way to prevent further sexual exploitation of children would be to work through the adults who already had a responsibility to care for them.

Need for training

The biggest problem ESCAPE encountered in setting up this project was the lack of trained staff. Rushika Amarasekera trained in India and is one of the few qualified professional therapists specialising in work with sexually abused children. Few people in Sri Lanka have professional qualifications, and of those who do, only a small minority are Christians. Therefore, ESCAPE made it a priority to train volunteers in the Christian churches. Inevitably, this training was condensed and basic, but it enabled the needs of children to be addressed immediately and over a wide area.

Recruit and train volunteers

Two members of staff were appointed to organise a training programme in four areas of the country where the problem was most critical. They motivated, trained and mobilised nearly 100 volunteers to raise awareness in their own areas about the impact and consequences of child abuse. Participants were required to take a written examination on the final day of the training programme. Successful candidates were awarded certificates. They were also expected to participate actively in programmes geared to eradicating sexual abuse. Two further days were allocated for follow-up sessions and to assess how the volunteers had been able to put their training into practice.

Churches

A principal goal of ESCAPE is to help churches to fulfil their social responsibilities. The intention is to spur the church into action, but non-Christians are also welcome to become involved. Many churches already conduct medical clinics, so this could become an extension of that work. A team from ESCAPE goes to a church with a 3-day programme. Pastors and other nominated persons from various denominations are invited to attend the course.

Hints for setting up training programmes in the community

- Focus on one area at a time and strengthen it in all possible ways.
- Develop a network of people in associated work.
- Supply training to initial volunteers.
- Send out those you have trained to work and train others.
- Look around for help. Shortage of staff can create problems if you cannot handle the administration
- Take care whom you recruit because of confidentiality.
- Delegate tasks such as obtaining permission where necessary, arranging meetings and organising publicity.
- Form a central committee and a list of resources and contact persons.
- Give the trained groups of Child Protection Officers names of CPOs in other areas, so that they can contact and learn from one another.
- Show your credentials (e.g. Chitrani finds that the Education Department co-operates because she is a retired teacher).
- Pray beforehand. On the first day of a secular training course explain that you are a Christian organisation, but do not have prayers or talk about the gospel. Trust that by doing this work, you are following Christ even though you are not doing direct evangelism.
- When working with Christians, start with prayer. You may feel more supported.
- When trainees ask where the funds come from, state that you are funded by churches out of Christian love and you do not have money from the Government.
- Explain that all funds are accounted for to donors, and to God.
- Be open to constructive criticism and prepared to modify the work.

Publicity

When organising a training programme, prior briefing and publicity are essential. This can be done by means of:

- printed brochures to raise awareness and motivate Christians to become involved
- articles in the newsletters and other publications of appropriate groups
- radio talks and interviews with key contacts
- a seminar for pastors to secure their involvement and support
- a seminar for those interested in becoming involved

Lack of awareness

Often, people deny that sexual abuse happens in their own country or neighbourhood or church, and insist that they do not have a problem. They may not be aware that domestic sexual abuse occurs more frequently than commercial. They may know about foreign paedophiles but not realise that men and women of their own country are organising and making money from this exploitation of children. Such is the ignorance and stigma attached to sexual abuse that even church pastors and members can have the same reaction. They first have to be made aware of the facts. Chitrani believes that all youth leaders and Sunday school teachers should be given suitable training before they are allowed to work with children, so that they open their eyes to the facts and work towards eradication and control of the problem of child abuse.

Opposition and setbacks

Some headteachers may object to Child Protection Officers in their schools, or it may happen that teachers who have child 'servants' are wary of interference. Opposition may also come from business owners who earn a living from the sex trade. Almost inevitably, there will also be some practical setbacks to your plans. Sessions may be poorly attended because teachers are supervising exams or organising school celebrations, or because roads are closed or there are public transport strikes. It would be unrealistic to expect everyone who does attend to take it forward, but many do so, and some go on to work with children.

Personal counselling

Adults confronted with these questions frequently start to tell of their own childhood abuse. They should be helped and supported while they deal with these personal issues, which must be resolved before they can help children to protect themselves.

TRAINING PROGRAMME FOR VOLUNTEERS

DAY 1

Introduction to the course
Group interaction
What the Bible says about the child
Focusing on the problem
Plan of action - ESCAPE
Video "Beach boys" group discussion and presentation
How to become involved in the ministry

DAY 2

Understanding child development
Focusing on the problem
Convention on the rights of the child - UN
The laws relating to child sexual abuse
Video (A court case)
Group discussion
How we can help these children

DAY 3

Sexually transmitted diseases
What are STDs? / The different diseases
How are they spread? Protection
AIDS - Historical / Size of the problem
How people become infected
Symptoms and disease
Where to obtain help
Case presentation
STD/AIDS in relation to child sexual abuse

DAY 4

Focusing on the problem
The parents' rôle
Effects of sexual abuse
Alcohol / drugs / school
Spare time occupation
The church rôle (group discussion)
The need for reproductive health
Education for adolescents
Family Planning Association
Pedagogy / methodology

DAY 5

Examination
What help can we offer a sexually abused child?
Exchange of experiences in the work
Group discussion / Presentation dramas
How to continue the volunteer work
Evaluation oral / written

The course is followed at a later date with 1/2 day to award the Certificates and 2 days of follow-up sessions.

SYLLABUS FOR TRAINING TO BECOME A THERAPIST FOR SEXUALLY ABUSED CHILDREN

Four day course

INTRODUCTION

Traditional attitudes to children in Sri Lanka
Categories of child prostitution
Facts about sexual exploitation of children

THE OFFENDER

Why the offender offends

UNDERSTANDING CHILDREN

Cognitive development in children

THE CRISIS PHASE

Initial intervention, disclosure revealing the nature of the abuse
Short and long term effects
The importance of therapy

THE THERAPIST

Your own childhood
Qualifications

THE ADULTS' RÔLE

When the child has the right to be frightened
Relationship to the parents / adults / men
When we have to bring the parents into the therapy
What to do when the parents do not want help for the child

INSTRUMENTS TO BE USED IN THE THERAPY

THERAPY TECHNIQUES

SELF ESTEEM IN CHILDREN

How sexual abuse destroys a child's self-esteem
Rebuilding self-esteem in a child

ETHICAL / PROFESSIONAL SECRECY

THE RIGHTS OF THE CHILD

According to the United Nations
According to the law in Sri Lanka
When the child has to go to legal proceedings

HEALTH ISSUES

Possible infections the child may have contracted
How we can help a sick child

REQUIREMENTS AND OPPORTUNITIES OF THERAPY

HOW WE CAN HELP THE FAMILY IN THE LONG TERM

Protecting children

Domestic issues

Studies have shown that a significant proportion of adults now living suffered sexual abuse in some way when they were children. This is true in so-called advanced countries such as the USA and the UK as well as in less developed countries. In order to protect our children from this abuse, we need to look at some of the reasons for its growth. In addition to economic and socio-political causes considered earlier, there are personal and domestic issues. When we see what factors have fostered this widespread abuse, we should be better equipped to devise ways to counteract it.

1. Secrecy

Abuse within families is sometimes common knowledge but is generally not talked about. Abusers make their victims promise not to tell. They say that no one will believe them. They tell the victims that what they are doing is for their own good. Even when parents do know what has happened to a child, the secret is kept because of the stigma involved.

2. Unpunished offenders

Laws have been inadequate or non-existent or simply not enforced in many countries. When caught, abusers with money, power or status have been able to escape by means of bribery, threats or trickery.

According to Ellen Bass and Laura Davis in "The Courage to Heal" "one out of three girls and one out of seven boys are sexually abused by the time they reach the age of eighteen". See the Bibliography for details of this book.

3. Acceptability

In many cultures, sexual abuse within the family or community has been accepted as the norm. Children have been powerless against tradition.

4. Ignorance

Those who have been sexually abused as children often did not know what was happening. They did not know it was wrong or that they should have a choice in such matters. They did not know how to refuse or how to put a stop to the abuse.

5. Lack of training

Parents, teachers and carers have also been ignorant of the extent of abuse, the nature of sexual offences or the ways in which they could help to protect and teach their children. They did not know how to talk to children about the subject.

6. Blame

Some abusers put responsibility for the offence on the children and make them believe they are bad for making it happen. Even after the abuse has been discovered, often the blame has been put on the child rather than the offending adult. This has a lasting emotional effect, which gives rise to a lack of self-esteem in the young person.

7. Fear

Abusers often warn their victims not to tell. They make up lies to keep them quiet. They threaten them with violence or exposure or rejection from the family or community.

8. Lack of resources

Very few books or other resources about the subject of sexual abuse have been available for teaching children or their carers. Areas of great need have no training courses or qualified people to train other adults or to teach children.

9. Human rights

Until recently, children have had no legal rights in many countries. They have been without a voice and powerless to object to the abuse they have suffered.

10. Status

The low status of women and children has produced an environment in which abusers

(largely but not exclusively men) have been able to exploit them for sexual gratification or commercial gain.

11. Denial

Many families, communities and churches have refused or been unable to accept that sexual abuse actually happens within their own groups. Paedophiles have been allowed access to children because those in authority did not believe that such things could occur.

12. Perpetuation

Many of those who offend against children were themselves sexually abused when they were young and have suffered emotional damage as a result.

How can we put a stop to this abuse?

Clearly, many of these issues have to be addressed by action such as that which ESCAPE and other concerned people have been taking in recent years.

- To bring about political and legal changes by means of advocacy with their own governments and international organisations.
- To dispel ignorance amongst the adult population by creating awareness using the media, public meetings and networking.
- To set up training courses for teachers, carers, church leaders, police officers and government department officials.
- To develop a screening process to prevent paedophiles and other unsuitable people from working with children.

Child education

The remaining factors must be tackled by educating children so that they are able to protect themselves. We have a duty to empower them to take care of themselves, to avoid dangerous situations and to have the courage to speak about abuse and to find adults who will defend them. They need to be educated in this subject so that they know what is unacceptable and what their rights are, and taught to say "No" in certain situations, and to seek immediate help. Children can learn at an early age that they have a right to say how they will allow their bodies to be touched. They should be taught how to speak up for themselves, how to escape from situations of danger, who to talk to and where to go for help.

Teacher training

There are two basic requirements for this child education to take place. The first is to provide suitably qualified teachers. ESCAPE trained selected teachers in a range of schools to become Child Protection Officers. These CPOs are able to identify children at risk of abuse and those already affected, and to decide what type of intervention would be suitable for them and their families. They can also advise teachers of ways to protect children.

Training programme

ESCAPE has devised a four-day training programme for this purpose. It is designed to make teachers more aware of the issues and to train them how to help children who have been abused and how to take preventative measures with children in their care. The complete syllabus is shown here as an example of the subjects that should be covered in such a course. ESCAPE aims to have this teaching incorporated into the formal curriculum for schools. When this comes about, all teachers will receive appropriate training and it will even form part of the initial teacher-training syllabus. At that stage, far less input will be needed from volunteer organisations such as ESCAPE.

Resources

The second requirement is the development of appropriate learning resources for different ages and groups of children and young adults. The ESCAPE video to teach children to protect themselves from sexual abuse is nearing completion and will be a useful tool in child protection. Other resources include posters and books for children. Suggestions for background reading can be found in the Bibliography. Further publications and details of resource services available from Viva Network are listed at the end of this handbook.

Save Lanka Kids

Another NGO in Sri Lanka, called 'Save Lanka Kids', focuses on this area of child education. The organisation specialises in training teachers, talking to school groups and designing resources to protect children from sexual abuse. Contact details of Save Lanka Kids are included at the end of this handbook, together with details of their publications.

Training course for teachers to prevent and deal with cases of sexual abuse

I. Extent of child abuse in Sri Lanka

II. Myths about child abuse

- A It only happens in the lower class, only to poor people's families.
- B I don't think it happens in my neighbourhood, because I haven't seen or heard about it.
- C If you don't bring it up with a child, he / she will soon forget about it.
- D Young victims of abuse are not affected because they will not remember it.
- E Sexual abuse is a part of a boy's sex education during his 'growing-up' and is quite normal.
- F Boys can't become pregnant; therefore, sexual abuse can't affect them.
- G When a girl loses her virginity, she is worthless.
- H The child must be lying or exaggerating the story in order to gain attention.
- I It's the child's fault! He / she probably liked it. That's why he/she never told anyone.
- J Sexual abuse is a physical thing. Exposing a child to sexual literature, voyeurism and sexually oriented conversation is not sexual abuse.
- K Secrecy is important because the family name can be ruined.

III. What is child sexual abuse?

- A The use of a child for an older person's sexual gratification and/or quest for power.
- B Touching a child on his / her private parts.
- C Forcing a child to touch someone else's private parts.
- D Bribing a child to perform sexual activities.
- E Making a child watch people having sex.
- F Exposing private parts to a child for sexual gratification.
- G Making a child show another person his / her private parts.
- H Making a child look at "dirty" pictures or movies.
- I Kissing a child in a seductive way.

IV. Reasons that children don't tell about the abuse

- A They are too embarrassed
- B Scared, because they may have been threatened
- C Scared that they will have to live somewhere else
- D Scared the abuser will become angry or will get into trouble and stop liking them
- E Did not know there was anything wrong – 'everybody lives this way'.
- F Most children don't want the abuser to get into trouble; they just want the abuse to end.

V. Consequences of sexual abuse

- A. Emotional consequences:
 - 1 anger
 - 2 fear
 - 3 withdrawal
 - 4 guilt, shame, self blame and feeling dirty
 - 5 low self esteem
 - 6 denial
- B. Behavioural consequences:
 - 1 boundaries are destroyed
 - 2 try to hurt themselves
 - 3 act in a very hostile manner towards the world and the people in it
- C. Physical consequences:
 - 1 diseases
 - 2 HIV/AIDS
 - 3 permanent damage to the genital area

VI. What we tell children to do if they are being abused

- A It is against the law for an older person to take advantage of a child.
- B Say "no", run, tell.
- C Find someone you trust and tell him / her what is happening to you. Keep telling until the abuse stops.
- D You are not to blame for what is happening to you.
- E Don't let people make you feel guilty.
- F You may need to talk to someone who is trained to help you begin to work through the pain that you have experienced. You will learn how to build healthy relationships, make boundaries and feel better about yourself.

VII. How you can help

First steps:

- A Listen
- B Believe what they say.
- C Say you're glad that they told you.
- D Say you're sorry that it happened.
- E Let them know it is not their fault.
- F Let them know that you will help.
- G Let them know that they are not alone.
- H Do not overreact
- I Do not panic.
- J Do not criticise.
- K Do not belittle or criticise the offender in front of the child.
- L Record your observations.

Body language tips:

- A Look the child straight in the eye, giving him your full attention.
- B Make sure your actions reflect your willingness to listen.
- C Don't fidget!
- D Don't cross your arms across your chest.
- E Have your arms relaxed in an open position.
- F Cross your legs only at the ankles.
- G Be gentle; don't try to force information.
- H Be aware of your facial expressions.
- I Be careful not to overreact to what he says.
- J Have a calm tone of voice.
- K Be aware of how close you are to the child.
- L Physical contact is not encouraged.

VIII. What is self-esteem?

In psychological theory, a child measures self-worth in two ways, known as:

- 1 discrepancy theory
- 2 looking glass theory

There are five areas that are important to children in the measuring of their self-worth.

- 1 scholastic
- 2 athletic
- 3 social
- 4 physical
- 5 behavioural

Address these areas, assess strengths and weaknesses and use the strengths to build the child's sense of self-worth.

IX. Factors that destroy a child's self-esteem

- A Sexual, physical and emotional abuse
- B Unrealistic expectations of the child.
- C Conditional love.
- D Insulting, ridiculing and sarcastic language toward the child.
- E Anything that will produce in a child the feeling of rejection and failure.
- F Crisis for which the child blames himself.

X. Rebuilding self-esteem

- A Assess the child's level of self-esteem.
- B Give the child a dream: a positive but realistic view of his own future.
- C Examine relationship with parents.
- D Find something that the child is good at.
- E Your acceptance is critical to a child feeling self-worth.

You must be able to show unconditional love, that you value and affirm the child, acceptance of individuality of thought, respect and courtesy. If you need to criticise, criticise the behaviour and not the value of the person.

6 How to establish a new project

Starting in a small way



Initially, Rushika established a base by the beach in the community where the children live. At first, other organisations and the local community did not understand what psychological therapy could do for children. During that year however, young people who were difficult to handle were referred for therapy by government and non-government organisations, Christian organisations and the community surrounding the centre. Rushika invited the children to play and talk about their feelings while they were doing activities such as drawing. Following therapy, the carers observed positive and sometimes dramatic changes in the children's behaviour and the programme gained recognition. As children began to change so did the attitudes of professionals. They started to appreciate the value of the therapist's approach and they brought many more young people!

The centre for 'children at risk'

In February 1997 the ESCAPE opened a centre for 'children at risk', staffed by a psychologist and an assistant. The centre provides psychological therapy for children with emotional problems and a therapy programme especially tailored for children who have been sexually abused. The aim is to promote healing and restoration for children by allowing them to talk about their experiences in a supportive, specialist environment. About 70% of those who come have been sexually abused. This proportion is increasing as the work of the centre becomes more focused. Young people have started to appreciate the psychological support they gain and they come of their own accord and refer their friends.

Environment

The centre offers children a place that is secure, non-threatening and relaxing. The therapy room has been decorated to create a child-friendly environment, using materials chosen to promote the therapeutic process. The centre offers each child the opportunity to communicate in his own way and at his own pace, through various media. Rushika sets boundaries but is not too restrictive. She has two basic rules in the centre. A child is not allowed to hurt himself or the therapist. Sometimes children destroy the contents of the room. Children who live in beach or street communities come from an aggressive society and it is not always wise to start by trying to reduce aggression in such children. They may well need it for self-protection and survival.

Documentation

From the start, the psychologist drew up a document on ethics and procedure to be followed at the centre, in order to establish a professional and accepted foundation for the work. Log books and records are kept in all departments. These help to smooth the path if there are staff changes. They also serve to remind workers of the original vision and form an encouraging record of progress made over the years. Setting up procedure was seen as important since this is the first centre of its kind within Sri Lanka. Because there is little understanding about psychology and what a therapy programme really means, the documentation can be used as guidelines for ESCAPE and other organisations setting up similar programmes.

Some hints for setting up a centre for 'children at risk'

- Start low key.
- Make it clear from the start what kind of support you are offering.
- Show proof that you care and will help them, without too many words.
- Be ready to give emotional support to parents or other family members.
- Ensure that no financial or material support appears to come from the programme.
- If parents ask for material help or housing, always refer them elsewhere.
- Take care when making referrals as those who are disappointed can lose trust in you.
- Go with them and pave the way, if necessary, but do not take responsibility for getting what they want.
- Never let parents manipulate you, as this can be detrimental to the child's welfare.
- Learn all you can about the local community, so that you are able to work with the children in the context of their social background.
- Make use of opportunities and expect to suffer some hardship while you establish contacts and become recognised.
- At the same time, keep your integrity and don't offer bribes.

Spreading the word about therapy

ESCAPE staff members made use of opportunities to speak about the psychological needs of sexually abused children and those facing difficult circumstances. They expressed this view repeatedly at meetings held by NGOs and government organisations and gradually it became accepted. Rushika was invited to be a member of the National Child Protection Authority case conference. She also joined a committee to design a syllabus for the National Institute of Social Services on working with sexually abused children. This formed the basis of a 6-month programme for probation officers, matrons of children's homes and some staff of NGOs working with children. Rushika lectured on the effects of sexual abuse, skills needed when offering support to children, using creative materials and the therapeutic community.

Article 39 of the Convention on the Rights of the Child states that 'parties shall take all appropriate measures to promote physical and psychological recovery and social reintegration of a child victim of any form of neglect, exploitation or abuse; torture or any form of cruel, inhuman or degrading treatment or punishment; or armed conflicts. Such recovery and reintegration shall take place in an environment which fosters the health, self-respect and dignity of the child.'

Steps forward

In February 1997, two welcome steps forward were made by the Government. It established a telephone helpline for the public to report offences and announced that a Child Protection Authority would be set up with the aim of safeguarding children from sexual abuse and exploitation. Though many were outraged at the plight of children, no centre, clinic or organisation was offering professional help specifically for the victims of child sexual abuse. Some general counselling and occupational therapy were available but these did not seem to address the emotional and psychological needs of the abused children. ESCAPE decided to set up a model rehabilitation programme for children who had been sexually abused or who had experienced trauma of some nature.

A rehabilitation and assessment unit

ESCAPE planned to build a rehabilitation unit for up to 20 children within a residential area of Colombo as soon as possible. However, the need to provide a therapeutic, assessment centre for sexually abused children was great and urgent. Thus a smaller, temporary version of this residential unit was begun in 1998 as a pilot project to establish strategy and test the idea. It opened with 2 full-time house parents, a supervisor and an assistant and was given the name of "Kedella", meaning "nest". A maximum of 3 children could reside there at a time. Rushika gave guidance to staff on the management of the children and psychological therapy to the children. Their progress was reviewed at regular staff meetings.

Lessons learnt from the Kedella pilot project

- It gave project staff an opportunity to build skills and develop their knowledge about working with children who have been sexually abused.
- Resident children could spend regular time with the psychologist from the centre for 'children at risk'. This is seen as a vital aspect of Kedella.
- The experience was very good for the children.
- The project was demanding for staff. The manager and house parents found it very stressful.
- It is essential to recruit the right people.

Recommendations

Consider the following points:

- a)** When recruiting look for a manager or couple with experience of setting up and running a similar project. (In practice, this means they will probably be from overseas).
- b)** Give the housemother or parents a short trial period before accepting.
- c)** You will need enough staff to rotate shifts and give time off.
- d)** Specialists will be required on a daily basis for education / play / sleep etc.
- e)** This will take the strain from house parents, who come in from 5 p.m.
- f)** House parents must have therapeutic training and orientation. Their experience may be different.
- g)** It is beneficial to have different adults to care for and teach children. It helps them to socialise and learn to relate to and interact with a variety of people.
- h)** Be clear about different rôles in work. The manager must be aware of all that happens, support staff members and keep them informed.
- i)** None of these adults may ask questions of a child or give him advice. This is the rôle of the therapist alone. Others should listen, support and report. If kids ask for advice, they should say, "Let's discuss this with Rushika."
- j)** After about a month, if therapist and all staff are firm and consistent, kids learn to whom to go with their various requests.
- k)** If a child complains to the therapist about a member of staff, she discusses with the child how to react. She does not personally approach the staff member.
- l)** Have weekly reviews. Teach staff to do regular assessments of children. At the same time, assess the progress of staff members.
- m)** Ongoing training is essential for all staff.
- n)** The therapist advises staff about a child's behaviour in general terms without saying too much about his therapy.
- o)** Encourage the staff to accept small steps of progress in the children.
- p)** Don't have too high expectations of change in child's behaviour.
- q)** With a small team, the psychologist invests much time in staff training. Therefore, it was decided not to continue until the construction of a new building would make the project more financially viable with a larger staff team.

Consultation

The therapist is invited to speak on a regular basis to probation office staff and matrons of children's homes. She lectures on the effects of child sexual abuse and ways of supporting children who have been sexually abused. She is also consulted on planning content for training courses for these professionals.

Special schools

The therapist was invited to conduct programmes in a Certified School for approximately 150 children who have been referred from courts, usually for a period of 3 years. This was significant as until then the psychological issues of the children had not been considered. The staff members had no training on working with children with emotional and behavioural problems. Initially they were cautious but now they have more knowledge of the subject they co-operate with the therapist. Group work is done with the children because there are too many with psychological problems to be seen individually. Gradually education of the staff is also progressing. This programme could serve as a model for other state run remand homes and certified schools.

Basic training

Clearly, the ESCAPE therapist could not take on meeting the psychological needs of all the children of these organisations. Since ESCAPE'S aim is also to empower people working with children, special emphasis has been placed on training. This training includes understanding and basic management of children with emotional and behavioural problems and following good practices. Some staff members were selected as being suitable to provide more in-depth support to the children. This group was given further training on interacting with and offering basic psychological support to children with emotional problems, with emphasis on supporting sexually abused children.

Development of the service

Over the four years since its inception, the approach of ESCAPE has become more sophisticated. Now that more awareness has been achieved, the leaders have moved on to skills training. They have set up:

- training for staff in children's homes, rather than giving direct help and support to the abused children themselves
- support for a group which teaches children to protect themselves
- a network of NGOs, both Christian and secular.

Support offered to Christian organisations

The therapist has been able to give the following support to a range of other bodies:

- individual therapy for children
- group work with the children
- follow up (offered by family worker)
- discussions with members of staff
- talks to groups of parents in the beach community
- training programmes for staff
- reports and recommendations submitted
- consultancy on developing programmes and resources.

The seed is sown

Some years before she set up Rahab Ministries, Patricia Green felt called by God to work with prostitutes in Thailand. She had been moved by the results of a survey in the Patpong Road area, and a video entitled "Tomorrow will there be a rainbow?". This was made by a professor from

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Thammasat following a fire in a brothel in a slum in Phuket where five girls were burned to death as they were chained to their beds. It told the story of a young girl who had been rescued from a brothel. Patricia soon met others who were raising awareness of the situation. She found that God was calling people to try to make life better for prostitutes. She returned to her native country of New Zealand but two years later she returned and began teaching English to bar women with a non-Christian organisation. Later Patricia met two Thai women who had a similar desire to help the prostitutes and together they began visiting the bars, building friendships and sharing the gospel. Later they started a Bible study for the bar girls in a local restaurant.

The first woman to accept Christ and leave prostitution trained as a hairdresser. A year later, Rahab Ministries opened a little beauty shop as a centre and employed this woman. Here the girls could come and relax, learn basic hairdressing and attend a weekly Bible study. A committee was formed and a sponsorship programme developed.

Advice for Christians setting up a new ministry

In interview, Patricia gave the following hints for anyone wanting to set up a programme to help commercially sexually exploited young people.

For encouragement

Focus on what God has called you to do and keep re-committing yourself. Keep searching for God's guidance. He is in control. Seeds you have sown can come to fruition even without your knowing it.

Strengthen your position

Devote time to prayer, orientation, learning the language and gaining some understanding of the culture. Find out who are involved in related work and what they are doing. Link up with these existing workers and build a support network. Solicit the support of local people. Listen to their attitudes: they may think you will bring money for them. Explain to local Christian workers what is needed from them.

Starting out

Then find out where girls are, prayer walk, interact with and befriend them. Show interest in the girls as people. Find out their needs, such as homes or jobs. Aim to meet these needs. Live in the area and build up relationships.

Define your ministry

Focus on your goals. Decide the criteria and parameters of your programme.

Cross-cultural

Live in the situation and develop understanding before starting. Learn the spoken language. Imbibe and assimilate cultural information, but do not live by it. Learn from the young people, but help them to grow. Share the gospel in words and deeds.

Orientation

Visit slum areas and country areas to see where girls come from. Explore the city to discover the background to the culture. Attend a language training school. Learn listening and counselling skills. Visit homes for unmarried mothers.

Staff training resources

Go and see what other organisations are doing. It is helpful to go and work with another project for any length of time. Observe carefully what more established staff are doing. Read about the problems, in books, women's case studies, national Development Journals and local newspapers. Read about cross-cultural living. Hold regular training sessions for volunteers. Invite HIV project leaders to speak to them too.

Health education

Carry out basic staff training on topics including counselling, abortion, trafficking, AIDS, nutrition. Discuss attitudes to doctors and medication. (They may think they are magic.) Explain why girls should not take other people's medicine. Girls can learn by attending the staff training sessions but generally staff members pass on the information to girls informally.

Process of enlisting foreign volunteers

- 1 Initial exploration form.
- 2 Completed application form and references.
- 3 Interview in home country with someone closely related to Rahab Ministries.
- 4 Spiritual guidance.
- 5 Orientation.

Legal and practical matters

Find out and follow the legal requirements for obtaining appropriate visas. For example, if foreign staff members come to Thailand with only tourist visas, they have to renew them every month. Expect these formalities to take time.

Residential accommodation

Houses for girls leaving prostitution should be near the project. Start with a housemother and a few girls, then slowly bring in more. If you encourage girls to take on responsibility, they are generally less defensive and more co-operative. They need set structures and in order for the house to run smoothly they must agree certain terms. It makes a difference how you communicate this. Tell them: "This is a community".

Self-sustainability

It is essential to have indigenous people on the staff team. Empower staff to run the project in the leader's absence. Invest time and resources in training and team building so that the ministry does not rely on one person.

Expect problems

Some of the problems you face will be embedded in the local culture. In Thailand, for instance, people simply walk out when they want to, often leaving in the middle of the night. They have little understanding of the Christian concept of commitment, for which there is no word in the Thai language. They don't confront anyone because they don't want conflict. They think this disturbs harmony between people, so they just walk out without saying anything!

Recruiting the girls

Go out to meet girls in bars. Invite them to the hairdressing shop. They bring their friends to have their hair done. Here they find that people are interested in them. They can relax, sleep, watch videos, join in daily worship, even find a "family" and long-term support.

Education

It is better to send girls to school than to educate them on your own premises, because they earn a graduation certificate, which helps them to gain employment. Those who work in the Rahab Ministries greetings cards workshop by day go to night school. Following the 3rd year in high school, they can go to vocational school and eventually receive a High School Certificate.

Administration

It is important that someone is committed to this in the early stages of setting up, otherwise other professionals are wasted and not fulfilled. The administrator is not in control but keeps everything going. Without a competent person, the administration could spin out of control.

Income generation project

Objective

The card-making project is intended to give alternative employment and income to women wishing to leave the bars. While making cards, they have time to think about their lives. Some also study at night school. Some girls work on the cards while they wait to start school or vocational training.

Simple craft process

The women usually teach one another to make the cards. The product does not require expensive resources, or extensive training, but the designer has to take into account the abilities of the women. The quality and designs must be such that customers want the product.

Selling the product

It is vital to research your market for your proposed product. Rahab's cards are sold at meetings, to visitors to the premises and in churches, hotels, guesthouses, international ex-pat groups and by export to foreign outlets. Sometimes members book a table at local craft fairs, but they do not usually take the girls to expatriate events as they do not speak the language, and could be embarrassingly identified as 'the prostitutes'. A staff member deals with obtaining orders. One of the Thai girls has been trained to take responsibility for stock control of materials and assembling orders.

Lessons from the period of development in Patpong

- It is difficult to recruit and keep suitable staff. Planned programmes can fail because staff members leave unexpectedly. Many of them have no work ethic. They look on their position as 'just a job', though some do change and become committed to the vision. You have to look after them and 'mother them'. Keep contact with them: know their problems and expectations. Encourage them to face up to problems and try to work through them.
- If you plan to start a programme, first go and work in an established ministry for several months. This affords you an opportunity to test your tolerance of the food and lifestyle and to discover whether you are emotionally ready to lead this kind of ministry.
- It is preferable for all workers in the project to be nationals of the country in which it is based. However, you will probably always need a foreigner to network with overseas agencies. (Donors feel more secure when they are confident that the project leader knows who is trustworthy with financial matters).
- Education is the key to involving local people. Even amongst church members, there are strong anti-prostitute attitudes. Share stories to show that the girls are just the same as them.
- Responsibility rests heavily on the leader, who may be the only one committed to stay long term, but you need to develop a leadership team. Workers must be able to keep focusing on the ministry goals rather than on their own agendas. You must train people to take over if you need to be absent or when you leave.

Setting up in Pattaya

Official sources state that there are 20,000 women in prostitution in Pattaya, a beautiful coastal strip in Southern Thailand. In reality, it seems that about 100,000 men, women, and children, both girls and boys, work in the bars, discotheques, restaurants and other tourist venues and from the beaches: work which generally involves selling their bodies. Many of these work voluntarily in the sex trade; many others, especially those who are legally under-age, are coerced or simply desperate to survive.

Prayer

When staff members from Rahab Ministries first became aware of the problems in Pattaya, they began to pray for the women and girls working there. Other Christians, both individuals and groups in local churches and foreign mission workers, also took on a burden of prayer for these prostitutes. Prayer meetings and personal prayer have under-pinned all the work done in Pattaya, from the initial awareness, through the vision of setting up a ministry there and throughout the process of setting up the Rahab project.

Ready for expansion

In spite of their awareness of the tremendous need in areas other than the Patpong Road in Bangkok, Rahab Ministries did not rush into setting up more projects. They waited on God's timing. They waited until they were ready to expand. By this time, the Bangkok project was well established. They had a good support base. They had a staff team who understood the nature of the work. They had a wealth of experience in dealing with Government departments and officials. They had already learnt many lessons that could usefully be applied to establishing a further project. Even then, the process was not quick or easy.

Outreach

In 1995, Rahab Ministries began to send teams to Pattaya and by the following year this had become a regular outreach programme. This comprised weekend visits, prayer walks and visits to women working in the bars in the main 'red light' area. As a result of this outreach two girls left the bars and joined Rahab's sponsorship programme in Bangkok.

Support network

Local churches played a fundamental rôle in supporting Rahab's outreach teams. They upheld them in prayer; they provided accommodation for workers; they joined them in outreach visits; they welcomed girls from the bars into the Christian fellowship, where they were able to hear the gospel. In addition, Rahab Ministries kept their worldwide supporters informed of developments and received gifts and prayers that helped to encourage and empower them to go forward.

Planning

Through prayer and discussion Rahab Ministries clarified their vision and set goals for the new project. They then proposed a plan to put these into action:

1. Meet with pastors and interested members of local churches in Pattaya to share the vision for ministry to bar women in the area. At the same time, look for volunteers both to assist in the ministry and to support it in prayer.
2. Set up a training programme for interested people.
3. Find a suitable room to rent for a centre. This needs to be located in the bar area in South Pattaya preferably on the street or first floor level.
4. Do a 'needs assessment' among the women to assess what services they would like, e.g. hairdressing, medical/health clinic, education.
5. Visit every bar with advertising leaflets for the new centre and invitations to an opening Party.
6. Increase bar visitation outreaches to twice weekly, once at night and once during the day. When the centre is opened, women will be visited every day.
7. Set up programmes for skills training, HIV/AIDS and general health education and Christian education.

Funding

At this stage, the team did not know the cost of rents, utilities or food or the normal rates for salaries or administrative costs in Pattaya as compared to Bangkok. However, they knew that funding would be required for both initial and ongoing costs. Some capital would be needed for the initial outlay of obtaining a lease on the premises and setting up the centre. Ongoing costs would include salaries for full time Thai workers, administration costs, utilities such as electricity and water, food, literature and tracts and teaching materials. It was envisaged that Rahab Ministries would meet the initial capital requirements; local churches and individual Christians in Pattaya would assist with funding for salaries for Thai workers and for ongoing running costs.

Workers

To co-ordinate the programmes in the centre they would need two women, at least one of whom must be a Thai. They wanted volunteers to assist with training programmes and with outreaches. These people would work on a roster basis. Suggested personnel included a qualified hairdresser, a seamstress, a health educator or practice nurse and an office person. Local church members were required to assist with regular outreaches, both day and evening.

Staff training

A new worker in Pattaya received two months training at the Rahab centre in Bangkok, working alongside salon staff and the outreach teams. Staff members who had experience with Rahab Ministries in Bangkok went to Pattaya with her to help to set up the new centre.

Preparing to open

Even after everything was decided and funding, staff and premises found there was a lot to do before the centre could actually be opened. Formalities such as signing the lease can be complicated and protracted. Many repairs were needed to the building. The shop had to be furnished and fitted in such a way that it could fulfil its purpose, bearing in mind that the salon has to compete with commercial establishments. Fans were installed and signs were fitted in the street, to bring in customers. When the centre was finally ready to open, staff members, in conjunction with members of the supporting local churches, conducted outreach in the local bars.

The Pattaya centre

As with the Rahab centre in Bangkok, the centre is a beauty salon providing services for women working in the bars. It also offers friendship and a sanctuary where women can rest, share fellowship and eat meals together. They will have access to health information about STDs and HIV/AIDS, drug abuse, correct use of medication, nutrition and general well-being and maternity care. They will also be informed on issues relevant to their work, such as the international trafficking of women. They will have opportunities to receive counselling, advice on where to find help for specific problems and, above all, the love and compassion of Christ. There will also be sponsorship programmes for education and vocational training, with accommodation provided, for those women who wish to find a new life beyond prostitution.

Handing over

Initially Rahab Ministries staff members are helping to set up the centre and programmes, and training helpers. After six months, they will make a full assessment of the programme. They hope that eventually local Christians will run the project, with Rahab Ministries involved on a consultative basis.

Ranong, Hadayai and beyond

Now that the Pattaya centre is established, Rahab Ministries are looking to extend their work to combat the ever-growing tide of young women being trafficked across the borders from neighbouring countries. Ranong in the south of Thailand sees many young Burmese being brought in to work in the commercial sex trade. Hadayai has a similar problem with young people from across the Malaysian border. Rahab Ministries are praying for both native speakers and foreign volunteers to help them set up new projects in these areas.

Initial steps for setting up your own project



- Research the needs.
- Read books, reports and newspaper articles of the underlying situation in the country as well as regionally.
- Work out what skills will be required on the staff team.
- Pray for God to bring specific people with the necessary skills.
- Be open to God's calling and develop your vision in accordance with your gifts.
- Let all the team contribute to the vision according to experience.
- Apply for official acceptance for your organisation in the country.
- Set clear boundaries for your programme.
- Become involved in local churches.
- Study the local language.
- Set initial period of commitment for expatriate leadership.
- Train and support national staff to undertake management.
- Study the proposals of similar programmes.
- Write your own proposals.
- Write brochures.
- Submit proposals to government.
- Respect the law. Follow employment and other appropriate legislation.
- Arrange funding in advance: present the proposals to sponsors.
- Raise awareness by preliminary networking with human rights groups and some pastors.

Visit other programmes

Before starting, visit several other programmes with similar aims and, where possible, take part in their work. This experience will give you insight and a broader frame of reference when planning your own project. You may discover some negative factors to avoid as well as positive ones to copy. At the same time, you have an opportunity to build relationships with people who could become part of your network of contacts at a later stage. Also, visit a similar culture to learn from the experience of projects there. Expatriate leaders can often learn from the approach taken by indigenous people. Take care when visiting others, as you do not know what process they have been through to arrive at something you may criticise. Try to read the research they have done.

Prepare the community

- Meet with other NGOs present in the area.
- Meet village and district leaders.
- Do not be afraid to go out and tell people what you are doing.
- Stress the humanitarian rather than the Christian aspect in cases where the government is not sympathetic to overtly Christian work.
- Make the effort to be acquainted with your neighbours.
- Persevere with this attempt to be known in your locality.

Decide on location and property

Kampong Cham Province was favoured because many girls in prostitution in Phnom Penh were found to have come from that area. It seemed best for the premises to be in the provincial capital, for easy access to hospitals, other NGOs and support services. They looked for a house similar to those the girls would be accustomed to in their villages. It needed to be basic, but not so run down that it would require too much maintenance. They chose office premises separate from the house where the girls and housemothers would live.

- a) to give girls a sense of living in a family home
- b) to allow and encourage the national staff to make day to day decisions at the centre without involving the expatriate staff in small practical matters
- c) to give privacy and to protect the girls from business visitors to the offices.

Recommendations for the recruitment of national staff

- Interview applicants for new staff positions in a separate office. It is wise to keep confidentiality and security and not to let everyone know the location of the house.
- Include personal interviews and skills tests.
- Check personal references carefully. A national resident is probably known by others in the local town. Go and find them and ask about the applicant.
- Do not hire friends and family unless they have appropriate skills. (This could be one of the difficulties when nationals take over, as they are expected to take care of the family. Family members may feel rejected.)
- Look for character, attitude and experience. Not all staff recruits need be Christian.

Interview

- You may have to start by explaining to applicants what the job entails.
- Ask the candidate to fill in the application forms if not done previously.
- Ask questions about views and attitudes on prostitution.
- Enquire about attitudes to other nationalities (in Cambodia, for example, one must ascertain whether the applicant is prejudiced against the Vietnamese).
- Determine whether applicants are emotionally stable or are simply desperate for jobs.
- Be cautious about hiring pastors or their wives. This can cause conflict within churches and creates precedents.

How to empower national staff

- A primary goal is to train national staff. They must be allowed to take ownership. Initially, at the House of Hope, the expatriate leadership took decisions but many ideas came from national staff.
- Leaders should not set up everything themselves. Create a basic structure and let the national staff work out, for example, the daily timetable.
- Ask questions of the national staff about what to teach and what the girls need. In Cambodia, Khmers are not used to being consulted or invited to take initiative and responsibility.
- Train all staff in social / emotional topics, including counselling skills, character issues, administration and organisation.
- Include all the staff as much as possible in the decision-making process of the programme. Each staff member, regardless of position, has valuable experience and input to contribute. For example the leadership included the security guards in meetings and decision-making because guards talk to girls and know some things others do not.
- Value your staff and treat them well.
- Encourage your staff members to think things through and take ownership.
- Network with other organisations. Invite others within the culture and with experience of the problems to come and talk to your staff. Visit other programmes: talk to individuals and groups; learn from their experience.
- Keep informed by reading newspapers and books, and watching videos.
- Ascertain weak areas and try to strengthen them.
- Establish a clear organisational structure. It is important that everyone is clear as to whom to consult if there are problems and issues.
- Establish clear boundaries.
- Do not allow conflict to fester. It is important to be open and work through issues as soon as possible.
- Be consistent. Stick to rules and dismiss staff if necessary.
- Reiterate the staff policy. Often nationals are not used to having a policy.
- Think ahead about what other professional training national staff need so they will be best equipped to fulfil their rôles. For example, at the House of Hope, when nationals take over running the project they will need to network with other countries and therefore need to learn English.

Initial difficulties at the House of Hope

- The first 7 months were stressful due to pressures of finding premises, setting up, training staff and staff relationships.
- Some pressure arose because leaders had told their fundraisers a starting date and the government wanted to see the funds, so they had to start on the agreed date even though a delay would have been useful to them.
- The leadership team members had different personalities and experience, resulting in conflicting ways of doing things.
- There were initial conflicts between national staff members, mainly struggles for power and trying to prove their own worth.
- There were further conflicts when the first girls arrived. Most of the staff were inexperienced and had to learn how to deal with conflict situations.

Lessons learnt in setting up the House of Hope

- It takes 2-3 years to know the culture. The investigator was the only national who had university training and good thinking skills. He was helpful in explaining cultural matters.
- It is essential to understand national staff as well as the girls.
- Abide by biblical principles and values.
- Keep good relationships with the government.
- To have status with the government, it is necessary for expatriate leaders to have official documentation to prove that they are a valid, professional organisation working on a humanitarian project.
- Share individually with pastors. Allow them time to share the vision.
- Ensure that staff training is sufficient in quantity and depth before opening. For example, you might have a trainer live in for a month and train staff.
- Initially the boundaries you set for your programme will be challenged, so you must know what your gifts are and take time to decide the parameters of the project. NGOs and district leaders and funding agencies may put pressure on you to widen your sphere of activity, but you must stand firm in your decision.

7 Staff selection

This chapter is based mainly on the work of Rahab Ministries which has developed a stringent selection procedure. The application and reference forms they have designed follow as a guide.

Major resource

There is no doubt that personnel are the major resource of any project. They are a key factor in the success or failure of a programme. Appointing the wrong people can be potentially disastrous. Even when it is difficult to recruit workers and there seems to be little choice or the need is urgent, great care must be taken to find the right people. They must be carefully selected, trained and nurtured.



Screening

In order to protect the children in your care, you must develop a process of screening volunteer and staff applicants. Do not allow people to be with children unless you are absolutely sure of their integrity and safety. Always spend time in prayer when making staff appointments. Always insist on references from Church leaders and former employers. Always follow up these references carefully. If you have access to a police screening process, use it. Remember that paedophiles look for opportunities to work in positions of trust with young people.

Qualities to look for in prospective staff members

- safety to work with abused young people
- ability to share the vision
- pure motivation
- a right attitude to prostitutes and foreigners
- physical and psychological stamina
- appropriate skills
- adaptability
- ability to speak, or willingness to learn, the local language

Motivation

Candidates should be motivated by a real concern for people, rather than a desire to feed their own emotional needs. Look for a pure heart: God calls us to meet the needs of others, not to satisfy something within ourselves.

Rahab Ministries screening and application procedures

For Thai applicants:

- initial selection questionnaire
- staff interview form (in English and Thai)
- one referee
- local interview.

For foreign enquiries:

- initial selection questionnaire
- application form for foreign staff
- reference forms
- interview

Application form for overseas candidates

This is in two sections. The first includes comprehensive questions about the applicant's lifestyle, motivation, health, support of a church, financial issues, spiritual life, ministry experience, qualifications and employment.

Section two poses personal questions about the applicant's emotional strength. Both sections of this application form for workers are included here to show how this process works.

Reference forms

Rahab Ministries stipulate that the applicant supplies three suitable referees, one being the candidate's Church pastor. They require each referee to complete an extensive questionnaire. This is also included in full here, in order to demonstrate the care taken to ensure that those wishing to join the ministry are meticulously screened.

Interview

An applicant who successfully passes through all these stages is requested to attend for interview in his/her home country. The project leader must find someone trustworthy in that country to interview the candidate and submit a report.

Trial period

It is generally best to invite new staff members to come for a trial period, maybe three months. During this time appraisal discussions can take place with the new recruit, to ensure that the appointment is satisfactory for both employee and employer. Following this a serious commitment can be made if the person wishes to become a long-term member of the staff team.

On the following pages you will find forms used by Rahab Ministries in their selection and recruitment process. These forms have been condensed for the purpose of inclusion in this handbook and would normally include space for the respondent's answers. This is indicated in the text as appropriate.

Form 1

INITIAL QUESTIONNAIRE for those interested in the work of: RAHAB MINISTRIES

While this is not a formal application, it gives an opportunity to know you better and advise you regarding further service possibilities. Please use BLOCK letters

1. Date: ...
2. Name: ...
3. Address: ...
Phone: ...
4. Date of Birth: ...
5. Marital status Single Married Separated
.... Divorced Widowed Engaged
6. Children. List names and dates of birth ...
7. Qualification: Highest Academic ...
Work ...
Christian ...
8. Occupation / training ...
Present employment ...
9. To which church fellowship are you committed? ...
How long have you been a member? ...
Would your church be sympathetic to your involvement overseas? ...
10. When did you become a Christian? ...
11. What Christian ministries have you been involved in? ...
12. What aspect(s) of Rahab most interest(s) you?
e.g. evangelism, social work, office, admin. ...
13. What time frame (in years from now) do you envisage before you leave to serve overseas?
14. In what ways do you sense God's call to overseas work? ...
15. May we, at this stage, obtain a reference from your Pastor? ...
16. Comments and / or questions ...

It is important even at this stage that you discuss with your pastor, house-group leader or missions committee chairperson your interest in working with prostitutes.

Form 2

RAHAB MINISTRIES STAFF INTERVIEW FORM (THAI STAFF)

Name: ...

Present address: ...

Permanent address: ...

Contact name and address: ...

Christian experience

Are you a Christian? ...

How did you become a Christian? ...

Church attending: ...

Pastor's name ...

Work experience

Last job: ...

Name of employer: ...

Do you have any vocational training? If yes, please describe ...

Include any Bible training you have had. ...

What do you know about the ministry of Rahab? ...

Why do you want to work here? ...

Are you willing to help with anything that may be asked of you?

(For example: cleaning, participation in prayer and worship, walking, praying in Patpong, talking with women on the street)

Do you expect to be paid a salary or are you wanting to work as a volunteer? ...

What regular expenses do you have? ...

Are people dependent on you for financial support? ...

Do you have any debts? ...

Health

Do you have any health problems? ...

Are you on any medication? ...

Give a name of someone we can contact for a reference. ...

Form 3

RAHAB MINISTRIES
P.O. BOX 57
PATPONG P0
BANGKOK 10506

CONFIDENTIAL

RAHAB MINISTRIES
QUESTIONS FOR REFEREES

.....19.....

.....has applied to us concerning missionary service and has given your name as a referee. We shall be very grateful for your help in the responsible task of judging the applicant's suitability.

Please give your prayerful and candid answers, which will be kept strictly confidential. As the application cannot proceed until all referee forms are in, please reply promptly - if possible by:

Please return form to: RAHAB MINISTRIES
FAX 66 (2) 236-9270
or above address.

With thanks for your help and Christian greetings,

.....will be working as..... with Rahab Ministries, an organisation working with prostitutes in Bangkok.

1. Give approximate period during which you have been associated with the applicant:to
2. How closely and under what circumstances have you known the applicant? (Were you the applicant's teacher, student, room-mate, pastor etc.?)
3. Do you believe the applicant to be a born again Christian?
4. Is the applicant stable and consistent in Christian life and testimony?
5. Does the applicant have a genuine concern to win others for Christ?
6. Do you know any doctrine held which is not commonly held by evangelical Christians?
7. Estimate the applicant's ability / success in his / her occupation, i.e. as a doctor, nurse, teacher, homemaker etc. (Supervisors, directors and others in position to observe, please comment professionally.)
8. Has the applicant any unusual habits or eccentricities of habit, diet, mind or belief?

Please rate the applicant with respect to each of the characteristics listed below by checking the item(s) under each heading which most nearly represent your evaluation.

Space is provided after questions 9-39, 51-56 for additional or explanatory comments.

- | | |
|---|---|
| <p>9. PHYSICAL CONDITION</p> <ul style="list-style-type: none"> ... rugged and vigorous ... good health ... fairly healthy ... somewhat below par ... partially incapacitated due to physical disability ... frequently sick ... little stamina ... no observation | <p>14. UNSELFISHNESS</p> <ul style="list-style-type: none"> ... rarely fails to put interest of others first ... consistently considerate of others ... usually thinks of others' welfare ... frequently seeks own interest even though others may be hurt ... thinks only of self ... no observation |
| <p>10. EMOTIONAL STABILITY</p> <ul style="list-style-type: none"> ... maintains balance and control under difficult circumstances ... usually well balanced ... somewhat over-emotional ... frequently worried, anxious, nervous or tense ... frequently depressed or discouraged ... inclined to be apathetic ... no observation | <p>15. FRIENDLINESS</p> <ul style="list-style-type: none"> ... warm friendly with many ... moderately friendly with many ... quiet and shy ... cliquish ... has difficulty making friends ... easily offended ... generally aloof ... often sullen ... no observation |
| <p>11. SELF DISCIPLINE</p> <ul style="list-style-type: none"> ... shows excellent self discipline ... shows good self discipline ... shows normal self discipline ... shows poor self discipline ... avoids difficult tasks ... over-indulges in hobby or recreation ... often procrastinates ... over eats ... does not control temper ... risks emotional stability with over self discipline ... no observation | <p>16. SOCIAL ACCEPTABILITY</p> <ul style="list-style-type: none"> ... sought by others ... liked by everyone ... liked by most people ... tolerated by others ... avoided by others ... no observation |
| <p>12. MONEY</p> <ul style="list-style-type: none"> ... consistently spends wisely ... usually spends wisely ... often spends unwisely ... irresponsible in spending ... no observation | <p>17. ATTITUDES TO OTHERS</p> <ul style="list-style-type: none"> ... encourages others ... speaks well of others ... tactful ... non-argumentative ... tactless ... critical ... argumentative ... fault finding ... no observation |
| <p>13. INDEBTEDNESS</p> <ul style="list-style-type: none"> ... never in debt ... seldom in debt ... shows sense of responsibility towards debt ... pays debts if reminded ... habitually in debt ... no observation | <p>18. WILLINGNESS TO SERVE OTHERS</p> <ul style="list-style-type: none"> ... devoted to service of others ... eager to serve as needed ... usually willing to serve ... willing to do menial tasks ... reluctant / slow to serve ... expects to be served ... no observation |
| | <p>19. LEADERSHIP</p> <ul style="list-style-type: none"> ... displays marked ability to lead others ... sometimes leads in important affairs ... sometimes leads in minor affairs ... seldom takes the lead ... avoids leadership ... probably unable to lead people ... no observation |

20. TEAMWORK
 ... very effective in team work
 ... works well with others
 ... usually co-operative
 ... seldom co-operates with others
 ... seeks to dominate
 ... frequently causes friction
 ... individualistic
 ... no observation
21. JUDGEMENT AND COMMONSENSE
 ... shows exceptional judgement and commonsense
 ... usually shows sound judgement and commonsense
 ... impulsive in making decisions
 ... impractical
 ... finds it difficult to make decisions
 ... no observation
22. FOLLOWING ORDERS
 ... unquestioning obedience to all orders
 ... excellent in following orders
 ... follows orders satisfactorily
 ... sometimes follows orders, sometimes not
 ... has a tendency to question orders
 ... does things his own way regardless of others
 ... no observation
23. WORKMANSHIP
 ... extremely good workmanship
 ... satisfactory workmanship
 ... some work well done and some poorly done
 ... tries hard but not always efficient
 ... most work poorly done
 ... no observation
24. STUDY HABITS
 ... able to plan study schedule
 ... on time with assignments
 ... does minimum
 ... finds concentration difficult
 ... averse to study
 ... no observation
25. PERSONAL APPEARANCE
 ... always neat and well groomed
 ... neat
 ... careless
 ... over meticulous
 ... no observation
26. SOCIAL RESPONSIVENESS
 ... unusually alert to others' needs
 ... understanding and courteous
 ... long-suffering and patient with others
 ... usually responsive to the feelings and needs of others
 ... impatient with others
- ... slow to sense how others feel
 ... talks a lot, but seldom listens to others
 ... no observation
27. ADAPTABILITY
 ... adjusts promptly and successfully to unusual circumstances
 ... usually successful in adjusting to change
 ... slow in adjustment to change
 ... rigid patterns / attitudes make change difficult
 ... easily floored
 ... no observation
28. MOODS
 ... generally buoyant
 ... even
 ... up and down
 ... often sullen
29. INTELLIGENCE
 ... exceptional
 ... above average
 ... average
 ... below average
 ... no observation
30. SPEECH
 ... cultured
 ... normal
 ... affected
 ... has an impediment
 ... below average
 ... slovenly
 ... no observation
31. MANNERS
 ... excellent
 ... good
 ... average
 ... poor
 ... no observation
32. ABILITY TO COMMUNICATE
 ... expresses feelings freely
 ... reserved
 ... inarticulate
 ... withdrawn
 ... cold
 ... no observation
33. CHARACTER
 ... loyal
 ... dependable
 ... persevering
 ... usually reliable
 ... unreliable
 ... no observation

34. REACTION TO AUTHORITY

- ... accepts readily
- ... accepts sometimes
- ... accepts grudgingly
- ... intolerant of 'red tape'
- ... resentful of correction
- ... defiant
- ... bitter
- ... no observation

35. INDUSTRY AND ACHIEVEMENT

- ... superior creative ability and accomplishment
- ... resourceful, sets additional tasks for self
- ... self reliant, does ordinary tasks of own accord
- ... does only what is assigned
- ... depends on others, needs occasional prodding
- ... completes assignments, duties with much prodding
- ... doesn't complete duties, assignments
- ... no observation

36. USE OF TIME

- ... balances use of time
- ... can usually organise time
- ... often procrastinates
- ... too rigid allocation of time
- ... seldom relaxes
- ... often lazy
- ... no observation

37. PERSEVERANCE

- ... perseverance in spite of difficulties
- ... consistently completes task
- ... usually carries on to the finish
- ... finishes easy tasks but is easily discouraged by difficulties
- ... starts but habitually does not finish tasks
- ... no observation

38. ORDERLINESS OF HOME OR ROOM

- ... home or room consistently neat
- ... home or room usually neat
- ... somewhat disorderly home or room
- ... lives in a mess
- ... over meticulous
- ... no observation

39. HUMOUR

- ... jovial
- ... good sense
- ... normal sense
- ... occasionally laughs
- ... sour
- ... flippant

40. PERSONAL DEVOTIONS

- ... has regular habits of Bible Study and prayer
- ... usually has personal devotions
- ... frequently misses personal devotions
- ... has no regular habit of Bible reading or prayer
- ... no observation

41. SCRIPTURE KNOWLEDGE

- ... thorough
- ... good working
- ... average
- ... limited
- ... confused
- ... no observation

42. CHRISTIAN EXPERIENCE

- ... profound and contagious
- ... genuine and growing
- ... genuine but static
- ... over emotional
- ... relatively superficial
- ... no observation

43. WITNESS FOR CHRIST

- ... outstanding
- ... effective average
- ... ineffective
- ... no observation

44. PREACHING

- ... inspiring
- ... thoughtful
- ... effective
- ... well prepared
- ... ill prepared
- ... poor
- ... confused
- ... no observation

45. TEACHING

- ... clear and inspiring
- ... able to impart knowledge
- ... unable to communicate satisfactorily
- ... poor
- ... no observation

46. Has the applicant shown a tendency towards exclusive and absorbing friendships; e.g. 'crushes'? If so, please give details.
47. What is the conduct of the applicant towards the opposite sex?
- If the applicant is married:
 How would you describe the relationship of husband and wife?
 How would you describe the relationship with the children?
 Give any other information you can concerning home conditions.
49. Give any information you can concerning the applicant's family background (parents etc) which might bear upon the applicant's suitability for this service.
50. Is the applicant prejudiced against groups, races or nationalities? If so please describe.
51. In what regard is the applicant held by colleagues who do not share his Christian faith?
52. Does the applicant have non-Christian friends?
53. Does the applicant work well with others of a different temperament and background?
54. Does the applicant work well alone?
55. How would you rate the applicant's effectiveness in Christian work with:
 Teenagers?
 Young adults?
 Mature adults?
56. What Christian service has the applicant been engaged in to your knowledge, and how would you rate effectiveness? (1 poor, 2 fair, 3 good, 4 very good, 5 exceptional.)
 Type of service:
57. What evidence has the applicant given of deep interest in missionary work overseas?
58. Do you think that the applicant's desire to be a missionary has been significantly influenced by:
 1. A desire for travel, adventure or cultural development.
 2. A desire to escape a difficult personal, family or job situation,
 or 3. An emotional involvement with someone who is becoming a missionary?
 If so, please give details.
59. Describe the strengths and weaknesses of the applicant that you consider are relevant to undertaking missionary work overseas:
 Strengths:
 Weaknesses:
60. SUMMARY PARAGRAPH
 Please state frankly your opinion of the applicant's all round fitness for missionary service, adding any significant information and impressions which have not been brought out by the preceding questions.

Thank you

Patricia Green - Project Coordinator
 RAHAB MINISTRIES

Form 4

**RAHAB MINISTRIES
BANGKOK THAILAND
APPLICATION FORM FOR WORKERS**

- 1 Full Name ...
2. Date of Birth ... Place of Birth ...
Nationality ... Parents' Nationality ...
- 3 Present Address ...
Phone
4. Permanent Address
Phone
5. Name and address of next of kin
Phone
6. Other countries in which you have lived for twelve months or more
7. Are you married engaged single widowed divorced ?
- 8 Names and dates of birth of any children
Name Date of Birth
- 9 Are your parents still living? If so, please give name and address:
Name Address
Phone
- 10 Is your family a united one?
- 11 What is your family's reaction to your application?
- 12 Are there any special family circumstances?
13. Have you a close relationship with someone of the opposite sex, which may mature into an engagement?

HEALTH - GENERAL

- 1 Do you usually enjoy good health? Do you have any special needs?
2. What form of physical exercise do you take, if any?
- 3 Are there any hereditary diseases in your family?
- 4 Have you suffered from any serious illness or accident? If so, please specify
5. Name and address of doctor doing your medical tests.
6. Blood group, if known

CHURCH

- 1 What main churches have you attended since becoming a Christian?
Church Place Date
- 2 What is your current home church? (Include address)
Current pastor
Current missions chairperson?
- 3 How long have you been a member of this church?
- 4 Are your church leadership and membership supportive of you in this application?

FINANCIAL

1. Have you any ongoing financial commitments?
- 2 How do you plan to meet the financial commitments that you have?
- 3 Is anyone dependent on you for support?
4. Are you prepared to responsibly trust God for your financial needs?

SPIRITUAL LIFE

1. Describe briefly your conversion
2. What is your experience of the Holy Spirit?
3. What are the main features of your call to cross-cultural mission?
4. Is there a specific emphasis to your call? (e.g. country, task, people)
5. Do you feel you have a reasonable working knowledge of the Scriptures?
6. What systematic Bible or theological training have you done?
Bible College
or Correspondence Course Level achieved Dates
7. What significant books have you read on the Scriptures or theology / mission / spirituality / other?

MINISTRY

1. Describe any specialised area of ministry God has used you in.
2. Have you been used in
 - a) the conversion of others
 - b) the discipling of new converts
3. What experience have you had in:
 - a) team work?
 - b) leading small groups of teams?
 - c) establishing a new ministry?
4. What experience have you had in ministering to the poor and marginalised?
5. What experience have you had in preaching, teaching and public leadership? (include church and dates)
6. What spiritual gifts have you experienced in your ministry to date and how confident are you in their use?

GENERAL

1. What secular jobs have you had?
Firm City Nature of work Dates
2. What would you see as your natural gifts?
3. Which languages do you speak?
4. Have you studied any of the following? If so, where and when?
Linguistics
Cultural Anthropology
Community Development Issues
5. What have been your experiences of community living / flatting?
6. List your academic and practical qualifications, stating subjects studied.
High School Level achieved Place Year
Tertiary
Trade / Profession
Other courses
Is there a particular area in which you feel you need further study?

REFEREES

Please give the names and address (and designations) of at least two Christians of good standing, who would be willing to answer enquiries about you and who would have intimate knowledge of your home life and / or work for Christ, one of whom should be your Minister.

If possible, please supply a name and address of a non-Christian work colleague or friend who could give some assessment of your character and / or work habits.

Please indicate to us which are the Christian referees and which are the non-Christian, as we send them different forms.

Name	Address	
Phone		Christian / non Christian
Name	Address	
Phone		Christian / non Christian
Name	Address	
Phone		Christian / non Christian

I confirm that my answers are a true statement of my present beliefs.

Signed _____ Date _____

This form, plus the doctrinal questionnaire and the medical papers (doctor’s report of full medical check up) is to be returned to:

Patricia Green
 Project Co-ordinator
 Rahab Ministries
 POBox57
 Patpong P.O
 Bangkok 10506
 THAILAND
 Ph/Fax: 66 2 236 9270

SECTION TWO

These questions are very personal and may be difficult for you to answer. However in working with prostitutes and sexually abused women it is important that healing from any such previous experience you have had be complete.

Have you ever been the victim of sexual abuse?

If yes, have you had help, counsel or ministry for this?

Has this been helpful?

Does the abuse or the memory of the abuse trouble you in any way now?

On a scale of 1 to 10 where would you rate your healing now?

1 unhealed 10 = totally healed

Have you ever been involved in prostitution or had problems with your sexual identity?

How do you rate yourself on the following on a scale of 1 - 10?

Emotional stability

Coping with stress

Living in close community with other people

Relationship and Communication skills



All the projects we researched recognised the great importance of staff training, both initial and ongoing. How this is carried out is determined by a number of factors. These include the nature of the work to be done, the previous experience and expertise of staff recruits, their level of education and literacy and the availability of resources, especially training personnel. Because staff training is an integral part of the work of any programme, some elements of it are described in several other chapters of this handbook. This chapter simply highlights some of the specific training needs of workers in this kind of ministry. Space is given for you to note additional ideas that might be beneficial to your own team.

Training the family worker at Escape



Need for training

Thorough training of workers is a prerequisite for high quality work. Childhood sexual abuse is an emotive and difficult subject to deal with. It challenges our notions of what life is like and how families should be. The difficulties that childhood sexual abuse can bring, for both the children and their families, demand a high level of skills in the worker supporting them.

Protected environment

In the first year, arrange for the family worker to work with a limited number of families. Focus on intensive training, quality supervision and on developing skills through analysis of work carried out. This gives the trainee family worker a protected environment in which to learn without feeling overwhelmed. The work with families can begin in a small way in year one, then grow and develop in subsequent years.

Increase in staff

As the project grows, the staffing levels can increase. ESCAPE planned to increase from one family worker and a supervisor to two family workers and a supervisor. All members of staff are trained to have a specific knowledge of childhood sexual abuse and skills in working with families. In the first year, training consists of a combination of sessions held with workers from other parts of ESCAPE and individual supervision sessions. All training is documented.

Sharing knowledge

Training the family worker partly alongside the other workers at ESCAPE has many positive benefits. It allows the project as a whole to share knowledge and develop skills with children and families. Since there are close connections between the different parts of ESCAPE, it makes sense to bring them together in one period of training. In

addition, because the family and follow-up project is new, joint training allows other workers to gain a clear understanding about the aims and purposes of family work. This should lead to greater professionalism.

Learning about sexual abuse

The aim of the first year joint training programme is to provide all workers with a broad base of knowledge about childhood sexual abuse, why and how it happens and the effects. The emphasis during the training is on experiential learning rather than prepared lectures. Methods include rôle-plays, case studies and discussion. The workers develop skills for communicating with one another and with families and children. There are also opportunities for personal self-development. Staff members are presently contributing to the development of a 'good practice' document discussed in training. Everything is documented for future use.

Training materials

When new workers are employed in the second year, they are trained using the same training materials prepared for the first year, in addition to individual supervision sessions. Thus, successful training can be repeated. As the project gains more experience working with families, new information can be brought in and used.

Supervision

In the first year, the family worker is supervised for a half day per week. As the year progresses and the worker's experience grows, this is gradually reduced. The time spent in individual supervision reaps big rewards: it allows the supervisor and worker to build a frank and open relationship where the work can be honestly discussed. This is essential for the supervisor both to support the worker and to promote professional development.

Teaching methods

A variety of teaching methods is used during the supervision.

- The worker regularly reports back in detail about the visits made with families and the work done. This is then discussed and analysed in detail.
- Reading materials are discussed and debated to develop the worker's knowledge base and training exercises and rôle-plays are completed.
- The nature of social work demands that both the professional and personal aspects of the work be addressed for the worker to be effective. Supervision will address both these aspects.
- Essentially the supervision is protected time for the worker to discuss and analyse the work and plan future work. The worker's learning arises from theoretical discussions and training and from actual practice with families.
- This model of supervision is replicated for the family worker employed in the second year.

Training staff and girls at Rahab Ministries

- Leaders at Rahab Ministries hold a fortnightly session for staff. This involves listening, counselling and team building.
- Health education also takes place regularly. Topics include women's bodies, STDs, HIV/AIDS, abortion and baby care.
- Periodically, extra sessions are arranged when skilled people can visit and teach on subjects such as health issues or management procedures.
- Employees are enabled to obtain training in appropriate business skills, such as the use of computers.
- Rahab Ministries network with Samaritana in the Philippines. Staff exchanges have been arranged in order to learn from one another.
- The housemother was sent out to another project to learn what was required.
- Staff members participate in courses at the YMCA on topics relevant to working with teenagers, especially Christian marriage, sex and teenage relationships.
- A member of staff takes two girls with her to a Christian course on healing.
- When a member of the team attends a relevant course further afield, he or she feeds information back to the group.
- A member of staff goes to Government meetings and later presents a seminar for the others.
- All staff members are obliged to attend the devotional and Bible study sessions that take place daily on the premises at Rahab Ministries.



Resource library

Rahab Ministries has developed a resource library of books and videos for the use of staff and for information to visitors. Some of these are listed in the Bibliography and resources section at the end of this handbook. Patricia Green has written booklets on sexual abuse, abortion and related subjects. These are translated into Thai when possible.

Notepad

Training national staff at House of Hope



Leadership skills

The Assistant Programme Director has received extensive training in leadership development and management both through external training sources and through the mentoring and supervision of the Programme Director. She gives priority to training indigenous staff with the aim of enabling them to assume responsibility for the management of the programme in due course. This demands significant time and resources, especially as the staff come with varying education levels: some have completed high school whilst others have reached no more than a junior high level education.

Character Development

A critical part of staff training involves a focus on character development. In addition to the bi-monthly supervision meetings with the Programme Director and Assistant Programme Director, in which work and personal issues are openly discussed, the staff receives quarterly training on important Christian character issues such as honesty, integrity and anger. The regular morning devotions also provide a means through which staff members are challenged to self-examine their thoughts, words and actions in their work as well as their family lives.

Thinking and problem solving skills

Since in the Cambodian education system students are taught only by a rote method, most staff recruits lack the basic skills of thinking through problems such as those they will encounter when running the programme. As difficult situations arise, national staff members are asked to reflect and evaluate how they were handled and to suggest better ways to respond to similar situations in future. Their input and participation are actively sought. They are given to understand that they are not just 'employees' but significant partners in shaping and influencing policy.

Conflict resolution and communication skills

Communication being one of the most critical interpersonal skills for working together and with the girls at House of Hope, the expatriate leadership has hired trained professional counsellors. They provide training in problem solving, conflict resolution, communication skills and counselling skills to all the national staff. Quarterly reviews of the lessons are held to help refresh these skills and to assess its application.

Teaching skills and curriculum development

All the staff attended training on teaching skills for students with learning disabilities led by a special education specialist. Each department has developed a teaching curriculum for its respective components that is used for all the girls who train at House of Hope. The Programme Director and Assistant Programme Director frequently observe all the classes and offer constructive feedback to the teachers to help them to improve their teaching skills.

Health lessons

The House of Hope medical staff provide in-house training for all the staff on various relevant health topics such as hygiene, common illnesses and diseases, drug addiction, first aid, sexually transmitted diseases and HIV/AIDS. All the staff has attended comprehensive training on HIV/AIDS provided by outside sources on how to care and provide quality emotional and social support for those who have contracted the disease.

In addition, the medical staff has attended several in-depth seminars and training on HIV/AIDS, women's reproductive health issues and teaching skills.

Other Professional training

Where relevant to their employment, employees are given extra training through outside resources such as schools, seminars and workshops in areas such as:

- time management, business plans and organisational skills
- communication, listening and counselling
- teaching skills
- leadership skills
- computer training
- accounting
- English language

Learning methods

- ◆ Read current and relevant published material
- ◆ Group discussion
- ◆ Attend local training workshops or seminars
- ◆ Attend training courses abroad.
- ◆ Network and share experiences with other groups

Staff development

Other elements of staff development for both expatriate and national staff include

- discussion of the rôles and responsibilities of future House of Hope Directors
- an annual staff retreat in January
- identifying further training needs
- learning values and attitudes which accord with biblical principles
- increasing self-awareness
- knowing how to talk about the prostitutes

Notepad

Child therapy and family work

This chapter is based entirely on the ESCAPE programme, which aims to rehabilitate boys and girls through psychotherapy and working with their families.

How children become involved in commercial sex work



Dehiwale used to be a village with a fishing community living on the beach. Now that it is a town, the beach community is suffering from tourism, alcoholism, drugs and prostitution. For boys, initial contact is often through an older boy: the younger one is abused by him, then slowly introduced to others, both local and foreigners. When young, the boys do not know of any other way of living. By the time they are teenagers, they cannot see the point of stopping: they appear to have nothing left to lose. During therapy, teenagers begin to realise that they were abused when they were younger.

Rehabilitation of child prostitutes

Rehabilitation depends on the age of children entering therapy. Some say that it is not possible to rehabilitate child prostitutes, but Rushika believes it is always worth trying to work with a child, whatever the extent of the trauma he has suffered. You can challenge children's views of themselves and others and change the cycle of behaviour. Steadily, they gain self-respect, and self-discipline and begin to change their own lives. One day you will see or hear a change in attitude, or a child reports that he feels happier or behaves differently.

Kedella

Commercially sexually abused children referred by the courts need a certain amount of distancing from their own community. In the past, the courts have looked for legal guardians or a place in a children's home. The ESCAPE team believe it is better, if possible, that he stays within his own family and community. He must learn to cope in his home environment. When a child enters Kedella, his rehabilitation is given careful thought. He starts with 3 days at Kedella, then 2 at home. For the same reason, they do not keep children in Kedella until they are 18. ESCAPE say that you must support and walk with the young people until they learn to survive in their own world.

Ensuring the child's safety

Wherever possible, ESCAPE works with the boy's family. If they believe he is at risk, ESCAPE staff make recommendations to the government agency. It was initially intended that homeless children would go to foster parents, but in Sri Lanka the legislation does not exist to allow this. In some cases, the child may be able to live with his grandparents. If he is already in institutional care, the staff members of the institution are involved in the decision after ESCAPE has worked with the dysfunctional family.

Changing attitudes

The problem of child prostitution arises from a toxic mixture of poverty and traditional attitudes. Some parents knowingly give their children for sexual purposes; others do not know it is happening, or do not know how to stop it. Many of the parents were also abused as children and may not know how to care for their kids. They concentrate only on surviving from day to day. Many need training in parenting. Economically, children are treated as commodities. Young people are expected to earn their way. For many boys, their greatest ambition is to go abroad with a rich foreign tourist who will pay for them, and perhaps buy a restaurant in which they can work. They fail to realise that they will have a life of prostitution and drug addiction and then be discarded. Rushika works with children to change their dreams. They need rehabilitation with lifetime support. This entails short-term therapy and support when they go back into the community.

Encouragement

The children and their families need encouragement and reinforcement as they slowly change their attitudes. Many children will be enticed back into selling themselves but gradually they begin to see and understand that they can make choices. The therapist cannot take a child's mind out, sanitise it and give it back. Change must come from within. The child must learn to exercise options that will be safe, healthy and beneficial for him in the long term. As therapy progresses, the children get a glimpse of another world. They come and go, but they talk to the therapist about changing. Sometimes a child may call and tell the therapist: "I had this opportunity and didn't go". She praises him for his resistance.

Empowerment

Due to the difficulty of identifying sexual abuse, ESCAPE often only have contact with beach boys when much older and hardened. Usually they are only found when a case comes to court. If an adult is brought to court, the child is often treated as accused and given punishment such as being put in a remand home. These young people need a short-term residence where they can gain another perspective on life and be empowered to make choices. Vocational training alone is not enough: if a child's mind and heart have been distorted, he cannot or will not use such training.

Therapy in children's homes

Because young people are stigmatised if selected, Rushika takes care to work with all the children and to train the carers. She has drawn up a group work concept, which involves offering basic psychological support to children in groups. Since staff members have little or no training in child psychology, the group work is designed to be used by people who have a basic knowledge of working with children and to avoid the danger of people with insufficient knowledge delving too deep.

Working with families

The need for family support

Once the centre for 'children at risk' was established and gathering momentum it became increasingly clear that an additional service was needed for families of children affected by child sexual abuse. Many need help while a child is in therapy and after he has been discharged. If the psychologist undertook to provide support to families, she would have less time to spend practising therapy. She also realised that when the residential home Kedella was set up and working with children, their families might well need support. In addition, it was thought essential for a trained person to follow up the children discharged after therapy and look into the social aspects of the family.

Staff appointments

ESCAPE recruited two members of staff for the family and follow-up work. Alison Shuttleworth (a Voluntary Service Overseas volunteer) was employed to set up and supervise this project. Anoma Perera was appointed trainee family worker to offer support to the families. The plan was that Alison, a qualified social worker from Britain with experience of family work, would spend most of her time training and supporting Anoma, a native Sri Lankan without relevant experience. When Alison's contract ended, Anoma was able to assume responsibility for the family and follow-up work.

Reasons for working with families

Isolation

There is so much secrecy and shame connected with the subject of sexual abuse that it is an extremely difficult subject to speak about to others and thus to gain support. Families can easily feel very isolated and ashamed. All members of a family in which a child has been sexually abused will be affected, although their needs may differ. It is not within the remit of the therapist to spend time with them.

Protecting the child

Whilst abusers must be prevented from doing further harm to children, research from other countries shows that supporting other family members, especially the mother, helps them to care for the child. This reduces the risk of further abuse or the need for the child to move to a residential institution. There is a tendency for families from the beach and shanty communities to have difficulties in parenting their children. Their approach may be inconsistent, with a focus on discipline, particularly using physical means. Regular contact with them allows some intensive and longer-term work to be done.

Holistic care

Most of the children who attend the centre come from underprivileged backgrounds. The experience of living in beach communities or shanty areas is like being part of an underclass or subculture. Children in these families are much more at risk of abuse and neglect than many others. The needs of such families may be quite varied: they may be experiencing problems such as drug or alcohol abuse, mental health problems, poor housing or unemployment. This would affect their ability to support and work with the children, so it is useful to have a separate worker who can address these different needs.

Time to talk

Family work can enhance the work of the psychologist with the child by giving the family time to talk about their problems and receive specialist advice about how to deal with them. Sometimes families do not fully understand the way sexual abuse can affect a child. They may withdraw the child from therapy if a 'quick fix' is not forthcoming or if the child's behaviour seems to deteriorate. To have a supportive worker to discuss these issues with can be very helpful.

Directing resources

It is essential that any organisation decides on its priorities and sets clear boundaries within which it decides to work. At ESCAPE, in order to offer support to families where the need is greatest, priorities have been carefully worked out. Families are automatically referred if one or more children attend the centre for 'children at risk' or Kedella, or have done so in the past, but there is no compulsion for the family to be involved with the family worker. The family's problems do not necessarily have to be related to the sexual abuse. If no one is available to work with new referrals of families, a small waiting list is kept.

Helping others

ESCAPE does not have the resources to work with families who are involved with other NGOs. However, it does offer support through the provision of training to other workers, so that they can develop their skills in working with families affected by childhood sexual abuse.

Priority families

Crisis If the child or the family is experiencing any form of crisis that demands an immediate offer of support.

Child Protection If there are concerns about the welfare of a child, particularly if he is thought to be at risk of any form of abuse or exploitation.

Social problems Families who live in circumstances of hardship or deprivation, such as poverty, lack of education and employment opportunities, living in isolation or in slums, shanties and poor quality housing. In addition, families who are experiencing relationship difficulties.

Unsupportive family Families who are not considered to be supportive to the child for whatever reason.

Lack of other support Families who are not being offered support by other Government departments or NGOs.

Notepad

Recommendations for working with families

- The worker must convey respect, acceptance and warmth for the family.
- It is essential that all the family members come to trust her so that she can encourage them to share their problems, both practical and emotional, through open discussion.
- The aim is to encourage the family members to work out their own solutions to the problems they are facing and thereby reduce their dependency.
- The worker will have skills in listening and counselling.
- She will also act as a positive rôle model for the family because of her empathy and honesty.



Building relationships



Privacy

Because childhood sexual abuse is still surrounded by secrecy and shame, many families prefer the anonymity of travelling to see the family worker rather than face the questions that may arise if she visits the neighbourhood. They are given the opportunity, wherever possible, of going to the ESCAPE premises. The project has set aside a private room that is furnished in an informal and comfortable manner and is free from interruptions.

If the family, for whatever reason, prefers a home visit, this can also be arranged: the emphasis is on working with families wherever they are most comfortable. Those in beach communities or living a rather chaotic lifestyle may find it difficult to keep appointments and thus prefer the worker to visit them. Sometimes the family worker may arrange to visit the family home in order to gain a fuller understanding of their current position and lifestyle.



Home visits



Assessment

- Throughout her work with a family, she must gauge how the situation is changing and what level of risk she believes the child to be facing.
- All work with the family should be recorded.
- All relevant information should be discussed at weekly review meetings attended by all staff members involved with the family.
- If a crisis arises, the family worker should be able to discuss her concerns immediately with the psychologist.
- All child protection concerns are discussed with the psychologist and at the review meetings, and information is passed onto the relevant authorities.
- The system of regular discussion about the families means that those experiencing severe problems can be offered more support quickly without becoming caught up in bureaucracy.

The family worker gives advice and guidance on both childhood sexual abuse and other issues. She can educate carers on specific topics such as good parenting and dealing with difficult behaviour in children.



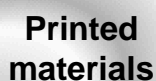
Guidance

The worker should understand the nature of childhood sexual abuse, why and how it happens and the effects on survivors throughout their lives.



Specialist knowledge about sexual abuse

- The worker will pass this information on to families experiencing problems.
- Knowing why a child is behaving in a particular way brings a sense of hope that this problem can be dealt with.
- Knowing that such problems are a normal reaction to traumatic events can bring a sense of relief and reduce isolation.
- The worker is able to explain problems in relation to childhood sexual abuse and is able to suggest ways of dealing with these.



Printed materials

If verbal information only is given, particularly at a time when the family members are distraught, they are unlikely to remember what has been said. It can be of great value to provide easily understood written information that can be kept and digested later. Printed information is available on the effects of sexual abuse, the court process, how best to support a child who has been sexually abused and how to help mothers. The guilt many women feel when they find out that a child has been abused can prevent them from giving full support. The myth of the mother's guilt should be challenged with direct information.

After six months, the worker seeks the views of the family about continuing and, if appropriate, agrees a further period. Support is offered for as long as the family fulfils the priorities decided upon and has a need for the service. Contracting for blocks of time discourages the growth of dependency on the worker, whilst creating safety. She makes it clear from the start that her involvement with the family will be temporary.



Reviews



Advocacy and referral to other agencies

Financial or other practical support is never offered directly by the family worker. However, she must develop a sound working knowledge of the services offered by other agencies, so that she is able to inform families of useful services. Where necessary she will represent the families and advocate for them. Some families have great difficulty in asking for help and find it empowering to have someone support them in their right to do so.

The family worker offers support to families who are appearing in court. She can give information to the family about the legal process, which can seem alien and confusing, particularly if this is the first time that the family has had any involvement with it. Going to court can be a very stressful experience for all members of the family, particularly for the child, who is likely to be in the same courtroom as the abuser and may be asked to recount embarrassing and painful details of the abuse in front of strangers. Talking with the family about attending court allows them to prepare, both practically and emotionally, and reduces stress and tension. The worker can attend court proceedings with the family, offering support as needed. This investment of time with families, on a difficult and disorientating day, has been greatly appreciated.



Support for court attendance



This chapter is based entirely on the work of Rahab Ministries, for whom holistic care is a priority.

The beneficiaries of Rahab Ministries

In the Patpong Road area of Bangkok, where Rahab Ministries is situated, more than 4,000 women work in approximately 100 bars, discos, restaurants and massage parlours. The area is well known internationally as a centre for sex entertainment, and as such, it attracts many foreign tourists. The ministry aims to serve the needs of the women and girls in prostitution in this community.



Why the commercial sex workers need help

Many of the women who go to work there are unaware that the work will almost inevitably involve having sex with customers. About 80% come from the rural areas of Thailand, having little or no education and having worked only in the rice fields. Their families have sold many of the girls, often without realising that they are going into prostitution. Others have been tricked or lured by the promise of well paid employment and the 'bright lights' of the city.

They want to earn money to support their parents and siblings, or for the benefit of their own children. Even when they become aware of the lifestyle they have entered, many remain proud of the sacrifice they are making to provide increased wealth for their families. They do not realise the extent of the difficulties they could encounter.

Financial problems

The women are often exploited financially by the bar owners. Usually there are set rules such as that each woman must be 'bought out' by a customer for sex a required number of times per month, or pay a fine. It can be difficult for them to find and afford suitable housing where they are free from exploitation and abuse. However, sometimes women are given money and gifts by customers and there are some for whom acquiring money becomes an addiction.

Social problems

It is difficult for women accustomed to life in rural Thailand to adjust to an urban lifestyle. Whereas they have been used to life within their family and community, they may find themselves living alone with few friends and little social or emotional support. Differences in language or dialect add to this sense of isolation. Cultural and social stigma attached to prostitution make it difficult for them to find other employment. Free time is often spent alone or sitting in the bar: shyness, lack of confidence and feelings of being unacceptable deter them from building relationships with others.

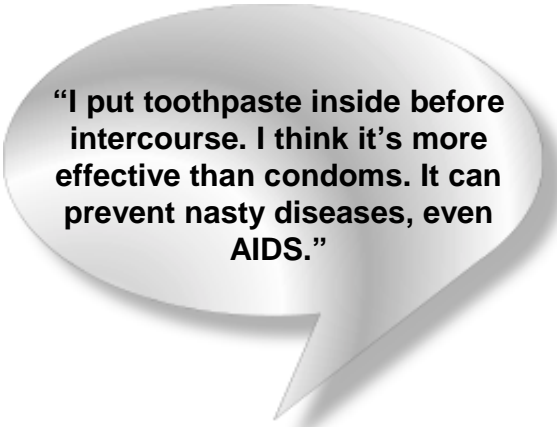
Physical problems

The women work long hours in poor conditions. They are often ignorant about safe sex and even general health care. Potentially harmful myths attach to both. Sex-related health issues include:

- the risk of sexually transmitted diseases and Hepatitis B
- detrimental effects from the use of unsuitable contraceptive devices
- infections, sterility and other complications arising from repeated abortions, often self-induced and without adequate medical care
- the risk of contracting AIDS, which is on the increase

Other conditions of poor health can result from bar work:

- Prolonged exposure to loud music, poor lighting and the air-conditioned atmosphere of the bars contributes to other problems such as hearing loss, ear and skin infections and susceptibility to illness and disease.
- Dancing constantly in stiletto heeled shoes can cause back problems and swollen feet.



“I put toothpaste inside before intercourse. I think it’s more effective than condoms. It can prevent nasty diseases, even AIDS.”

Said by a 16 year old girl

“They are often ignorant about safe sex and even general health care.”

Psychological problems

Enforced prostitution conflicts with the social values of Thai women, such as modesty and moral behaviour. This conflict results in feelings of low self-esteem, loss of dignity and self-blame, all of which can lead to depression, as the women are often seen by themselves and others as being sinful, dirty and worthless. Some attempt to commit suicide. Many try to combat these feelings by excessive consumption of alcohol or by taking drugs. To use amphetamines, barbiturates, to smoke marijuana and to sniff or inject heroin are seen as ways of coping with the demands of the profession.

Spiritual problems

Many of the women feel so trapped and powerless that they seek shelter, protection and care from customers. They think the only way out of their hopeless situation would be to marry a foreigner who will take them away. Sometimes these dreams are realised; in other cases these strong desires can lead to sexual slavery and international trafficking. Often women find that not only are the financial and physical conditions completely hopeless, but also that they are trapped in a spiritual bondage of guilt, shame, dependency and depression. There seems to be no way out.

Holistic care

At Rahab Ministries, they set out to address all these problems: physical, psychological, financial, social and spiritual. A keynote of their policy is flexibility. They treat each woman as a unique individual, caring for the whole person with a holistic programme based on this mission statement.

Mission Statement

- 1 To provide practical help, spiritual and emotional support for women working in prostitution.
- 2 To provide education, vocational training and alternative employment for the women.
- 3 To provide health and safe sex education and HIV/AIDS prevention education.

Caring for financial needs

Rahab's premises in the Patpong Road comprise a hairdressing and beauty salon, a craft workshop, administrative offices and kitchen facilities. Girls who wish to cease working in the bars are offered alternative paid employment. Usually, they begin in the workshop, making greetings cards for sale in Thailand and overseas. This is not intended as permanent employment, but acts as a bridge while girls decide what to do next.

Some girls are sponsored to return to school for basic education, or to take vocational training courses. Some of these girls have never worked in the bars or prostitution, but are taken on as a preventative measure because they are considered to be at risk. Usually they are the younger sisters of bar girls. This emphasises concern for the family, not just the individual. Older ones are given help with their rent and fees so that they can attend night school. Those who train in hairdressing and beauty techniques can join the staff team in the salon. Others are given financial assistance to help them set up small businesses in their home towns.

Rahab Ministries rents a house to provide sheltered accommodation for those who need it, especially those in the school sponsorship programme, who are sometimes as young as 14. A housemother is appointed to live in this house to take care of the girls and maintain discipline. The residents are expected to keep the rules as part of their sponsorship contract. When appropriate, Rahab Ministries helps girls return to their home villages.

All those who join the staff at Rahab Ministries are invited to contribute to the medical fund. This gives them the security of knowing that they will be able to afford care if they become ill. It also acts as a savings incentive to help them in the next stage of life when they leave.

Rahab Ministries Medical Fund

Rahab Ministries offers **all staff** members the opportunity to join our medical fund.

Medical Assistance

This fund operates by each participant depositing **100 baht per month** into the general medical fund. In return when a medical expense occurs, the participant pays the first 200 baht and Rahab Ministries will pay the balance.

Savings Incentive

This fund is also an accumulative savings incentive. When the participants finish employment at Rahab Ministries, they are refunded the balance of unspent funds they have accumulated in the general medical fund.

The conditions of Rahab Ministries Medical Fund are as follows:

- Rahab Ministries will pay the going rate of a government Hospital. If participants go to a private hospital or clinic, we will pay the equivalent of what a government hospital would charge.
- The maximum payment Rahab Ministries will make for a medical expense of a participant is 3,000 baht.
- Rahab Ministries will pay for medicines prescribed by a doctor only. We will not pay for medicines independently bought by a participant at a local drug store rather than being prescribed.
- Receipts must be presented by participants for all expenses requiring payment from Rahab Ministries.
- The monthly deposit of 100 baht will be automatically taken out of the participant's salary each month.
- Staff members who do not participate in Rahab Ministries Medical Fund will not be assisted by Rahab Ministries with medical expenses.

Caring for social needs

Women and girls who work in the bars are invited to relax in the salon in the afternoons and evenings before they go to work. Here they are able to have their hair, nails and makeup done at a lower price than in a business salon. At the same time, they find people who will listen to their personal concerns, which they may have no other opportunity to talk about. They discover friendship, counselling and support, all of which contribute to building up a renewed sense of self-worth.

Those who leave the bars and join the team at Rahab Ministries feel themselves to be more socially acceptable because they have found employment that is more respectable. They work in an atmosphere of friendship and sociability. They take part in staff social activities such as parties, outings or retreats for spiritual refreshment, team building and enjoyment.

In the community house, they live with others in a supportive environment and learn to be accountable to one another, with support from the housemother.

Caring for physical needs

Rahab Ministries provides basic health care and arranges testing for AIDS. They aim to dispel the myths that abound in the sex trade about contraception and safe sex. Those working in the salon and workshop are educated in these topics so that they are always ready to advise about health care when the subject arises.

The girls benefit from better working conditions than they had in the bars. The rooms at Rahab Ministries are quiet, airy and hygienic. The employees work reasonable hours, wear sensible shoes and clothing and do not smoke on the premises.

Caring for psychological needs

The hairdressers are trained in counselling and social work skills so that they can listen to the women and offer them supportive friendship and counselling. Evangelism, education and the gradual change of lifestyle all contribute to the women being able to regain their dignity and self-esteem. They learn to cope with difficulties without resorting to drugs or alcohol.

Caring for spiritual needs

This is an integral part of Rahab Ministries' programme. They believe that real transformation comes about by means of spiritual healing and rebirth. When women discover faith in God through Jesus Christ, they are released from the spiritual bondage of guilt and shame. As they learn to look to Him for strength, so they are able to avoid dependency upon men. As they grow to understand the power of prayer and God's guidance, they develop new desires and dreams for themselves. They begin to find a way out of their desperate circumstances.

11 Residential training

This chapter is based entirely on the work of House of Hope, which operates a residential rehabilitation programme for under-age commercial sex workers rescued from Cambodian brothels.

At House of Hope, up to twenty teenage girls live with a full-time housemother. They share domestic duties such as shopping, cooking and cleaning. The premises consist of a basic 2-storey house with an outdoor canopied area and garden. An indoor room serves as training workshop and customer boutique for both cosmetology (comprising hairdressing, beauty treatment and nail care) and dressmaking. There is a small room in which the medical staff and social worker can be consulted in private, and a communal kitchen. Above these rooms, the girls sleep on mats on the floor in shared bedrooms as they would in their home villages. Meals, morning devotions and basic education take place in the canopied area in front of the house.



Beginning at House of Hope

Girls enter the programme in a variety of ways:

1. Some are brought by local human rights organisations.
2. Police inform House of Hope about young prostitutes they discover.
3. Some girls are transferred from other non-governmental organisations.
4. Local commune and village leaders refer some.
5. Others become known during conversations with villagers.
6. Often girls hear about House of Hope at health lessons presented by medical staff on outreach programmes to commercial sex workers.

Outreach

The investigator arranges with the commune or village chief for nursing and social work staff from House of Hope to visit a village and teach about health care and AIDS. The village leaders require owners of brothels to send the women and girls that they employ to this teaching session. It is agreed that the staff members, and maybe one or two girls who accompany them, will speak about House of Hope and invite any who want to leave prostitution to go back with them. The investigator has the paperwork with him so that correct procedures can be followed. It could be dangerous to leave a girl behind after she has made this decision: probably she would disappear overnight, secretly transported to a brothel in Phnom Penh by her pimp. Girls are told that if they decide not to stay at House of Hope, they will be returned to their villages.

Investigation

After a girl arrives at House of Hope, the investigator and the social worker interview her to gather information about her family background and how she got involved with prostitution. At this point, the investigator and the social worker try to assess whether she fits within House of Hope's criteria for acceptance into the programme. If she does not, House of Hope will contact another NGO through which the girl can get appropriate services.

Adjustment

Once accepted at House of Hope, the girl meets other staff members and is offered advice and counselling to help her to adjust to her new situation. Her needs are assessed so that she receives appropriate medical, emotional and spiritual care, education and vocational training. Girls who have sufficient basic education can begin to learn dressmaking; others start with cosmetology.

Commitment

During this initial phase, the investigator and social worker elicit more in-depth information from the girl. When she is certain she intends to stay long term, the investigator returns to her village with official paperwork for her family and village leaders. It is not easy for girls who have grown accustomed to a free lifestyle with good money to enter a residential programme with strict rules and curtailed freedom. However, some come from such desperate situations that they are relieved to be in a safe environment. Those who wish to stay at House of Hope must sign a contract agreeing to attend all lessons and to remain for at least 9 months. This is not enforceable, but it does indicate a commitment on both sides.

Counselling

When the girl has had a few weeks to become accustomed to life at House of Hope, the social worker begins to address personal issues in one-to-one counselling sessions. Staff members who experience concerns or problems with the girl share them with the social worker, who provides the counselling and attention the girl needs. She helps girls to adjust, and may advise on disciplinary measures where necessary. When the girl has settled in (usually by the third month) she is expected to keep the house rules. Warnings are given to girls who disobey the rules and proper disciplinary action is taken for inappropriate behaviour. In an extreme case, a girl would be required to leave.

Drop outs

Some girls decide not to stay at House of Hope when they discover what it entails. In these cases, the investigator or the social worker takes them back to their commune leaders, because papers have been signed and the formalities must be dealt with properly. If a girl leaves and returns to a brothel, the social worker tries to establish contact with her. She conveys the message that the girl is welcome to re-establish contact if she wishes. The staff can encourage the girl to return to House of Hope, but the girl's privacy must be respected and she cannot be pressurised into acting against her own wishes.

Continuing at House of Hope

Vocational training

House of Hope offers 9 -18 months of vocational training. This consists of nine months in cosmetology, including hairdressing, manicure and makeup, and nine months in sewing skills. Girls are allowed to leave after only nine months but it is preferable for them to remain. The complete eighteen months gives them the opportunity to adjust and mature emotionally and to improve their basic education by about two grades as well as to learn two useful trades.

Wages

Customers come from the locality to use the services through House of Hope's beauty salon and sewing shop. This provides a small income for the girls, for whom board and lodging is provided free while they stay in the house. They are encouraged to save a proportion of their wages for when they leave.

Savings programme

Each month when the girls are paid, the administrator collects funds that each girl would like to save. The aim is to teach girls the value of saving money and planning for the future. They are allowed to put into the savings plan any money they earn from working in vocational training, but not from any other source. Each girl has a savings account book in which all transactions are entered and signed by the girl and the administrator. Girls can withdraw money from their accounts by giving a written 2-day notice to the administrator, but any money withdrawn cannot be re-entered into the savings plan. When the girl departs from House of Hope, she is given all the money remaining in her savings account, plus an equal amount from House of Hope. If she wants to set up a small business with House of Hope's assistance, she must save a minimum amount (of approximately \$5US) to use towards her small business stipend.

Health care and teaching

A qualified nurse (or two when possible) staff the health component at House of Hope in order to supervise the medical care and education of the girls, and to implement staff training. When they arrive at House of Hope, girls are given a general medical examination. They are asked some questions, in particular about sexually transmitted diseases and other infections. They are treated for worm infestation. If symptoms persist, they are taken to see a doctor. If problems emerge concerning eyesight, hearing or teeth, visits are arranged to appropriate professionals.

Clinic sessions

Although medical assistance is always available in an emergency, at House of Hope they have found it best to have set clinic times, two mornings per week, so that girls do not come to them for every little occurrence. However, staff members do have to be sensitive to the needs of a girl who may present a trivial matter when she is actually concerned about something more serious. The Medical Co-ordinator will take time to listen to the girl's stories knowing that there may be more emotional problems than physical problems distressing her.

Sexually transmitted diseases

Most girls have some sexually transmitted disease (STD) when they arrive. The national policy of Cambodia is to treat the symptoms of these when they occur, rather than prevent them by using condoms. If a man refuses to use a condom, there is little that a young prostitute can do. At House of Hope, all girls are treated for gonorrhoea when they arrive. After 3 weeks, they are tested for syphilis and given treatment if necessary.

AIDS

After 3 months at House of Hope, the girls are offered the chance to undergo a test for AIDS. They generally agree to this. They are told the result in private and often do not tell others if the test is positive because of the stigma involved, but staff members observe the emotional reaction and try to talk to the girls. It is obviously helpful for staff to know why girls have some problems, or if they are already sick. If staff and girls follow the health care teaching, everyone can be protected. If a girl constantly has diarrhoea or colds or fevers, it could be that she is already ill with AIDS. Alternatively, she might simply have low resistance to infection due to poor nutrition and poor early health care.

Health lessons

Twice a week, the medical staff give the girls health lessons on the following:

- hygiene
- knowing your body & child care
- HIV/AIDS and sexually transmitted diseases
- first aid

Teaching methods

Since girls are not accustomed to remembering what they have learnt, a great deal of repetition is required. Both national staff and girls are learning to take part in question and answer rather than lecture methods of teaching. This is to enable them to think through problems in a logical manner. The subjects taught have been published in the form of an illustrated booklet, written in Khmer so that the girls can take it away with them.

Passing on information

When girls increase their knowledge, they often want to teach their families, but in this culture the older people will not listen to someone younger. The girls are advised to concentrate on telling their peer group, their friends and siblings. At least they will have this information to pass on to their own children, too.

Spiritual development

The girls' spiritual development is fostered through many different ways at House of Hope:

- 1 Members of staff share their faith naturally with girls in words and deeds. They set a Christian example, showing how to act in love and resolve conflicts. Most girls have never had other Cambodians treat them well or with respect. They learn the nature of Christianity through this experience of care and example. Consistent discipline with clear boundaries also helps the girls to grow spiritually.
- 2 To understand the girls' views, one must look at the spiritual teaching they have grown up with. They know nothing of the character of God; they have to hear about it, experience it and see it for themselves.
- 3 Morning devotions in which staff lead a time of worship and scripture sharing take place 5 mornings a week. Staff members are obliged to attend and the girls are invited, but not compelled, to join them. They follow a curriculum translated into Khmer that consists of Bible stories in 68 lessons with pictures. Some girls know nothing at all about Christianity; others have heard false teaching.
- 4 At this time girls are encouraged to share prayer requests they have as well as any answered prayer requests. Leaders encourage the girls to start praying to God long before they have made any commitment.
- 5 They do not try to cut short the transformation process by expecting people to accept Christ before they are ready. They share their experience of God with the girls and make sure they fully understand what accepting Christ means before they make any commitment.
- 6 They arrange for girls to hear testimonies of the staff, learning how God cares about their lives and wants to be involved.
- 7 They regularly say to the girls, "We care for you because we love Christ, but you have a choice and we love you just the same whether you accept him or not". They treat the girls with respect and honesty.
- 8 In the evenings, the House Mother makes herself available to talk with the girls and provide counselling if needed. She leads the girls in a time of reading the Bible or worship, and prays for the girls as needs arise.
- 9 Often girls ask the housemother to pray for them, their studies, health or families, and they are asked how they have seen God's faithfulness in their lives. This informal time of sharing helps the girls to see that God is available all the time and is concerned about their needs.
- 10 The girls attend church regularly and some participate in the weekly youth group on Sunday afternoons. The consistent interactions with other Christians have been a positive experience for the girls.

Activities

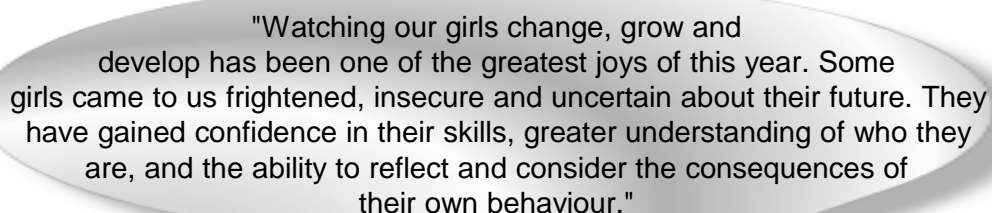
In addition to undertaking domestic duties, the girls have an opportunity to help with tending chickens and growing vegetables in a small farming project which has been started on the premises of House of Hope. Twice a month the girls participate in an art programme led by an InnerCHANGE staff member from Phnom Penh. Once a quarter they visit a government orphanage to lead games with the children there. Group outings also take place once a quarter.

Family contacts

A girl may contact her family or revisit her home at any stage, in accordance with the professional judgement of the social worker. As she progresses through the programme, the social worker monitors her progress, liaising with the medical, educational, and vocational training departments. Together they establish when she wishes to leave and assess her readiness to move on.

How to relate to the young people in your care

- Treat them with respect. Ask them questions; find out what they want and how they feel. Allow them to take responsibility for their own lives.
- Respect them for having taken the risky and creative decision to leave their known way of life to enter the unknown.
- Let them make mistakes and learn from the consequences of their own decisions.
- When helping them to resolve conflicts, work on a one-to-one basis. Girls learn to copy this way of working things out. Never shame them in front of the group.
- Employ proactive methods for conflict resolution between girls and between staff members. Allow girls to confront staff, involving the social worker where appropriate, so that they have the opportunity to say how they feel rather than harbouring resentments.
- Work to engender trust in your relationship with the girls. Talk and pray with them when they are in difficulties.
- Be humble and willing to apologise if you are in the wrong.
- Initiate resolution when you see stress building up.



"Watching our girls change, grow and develop has been one of the greatest joys of this year. Some girls came to us frightened, insecure and uncertain about their future. They have gained confidence in their skills, greater understanding of who they are, and the ability to reflect and consider the consequences of their own behaviour."

Tammy Fong

12 Administration

Recommendations in this chapter come mainly from House of Hope project, which at the time of our research had a full-time administrator.

Administration will vary in different countries. In Cambodia, there were a few surprises for the expatriates from USA, and for the editor!



Be prepared

Appoint an administrator if possible as soon as money is to be spent or raised (about a year before opening a programme). Failing this, designate someone who has appropriate skills and ensure that specific time is scheduled for administration. That person should learn the organisational structure, be capable of planning and typing agendas and taking minutes and learn how to type consistently in business style. The administrator must be able to work competently in any necessary languages.

Computers

If possible, hire people with computer skills and ensure they have whatever training is needed. It is of benefit to use a computer program for accounting because it will also compile reports. The first tasks of the administrator may include purchasing and learning the computer software. It is preferable to have a separate computer set up for the administrative system so that enough computer time is available. Access to an e-mail facility eases communications internally and worldwide. If you do not have a reliable electricity supply, you should try to install an Uninterruptable Power Supply (UPS) or surge protection. If you are in an area prone to electric storms you will also need telephone line protection against lightning strike damage.

Letters

Record in and out mail. Cambodia has its own system as all provincial post is delivered by hand, so a record is kept in a book showing to whom the post was handed. Everything is done in triplicate: 1 copy kept in the master file, 1 given to the recipient, plus a photocopy to be stamped as proof of delivery. For example, when the investigator goes to a village, he takes a letter and a copy to be stamped. This process could become a nightmare if not done efficiently. International mail goes only to Phnom Penh, the capital city.

Cash transfers

Since there is no bank in Kampong Cham City, donations that arrive by automatic transfer go into the bank account in Phnom Penh and any cash required at Kampong Cham City must be brought in person, on a two hour drive, which can be dangerous. There is no cheque book system! Credit cards cost 20% and are rarely used. Therefore, it is vital

that emergency funds are held at House of Hope in case it becomes necessary to evacuate. The administrator holds enough for 3 months funding of House of Hope and sufficient for expatriates to leave the country if necessary.

Insurance

The administrator is responsible for arranging insurance policies as required by the Trustees. This includes public liability insurance, cover for the buildings and contents, especially computers and equipment, and vehicle insurance.

Personnel matters

- Keep a staff time sheet for all national staff. No overtime is paid, but time off is allowed in lieu of extra time worked.
- Keep to government requirements e.g. vacation days: employees must use compensatory time within 3 months, public holidays on the set date, and annual vacations within the year.
- Staff attendance sheets are filed in personal files.
- Visa numbers, passports and a list of expatriate staff addresses and nationality should be kept up-to-date and available for inspection.
- Responsibility for keeping to all government requirements: keep folders for all personnel recording information about where born, parents etc.
- Keep a discipline file with records of any warnings issued, signed by the relevant employee.

Further duties of the administrator at House of Hope

- Keeps copies of meeting agendas and minutes.
- Keeps a record of all those who hold keys to any part of the property. These must be signed for and returned if the staff member leaves or has no further need of the key.
- Maintains relationships with funders and sends them progress reports including computer-generated summary accounts reports.
- Administers loans and savings programmes as described elsewhere.
- Has financial oversight of any business enterprises.
- Supervises the single payment of the reintegration stipend given to girls when they leave (to pay rent, food and supplies for one month until they receive their wages).
- Oversees capital expenditure.
- Completes a quarterly inventory of all goods.
- Ensures that mailing lists are kept up-to-date.
- Deals with registration licence plates for motor vehicles.
- Calculates depreciation of fixed assets.

Departmental administration

Other departments must also undertake their own administration. For instance the vocational trainers keep records and take responsibility for cash income and expenditure; they are accountable to the project leader. The medical and teaching staff must keep accurate records: the government requires records and statistics on all activities, including the results of girls' medical checks and examination results.

Hints on handling finance

- √ According to your situation, decide which currency will be used for major transactions, bearing in mind the need to compile reports for funders.
- √ Keep records of conversion rates where other transactions, such as taxes, have to be paid in local currency.
- √ Issue duplicate pay slips showing deductions to be signed by the employee. Give one copy to the employee and retain the other.
- √ Always get a receipt for payment for goods and services.
- √ Keep the petty cash in a locked tin and all cash in a locked safe. Only two or three designated people should have keys and the authority to pay out petty cash.
- √ Maintain a petty cash book to show who has taken out cash. The person must sign for the amount taken, and the cashier initials the book entry when receipts have been inspected.
- √ Make staff members accountable for petty cash spent, by asking detailed questions.
- √ Keep a petty cash sheet to record all amounts in and out, with balance figures at the end of each sheet.
- √ Never mix money from the expenditure and income tins.
- √ Enter all petty cash transactions into accounts, preferably by computer, in order to keep records and generate reports.
- √ Ensure that those responsible for housekeeping maintain daily records of expenditure.
- √ Check stocks of any free supplies, such as rice, fish and oil, and of bottled gas, to ensure that none is being stolen.
- √ Keep a computer record of your organisation's bank accounts, making journal entries of all donations received and of cash drawn.
- √ Other income, such as payments for personal use of telephone, photocopier and e-mail facility, should be collected and entered regularly.
- √ Record and check all personal telephone calls to ensure that payment is made.
- √ Pay taxes and complete related paperwork as required by the authorities.

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Ongoing care and support

A sad failing of many social work and child care projects in the past has been the way in which clients or children were dismissed from the programme with no guarantee of ongoing care or support. Rehabilitation is a gradual process of which the final stage must of necessity take place in the community. A child who has left any programme should always be followed up in some way, preferably at regular intervals and by specially trained staff. If the child is found unable to survive adequately in the community, then the programme should be willing to offer further help or refer the young person to another agency.

Follow-up work after child therapy

At ESCAPE it soon became clear that a follow-up service was needed for children discharged from Kedella or from therapy at the centre for 'children at risk'. This was undertaken by the Family Worker, now called the Family and Follow-up Worker.



Factors that affect the need for follow-up work

- Many children and their families need further support when they are no longer attending the centre.
- Some children leave before the psychologist considers that the work is completed. Sometimes this is because parents do not fully understand the effects of childhood sexual abuse or why therapy cannot be done quickly.
- Other children leave because of the pressure of other social problems or unsettled and chaotic lifestyles. An effective follow-up system enables ESCAPE staff to offer support at a later stage if needed.
- For many, the effects of childhood sexual abuse never go away. As a child grows older, he changes and develops and the way that the abuse affects him also changes. New problems may develop as he enters each new developmental stage. The follow-up worker can offer support, information and advice, and thus help to prevent further damage or suffering.
- Regular follow-up allows the family to feel connected with ESCAPE and therefore supported. It also allows monitoring and assessment so that any problem can be dealt with before it develops into a crisis.
- Since children stop attending for therapy for a number of reasons, a regular schedule of visits works better than relying on family members to call if they are facing a problem. The follow-up work is structured so that the worker visits at regular intervals for the first year after a child has ceased therapy at the centre or ceased to reside at Kedella.

Aims of the follow-up service

- 1 To develop a high quality support and follow-up service for families and children affected by childhood sexual abuse.
- 2 To encourage good practice amongst NGOs, government departments and the public about working with families of children affected by childhood sexual abuse.

A model service

Myths and misunderstandings about the nature of child sexual abuse abound. The victim and his family often feel as though they have done something wrong or bad. ESCAPE aims to provide a model service: family and follow-up work must be informed, ethical and respectful of the rights and autonomy of families. Members of other organisations and departments are encouraged to make use of ESCAPE's resource library and to participate in the training sessions.

Three year plan

ESCAPE planned the first three years so that it could control its growth and development of this aspect of its work, to allow efficient use of qualified personnel and enable thorough training of new staff members. The aims, purpose and priorities were made clear at an early stage so that all staff members would have a clear understanding of them and develop personal commitment to the work. A simple referral process was set up, using forms and record sheets that allow relevant information to be stored quickly and easily.

Review meetings

Weekly review meetings of all appropriate members of staff were set up to ensure effective communication between departments and to discuss the work each is doing in relation to the children. At this meeting, all referrals are discussed and allocated according to priority. The worker visits each family at set intervals and assesses the extent of their need for further help and support and reports on her findings to the review meeting. If a family is experiencing problems, she discusses this with the psychologist. ESCAPE may offer further therapy or the family may be referred to another agency.

Database

ESCAPE is creating a database of information. This includes why support was offered to the family and the type of intervention carried out. The relationship of the abuser to the child, the response of the family to the disclosure, the family's present living situation, reasons for referral to ESCAPE and reasons for ending involvement with ESCAPE are all recorded in a non-identifying way. Together with current publications and relevant books and information from the internet, this database provides the project with knowledge, both local and international, that can be incorporated into training programmes and passed on to others.

Hints on how to encourage good practice in follow-up work

Because public discussion about childhood sexual abuse is recent and practice in this area is new and undeveloped, it is vital to educate other agencies about the impact and effects of childhood sexual abuse for all family members, not just the child. Many families receive a poor and often judgmental service. One of the aims of the ESCAPE programme is to encourage good practice amongst NGOs, Government departments and the public about working with families of children affected by childhood sexual abuse. These are some of the ways in which the project seeks to do this:

√ **Set a good example**

All work done is documented, and families are always told that they have a right to see the records of work done with them. Treating all families with respect and dignity is an integral feature of the family and follow-up service. This is a model service, which ESCAPE hopes will encourage other NGOs and Government authorities to work in a similar way.

√ **Share expertise**

Over the three-year period, the family and follow-up workers will build valuable skills and knowledge that they can share with others in a training setting. From their understanding of the skills involved in follow-up work, and why they practise in a certain way, they can explain the best ways of supporting families. The workers will also have specialist knowledge about childhood sexual abuse and its effects. They can pass this on to others and challenge some of the myths about sexual abuse. Enhanced by (non-identifying) information from actual practice with families, training from these practitioners tends to be more authoritative than theoretical information alone.

√ **Advocacy**

In a sense, families will have a voice through the training. Knowledge about childhood sexual abuse and work with survivors and abusers is constantly changing and developing. The family and follow-up service must keep up-to-date with new research and information about childhood sexual abuse and be able to speak authoritatively on recent work in other countries. Workers can use information gathered from the ESCAPE database, though they must do so in a sensitive and protective manner.

√ **Change attitudes**

A variety of interactive training methods are used. In order to gently challenge each trainee's attitudes and ways of thinking, there is a focus on personal development and self-awareness. Her personal attitude towards childhood sexual abuse is the single most important factor in how a worker will deal with this issue. Training groups are limited to 20 participants so that group feeling is more likely to develop and workers can feel more at ease to ask questions and raise issues during the training sessions. Members of the training section of ESCAPE take part in the planning and preparation of programmes.

√ **Resources**

Current information helps to challenge myths about childhood sexual abuse. ESCAPE has developed a small resource library, which they encourage everyone, including workers from other agencies, to use. Subscriptions to relevant journals and books enable workers to update their knowledge. This is reflected in their practice and in the training they offer. Relevant articles and information are translated and given as resource materials to the inter-agency network, for internal staff training and for external training. Workers can also access current information about childhood sexual abuse through the internet. In training sessions ESCAPE staff hand out printed information for use with families and encourage other workers to use it. Information can also be disseminated by other methods, including the use of pamphlets or publications or through the media.

√ **Document good practice**

A specific document on 'good practice' is being developed at ESCAPE. This will comprise contributions from the family worker, recommendations from other workers on related topics that have arisen during training sessions and advice from other 'good practice' guides. The workers are currently contributing to the development of this 'good practice' document, which will be used as resource material to highlight good practice during the training offered to other workers during the third year.

√ **Form a network**

ESCAPE staff members invited workers from other NGOs and departments involved in some way with families affected by childhood sexual abuse to join an inter-agency network. The aim is to encourage communication between organisations and to provide opportunities for workers in the field to develop knowledge and expertise in an informal setting. Workers discuss issues, examine difficulties they are facing, look at good and bad practice and talk to one another about what is, and what is not, effective in family work. The expectation is that as they share experiences, skills and ideas, so practice will improve. Members of the network share problems in a personal way and so gain support about the difficulties of working with the issue of childhood sexual abuse. If a climate of trust and sharing can be fostered it gives workers the opportunity to share frankly with one another. This is a good way to reduce stress as well as to enhance professional practice with families.

Moving on from House of Hope

After 9 -18 months training in House of Hope, each girl chooses whether to move back to her village or to a different community where she can secure a job. With the help of the staff, she is encouraged to analyse her own situation and decide her own future. Some can be reunited with their families and live at home; others can be reunited with their families but for various reasons it is not viable to live with them. They can work elsewhere and send money home for the family. For some there is still a risk of abuse from their own family or community and therefore returning home is not the best option for them. Some obtain work in factories, renting a room nearby and purchasing cheap food locally; others set up their own businesses.



The reintegration process starts at the beginning of each girl's stay at House of Hope. The Investigator and Social Worker thoroughly investigate her family background and assess her home village to ascertain the resources available and the viability of starting a small business there. This information is used to determine which vocational training is most suitable for the girl to follow. Two months prior to her leaving, the staff concentrate on strengthening the girl's areas of greatest weakness, whether in educational, vocational, emotional or life skills. All girls are tested quarterly in all components of their training but a final examination is given to each girl, in order to assess her vocational training skills. If she passes this examination, House of Hope will provide her with a small business stipend to start up a small business.

At this time, the Investigator revisits the home and community situation to assess whether there are any significant changes that might affect the girl's return. His assessment includes the readiness of her family to have her back, appropriate medical services, the potential support of a local church, and the feasibility of starting a small business using her vocational skills. House of Hope has developed loan and stipend programmes to provide girls with ongoing financial support.

One month before she is due to leave, the Social Worker accompanies the girl on a home visit to include the family in her future plans. To help smooth the transition back into the community, the girl spends two nights with her family. If circumstances do not make returning home the best option, alternatives are discussed with all concerned and the Social Worker helps her to find suitable employment and accommodation elsewhere. Finally, the Investigator completes the legal paperwork required for the girl to progress to her new situation.

If a girl returns home, she is visited by House of Hope staff each month for three months, then at the sixth, twelfth, eighteenth and twenty-fourth months. Those who move to local factory employment and live independently are given more support. Staff members visit them weekly for the first month, twice during the second month, then at three monthly intervals until a year has elapsed. In either case, if there are problems, whether personal, family, vocational or medical, the appropriate member of staff offers advice and assistance.

House of Hope Loan Programme – November 1999

Goals

To assist young women leaving House of Hope in utilising the skills learned during their vocational training, thereby minimising the possibility of a return to prostitution as the means of supporting themselves and their families.

Criteria of girls who qualify for a loan

1. A loan will only be given to a girl who has been a part of the HOH programme.
2. A loan will be given to a girl for the sole purpose of starting up a small business utilising the vocational skill(s) she has learned during her stay at HOH (e.g. sewing, cosmetology, etc.)
3. The girl has successfully completed at least 9 months of vocational training on one trade at HOH.
4. The girl passed the final examination in her vocational trade that enabled her to obtain a certificate of graduation for her specific trade.
5. The girl has a responsible person (e.g. a parent or a guardian) who can guarantee that she will use the loan to start up a business and will pay back the loan according to the conditions on the contract. .
6. The girl or the person guaranteeing the loan for the girl must have collateral for the loan in case of defaulted payment.
7. Reports from the Vocational Trainer(s) and Social Worker indicate that the girl is mature and responsible enough to start up her own business.
8. A girl who has left HOH and wants to start a small business must contribute 10% of the amount needed to start her business. HOH will lend the remainder.
9. If a girl has already received a previous stipend (her first service) from HOH and is still lacking funds to start her business, (e.g. if the small business stipend of \$55 isn't enough) she may apply for a loan if she fulfils all the above criteria.

Amount of loan, length of loan and pay back schedule

An interest-free loan is given to each girl according to the location and type of her business. There is a 3-month initial grace period: minimum monthly payment starts the 4th month. The amounts of the loan are as follows:

Location of business	Type of business	Maximum amount of loan	Length of loan following 3 months grace period	Minimum monthly payment
Countryside	Sewing	\$100 US	10 months	\$10 US
	Cosmetology	\$100 US	10 months	\$10 US
Kampong Cham City	Sewing	\$150 US	10 months	\$15 US
	Cosmetology	\$300 US	15 months	\$20 US

Rules and consequences for default in payment

<ol style="list-style-type: none"> 1 HOH will not give the loan (i.e. the cash) directly to the girl. The HOH Vocational Trainer(s) will accompany the girl in purchasing equipment, supplies and the rental of the house or stall for the set-up of the business. 2 A thorough record of the expenses incurred for the set-up of the business will be kept by the HOH administrator. 3 Repayments start on the 4th month of the loan period. The set monthly payment is to be paid in full to the HOH Administrator every month on the date set on the girl's contract. This date will vary for each girl depending on the starting date of the loan. 4 If, due to extreme circumstances, a girl cannot pay her monthly payment in full, she will be required to pay at least 50% of the monthly payment for that month. The 	<p>following month she must pay the regular monthly payment in addition to the previous month's debt. Within her loan period, a girl is allowed to default on a maximum of two occasions, which must be at least 5 months apart.</p> <ol style="list-style-type: none"> 5 In the event that the girl is not able to pay her monthly payment a third time or at all, HOH will take back the equipment/supplies or collateral of equal value listed in the contract. 6 In extreme and emergency circumstances (e.g. natural catastrophe or pregnancy), HOH will allow the girl a 3 month grace period where she will not be required to pay her monthly payment. 7 The girl must have a clear business plan and must keep a consistent record of her income and business expenses.
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Staff responsibilities

Vocational trainer(s):

- Offer an assessment of the girl's skills, maturity and responsibility to run her own business.
- Assess the viability of the business in the intended business location.
- Help the girl to purchase equipment and supplies and to rent a stall or house.
- Liaise with the administrator regarding the expenses incurred to set up the business.
- Follow-up on the girl's business and offer counsel on a regular basis as laid down in the House of Hope reintegration plan.

Administrator:

- Interview girls interested in loans to discuss their business plans and goals.
- Explain the loan programme to each girl. Fill out the contract with each girl.
- Keep thorough records of each loan, contract and repayment schedule.
- Visit each girl on a regular basis to offer business advice.
- Meet with each girl monthly to obtain monthly payment.
- Meet with each girl when there is default in payment and administer appropriate consequences for default payments.
- Maintain a professional relationship with the girls (e.g. don't be over-friendly because familiarity can cause problems in repayment.)
- Be responsible for paying the landlord / construction workers for building the shop stall where required.

Social Worker:

- Offer an evaluation of the girl's maturity, responsibility and emotional stability.
- Meet with her regularly to offer emotional and social support as she runs her business.

Stipend for girls working in factories

Goal: To provide an initial financial stipend to assist girls leaving House of Hope to work in the garment factories in Kampong Cham or Phnom Penh.

Programme:

1. The girl must have been at HOH a minimum of 9 months in order to qualify for this programme.
2. HOH will provide a stipend to girls who leave HOH to work in the factories. HOH will provide a stipend for only the first month's living expenses.
3. HOH will provide household and personal supplies according to the set list for the programme. HOH will provide the girl with the following items that she has used while living at HOH - mosquito net, blanket, towel, and pillow. The Housemother will be responsible to help prepare the supplies for the girl as she leaves.
4. Each girl will receive documents / curriculum (e.g. health lessons, vocational training, a Bible and a songbook) as she leaves HOH. The Social Worker will be responsible for arranging to give these to the girls.
5. HOH will provide \$25 for the girls to buy food for themselves the first month. Each girl is responsible for the purchase of her own food for the first month.
6. The stipend cannot exceed the total amount of \$55.
7. The Vocational Trainer will help the girl to find a place to live.
8. If the girl works in Phnom Penh, the Vocational Trainer will go to the market with the girl to buy the household set-up supplies for the first month. However, if the girl works in Kampong Cham, the Housemother will be responsible to purchase the supplies for the girl.
9. Female members of HOH staff will follow up and visit the girl according to the schedule of the reintegration programme to support her, offer counsel, and to check on her.
10. If a girl works at a garment factory for less than a month then stops working (e.g. she quits or is fired), HOH will take back the purchased household supplies and the remaining money from the \$25 which was designated for food expenses. If the girl wants to work at another factory, HOH will help her find another job (this qualifies as her second service) and will give her the remaining funds from the original stipend and return the household supplies.
11. If a girl works at a factory for less than a month and then stops working (e.g. she quits or she is fired) and desires to start a small business (given she must have a certificate in that vocational trade), HOH can buy back the household supplies purchased for her and use the money to purchase supplies for the girl to start up her business in her village. If she needs additional funds, she will have to obtain them herself.

The maximum amount of the stipend is \$55 per girl to be used for the following expenses:

Rent for one month	\$ 5
Money for food	\$25
Household set-up	\$20
Personal supplies and toiletries	\$ 5
Total	\$55

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Take care of yourselves

Many of these ideas originated from discussions that took place in a networking group of expatriate workers in ministry to commercially sexually exploited girls in Thailand. Others are taken from experience. They are not necessarily the views of Rahab Ministries or the other projects researched and some may be controversial. They are offered here to stimulate your thought and discussion about caring for the care-givers in your ministry.

The importance of self-care

In recent years, there has been greater recognition of the fact that those who spend their lives caring for others also need to take care of themselves. For those in ministry to sexually exploited children, this cannot be emphasised too strongly. You must balance the desire to run an effective ministry with the risk of burn-out. You need time to get away from the ministry. In fact, it is sometimes necessary to leave the country altogether because it is impossible to relax and be refreshed when issues of prostitution are all around.

Specific causes of stress for expatriates

- The intense emotional nature of working with sexual abuse.
- Working in another language.
- Living and working in a different culture.
- Living conditions, strange climate, food and transport.
- Restraints on sharing concerns with national staff colleagues, due to their perceptions of foreign 'missionaries'.
- Conflicts arising from cultural misunderstandings.

Personal safety issues

- Contact with pimps, many of whom are connected to the Mafia.
- Danger of being seen as interfering in other people's situations.
- Requirement of secrecy when girls have non-supportive families.

Inner conflicts

There can be internal discomfort about differences in lifestyle and the use of money for relaxation, days off and holidays which local workers could never afford. Whilst we obviously need to be sensitive to this in our lifestyle and attitudes, it is important to realise that we will never be the same as the native inhabitants of the country we are in. We are cultures apart and thus have different needs and may have resources available. If expatriate staff members look after themselves and live in a way that enables them to cope with life, they are more likely to be able to stay long term and keep the work going. If they 'dry up' and have to go home, resources for the work may dry up too.

Personal advice

Recognise the necessity of taking holidays; many workaholics burn out in missions

- Adequate rest is vital or motivation and energy fail.
- Take holidays and encourage others to do so. Celebrate holidays of national staff.
- Train people to take on work so that you can take time off.
- Respect your need for leisure time.
- Maintain a weekly day off.

Cultivate hobbies and recreational activities that help you unwind

- Personal health care and exercise.
- Relaxation techniques, such as massage.
- Keep a journal, writing out your anger and frustrations.
- Participate in sports or play games.
- Therapeutic activities, such as making bread or jam.
- Enjoy entertainment, particularly things that evoke laughter.

Seek spiritual support from outside the ministry as well as within the team

- Find a friend outside the team who understands the ministry and can keep confidentiality, to talk to and share with openly and honestly.
- Keep in touch with your own family.
- Ask another Christian to give pastoral support and help you to maintain accountability.
- Walk with God. Promote spiritual growth and Bible study outside the ministry in order to focus on God.
- Pray together, remembering that God is in control, long-term.

Communication within the team is vital as you face different cultural issues

- Get to know where you may clash with the local culture, e.g. those under your supervision may not be task-oriented or used to planning ahead.
- Be careful not to gossip or say something that could be misconstrued or be unhelpful.
- Accept, appreciate and celebrate one another's different phases and moods.
- Know yourself. Personal awareness can be part of staff training. There are useful books on self-understanding and team building.¹

¹ See the Bibliography for titles

How to avoid burn-out

1. Organise a balanced life for yourself.
2. Set priorities; realise you cannot work continually.
3. Think of relationship-building as part of the work.
4. Take time for leisure.
5. Structure time for physical exercise.
6. Plan quiet days for prayer.
7. Know yourself and others.
8. Take holidays.
9. Set your own boundaries.
10. Admit when you are tired.
11. Resist the temptation to volunteer for everything.
12. Schedule leisure time.
13. Find a listener.

Consider whether it is better for team members to live together or apart.

- You may find it better to live in community or you may need time and space to be alone, or need to have your own kitchen or decor, or entertain your own friends.
- Some of us need to get away from people; others draw strength from being with them. The Myers Briggs Type Indicator gives information about introvert and extrovert personality traits. (See the Resources section for details).

Personal growth

InnerCHANGE has a three-year training programme. This involves a one year course called the 'apprenticeship', then a two year commitment, known as the 'novitiate' period. The apprenticeship course helps new workers to explore and confirm their vocation to follow Jesus among the poor.

The programme seeks to lay a foundation of spiritual disciplines during the first year, and then helps to cultivate greater focus in ministry. Topics include your walk with God, self-awareness and motivation.



Since the programme is not a collection of written materials it is not possible for InnerCHANGE to make it available to others. However, you might consider the feasibility of devising a similar course of study with personal support within your own organisation. It entails living in a missionary situation in a community, experiencing the poor and being taught by the people, working in a team and learning to lead and follow. There are readings, a personal devotional guide and retreats. The students bring their experiences with God or with neighbours to a small group that shares and listens to God together. They discuss with the group what they have read, pray together and offer one another support.

Relationships between the sexes

In this work, female workers could easily become bitter about men from the stories they hear. They must keep things in perspective, not blaming all men for the deviant behaviour of some. Male workers are also needed in this ministry, even with vulnerable girls and young women. They can act as rôle models and protectors and can be of particular help and support in advocacy programmes. Relationships between the two sexes are precious and not to be despised because others abuse the gift of sexuality. Remember, however, that your behaviour in this respect will also be watched by the young people in your care.

Are you ready to expand your programme?

Another cause of stress in ministry is the pressure, in the face of evident need, to expand the ministry. Staff members at House of Hope offered the following reasons for resisting this pressure:

1. It is vital to wait and learn from experience by assessing your successes and failures.
2. Evaluate whether the programme works. Measure effectiveness at least a year after the girls have gone back into the community.
3. Are the staff members ready to cope with expansion?
4. If it entails recruiting more staff members, are you ready to train them?
5. It can be difficult to see the extent of the need and not respond by taking on more, but it is better to leave space for others to see this and take action.
6. Churches must take on some responsibility to work in their own area. One of the aims of InnerCHANGE is to empower the churches to do this.
7. We have to persuade donors that the way of expansion is to empower the church.
8. It is preferable for development of the work to be based in the local Christian community.
9. Because sexual exploitation is a hot topic internationally, it is not difficult to obtain funding for expansion, but quality is most important.
10. Protect yourselves from burn-out. It is better to sustain your ministry in a small way than to grow so fast that you cannot cope and risk losing what you have built.
11. The ideal is that Christians in the local church will want to minister to the marginalised and oppressed, but the reality is that they are not yet able to. In Cambodia they do not yet have the social work structures or the foundations for training in emotional and psychological aspects.
12. House of Hope will be a model for others to learn from and imitate. It sets an example of appropriate attitudes and provides training so that when others are motivated to tackle the problems in their own areas the foundations will be there for them.

Evaluation 15

What is evaluation?

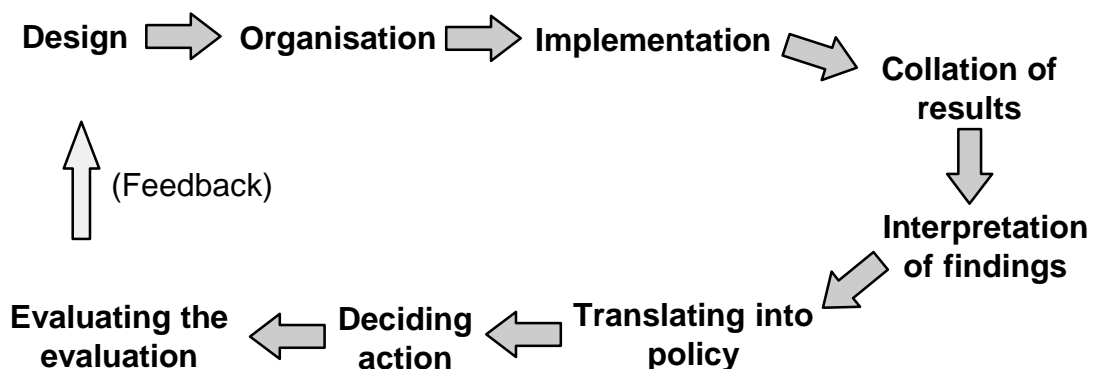
Evaluation is an exercise that is carried out in order to assess or appraise the adequacy, effectiveness and worth of what is being done. It is a way of looking objectively at a programme to assess what progress has been made and to determine its value.

The purpose of evaluation

It is essential to monitor and evaluate all aspects of a project in order to:

- give everyone a chance to pause and review what has been happening
- highlight what is working well and be encouraged to continue
- see what activities and methods are worth repeating
- find out what is not successful and prevent its repetition
- discover what mistakes have been made and avoid making them again
- allow all staff members a chance to express their views and opinions
- appraise the personal and job satisfaction of workers
- obtain feedback from clients and participants
- examine whether everyone in the team is working effectively
- give a sound basis on which to make changes where necessary
- establish whether the aims and purposes of a programme are being fulfilled
- see how the project is viewed internally and by those outside
- improve communications
- provide input to the training curriculum
- continue developing the programme on ethical and professional lines
- document and pass on to others the experience and knowledge gained

The components of evaluation



Criteria for evaluation

- It should address the same issues as the aims and goals of the project.
- It should develop and change as the programme develops and changes.
- It should be comprehensive and continuous.
- Everyone involved in the project should be included in the evaluation process.
- Everyone should be briefed as to the purpose of the evaluation.
- As far as possible, workers and clients should agree the design of the evaluation exercise.
- It must be done in a non-threatening way to achieve honest answers.
- Some ground rules on confidentiality within the project should be agreed in advance.

Methods of evaluation

The evaluation can be done internally or by external evaluators contracted for this purpose. It can range from regular and frequent monitoring of progress of a small area to full-scale appraisal of overall achievement in the longer term. All types of evaluation are important. Any combination of the following methods can be selected for use:

- simple, statistical survey
- multiple-choice questionnaire
- more complex questionnaire
- observation of practice
- interviews
- discussions
- written or oral examinations
- practical tests
- group workshops

Monitoring and appraisal of staff members

To be effective, this must be:

- ✓ regular
- ✓ positive
- ✓ done in co-operation with staff
- ✓ seen to set achievable goals

After the evaluation

Staff should have the opportunity to discuss the implications of the evaluation results. All criticism should be constructive and any suggestions for improvement should be made in a caring manner.

External evaluation

It can be valuable to appoint an external evaluator to undertake a full assessment at less frequent intervals. This person is likely to view the project more objectively and should be able to give guidance for the future.

The effectiveness of evaluation

At appropriate times, the process of evaluation itself should be discussed by the leaders and other staff workers, in order to assess its effectiveness. Is it useful? Is it worth repeating? How could it be improved?

Evaluation of the family and follow-up work

The purpose of the evaluation is to assess whether the programme is having the desired impact on families. It is designed to discover whether the work being done is achieving the expected results.



Consulting the families

The clients who are receiving help are the ones most likely to know whether the programme is going well. At the end of the first six-month period of working with a family, the effectiveness of the work done is discussed with the clients. Families are asked whether they feel there is a need for the work to continue. Specific feedback about the service is sought and recorded and the worker explicitly asks for both positive and negative comments. It is hoped that the family, because of the nature of the relationship they have developed with the worker, will feel able to answer these questions honestly.

Discussion within the team

The progress of the work is monitored and evaluated through the weekly review meeting and in regular consultations with the supervisor, where the work with each family is discussed in detail.

Feedback from outside sources

At times the family and follow-up service works alongside the Department of Probation and Child Care, the Health Authority and other relevant NGOs. They can also provide feedback regarding effectiveness.

Management responsibility

Ultimately the family and follow-up service is responsible to the Executive Director of LEADS. He is familiar with the work of the project and all issues related to this. The Board of LEADS meets once a month and is kept informed by him.

Evaluation of the impact on families

The following chart has been drawn up by the ESCAPE team. It shows the intended results of the family and follow-up work and the methods used to assess whether or not these are being achieved.

EVALUATION OF THE IMPACT ON FAMILIES

EXPECTED RESULTS OF FAMILY AND FOLLOW-UP WORK	EVALUATION
<p>Families experience the family worker as a supportive person thereby reducing isolation. The families feel that someone is working alongside them in dealing with their difficulties.</p>	<p>Ongoing feedback and dialogue with families evidenced by case recordings.</p> <p>Questionnaire and survey.</p> <p>Individual interviews of family members by internal and external evaluators.</p>
<p>Family worker builds a relationship with families. This provides a safe arena in which to discuss their difficulties and to examine potential ways of dealing with these difficulties.</p>	<p>Individual interviews of family members by internal and external evaluators.</p> <p>Case recordings of the process of work done with families.</p> <p>Relationship of family worker with families evidenced by evaluators and confirmed by families.</p>
<p>Problem-solving capacities of families are developed because of the style of intervention and nature of the relationship built by the family worker. As a result of this, families experience an improvement in their internal communication. Thus, there is an improvement in their ability to understand problems and difficulties in relating to one another and particularly in relating to the needs of children who have been sexually abused.</p>	<p>Interviews with the family work staff and case records regarding the process of work with families and changes seen.</p> <p>Individual interviews of family members by internal and external evaluators.</p> <p>Questionnaire and survey.</p>
<p>Families' level of awareness about the needs of children who have been sexually abused increases as a result of contact with the family worker. Gaining understanding about some of the effects of child sexual abuse enables them to deal more appropriately with the child's needs and any difficult behaviour.</p>	<p>Individual interviews of family members by internal and external evaluators.</p> <p>Questionnaire and survey.</p>
<p>Families receive specific knowledge about child sexual abuse, how abusers operate and ways of minimising the risks of children being abused.</p>	<p>Individual interviews of family members by internal and external evaluators.</p> <p>Questionnaire and survey.</p>
<p>Families may be able to pass on to other families in their community the knowledge they have gained about child sexual abuse. (The stigma and shame attached to child sexual abuse may mean that families feel unable to share their experience with others.)</p>	<p>Individual interviews of family members by internal and external evaluators.</p> <p>Questionnaire and survey.</p>

Evaluation of the training programme

All training completed is evaluated. An open relationship is encouraged during training programmes; such an atmosphere encourages feedback. Each participant is asked to complete an evaluation form, which specifically seeks constructive feedback. Subsequent training courses are modified as a result of this feedback.

FAMILY FOLLOW-UP WORK - TRAINING OF OTHER PROFESSIONALS	EVALUATION
Training given to 3 groups of 20 participants. The focus is on working with families of children who have been sexually abused. The programme is interactive with a focus on giving information generally about issues related to child sexual abuse and will include personal self-development exercises.	Training evaluation sheets. Course programme and accompanying materials. Individual interviews of family members by internal and external evaluators.

Evaluation of the inter-agency network

The inter-agency network evaluates the effectiveness of its own work. This is to be measured by whether or not the group grows and develops within an initial three-year period and what the members of this group feel about its usefulness. The group should periodically review itself, probably on a yearly basis, to check whether it is still achieving its purpose.

Feedback from overseas

Staff members visited organisations in Sweden and some in the UK that are involved in providing therapy and support services for sexually abused children. The impression received was that, in attempting to provide support to sexually abused children and their families, ESCAPE is certainly on the right track in terms of therapy and family work offered, although its facilities are limited. The emphasis on training and protection was also seen to be important.

Evaluation at House of Hope

House of Hope also built evaluation into its plan from the beginning. The leadership team originally decided on a full evaluation process at the end of every quarter and carried this out in a number of ways.



Reasons for evaluation

- Accountability.
- To discover whether objectives are being fulfilled.
- To aid planning.
- To establish the habit of reflecting on progress and future direction.

Areas of evaluation

National staff: all areas, personal growth, change in the girls.

Resident group of girls: changes noticed, ideas and requests.

Individual interviews with girls: personal growth, health and education (literacy and maths tests, vocational training, and reports from teachers).

Girls' views of both national and expatriate staff

Example 1: Evaluation by the national staff of the administration and leadership at House of Hope.

Method: at the end of each quarter, the national staff are requested to meet in small groups and select one person to complete the forms issued to them. They are given one form for each member of the expatriate staff, with questions relevant to their individual rôles. Their instructions include the following:

1. Please evaluate the administration component.
2. Please evaluate the members of staff listed below on each of their leadership qualities and responsibilities.
3. Please be specific about what were positive and negative.
4. Also, please be specific about your suggestions for changes to improve the negative qualities.
5. We understand that some of you may not have any opinions for some staff because you have little interaction with them. That is okay.
6. In evaluating the staff please be careful about how you discuss them. Please be respectful about how you discuss each of them. Please do not allow this to be a time for telling negative stories or causing rumours.

Example 2: Evaluation by girls living at House of Hope.

Method: the social worker meets with the girls as individuals and asks them what they feel are the positive and negative results of the HOH programme for the quarter. She then summarises their answers on the following report form. When this process was instigated the girls were hesitant in their replies, but with encouragement they began to be more honest.

Evaluation of the social work component

Throughout their time at House of Hope, the social worker helps the girls to set their own goals and to assess their own progress with them, directing attention as necessary. A quarterly assessment of the girls includes their thoughts, feelings and misgivings. This in turn forms part of the evaluation of the social work programme.

Programme Director

Characteristics / rôles	Positive Results	Areas for improvement	Plans for changes
Leadership of the overall programme of HOH			
Supervision of staff			
Training and/or teaching of staff			
Help in solving problems			
Relationship and communication with staff			
Miscellaneous			

Example 1: One of the forms on which comments can be recorded to evaluate the leadership and administration of House of Hope programme

Component	Positive Results	Negative Results / Areas for Improvement
Counselling		
Medical		
House Mothers		
Sewing		
Cosmetology		
Investigation		
Guards		
Assistant rector		

Example 2: A form used by the social worker to enter comments made by the girls.

Example 3: Questionnaire completed and discussed by the expatriate leadership group.

- 1 What have been your feelings whilst here in the last 6 months? This includes ministry with House of Hope, the community, relationships with team members and personal life.
- 2 When you think of some of these emotions, what events attach to them? What stories are related to these emotions for you?
- 3 Evaluate the changes we said we would implement last quarter for this quarter. What things have we implemented already? Which changes have we not yet made, and which are not yet needed, or should be put aside altogether?
- 4 Evaluation of the last quarter:
 - a) community development of girls and staff
 - b) leadership development of girls and staff
 - c) spiritual development of girls and staff
 - d) decision making process
 - e) communication
 - f) staff dynamics with one another
 - g) overall well-being of girls
 - h) church relationship development

Hints for collating results

In a staff meeting, use a large blackboard or sheet of paper for all to see what is being said, then type up the results. At this stage remember:

- that the choice of words can be critical
- that verbal criticism may be less threatening than written
- to look for the positive and constructive as well as the negative.

Outcomes of the evaluation

Having discussed everyone's input to the issues, the team lists areas for improvement and action steps. Opinions and requests from both staff and girls are also discussed, and action lists recorded. They collate input from all components and all staff and girls involved in the evaluation.

Final points on evaluation

- Formal evaluation tends to note the patterns rather than the detail.
- Informal evaluation is ongoing in the staff and other meetings.
- Leaders must acknowledge whether or not objectives have been achieved.
- Remember to test the validity of the objectives.
- As ability in all areas increases, the need for frequent evaluation may decrease.
- Quarterly evaluation may be a too heavy commitment of time. At House of Hope this has been reduced to half-yearly.

Long term evaluation must examine the changes in boys and girls and the quality of their lives several years after they have left a programme.

Contacts

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Your questions, comments and feedback are always welcome.

Resources and bibliography

Background reading

Prostitution: Children the Victims The effects of prostitution and sexual exploitation on children and adolescents. An unpublished paper by Patricia Green presented at a Conference at Sydney University in November 1994

Wednesday's Children - some case studies of sexually abused children. Arranged and edited by Maureen Seneviratne. Published by P.E.A.C.E. 1997. ISBN 955-572-006-1. Printed in Colombo.

Family, Social and Economic Perspective: Origins, Prevention and Care: Sexual Abuse of Children unpublished paper by Maureen Seneviratne/ P.E.A.C.E.

Personal support for victims of sexual abuse and their parents

Releasing the Scream (Coming to terms with childhood sexual abuse) by Rebecca Newman. Published by Hodder & Stoughton UK. ISBN 0-340-58817-9

The Courage to Heal (A guide for women survivors of child sexual abuse) by Ellen Bass and Laura Davis. Published by Cedar, London. ISBN 07493 0938 5

Good Practice in Counselling People who have been abused Ed. Zetta Bear. Published by Jessica Kingsley, 116 Pentonville Road, London N1 9JB

Why my Child? booklet published by Kidscape (London). Kidscape, 152 Buckingham Palace Road, London SW1W 9TR Tel: 0207 730 3300

Self-awareness and team building

Discovering the Enneagram by Richard Rohr and Andreas Ebert. Published by St. Pauls (Philippines) 1994 ISBN 971-504-322-4

Life Types (describing the Myers Briggs Type Indicator) by Sandra Hirsch and Jean Kummerow. Published by Warner Books 1989 ISBN 0 446 38823 8

Save Lanka Kids publications

Take Charge written & illustrated by Suba Tidball. Asiana Publishers Pvt Ltd., Colombo, Sri Lanka (1998) ISBN 955-8094-06-4

Be Smart with Leela Bear & Friends (Saying no! to sexual abuse) written and illustrated by Suba Tidball. Published by Asiana Publishers Pvt Ltd., Colombo, Sri Lanka. ISBN 955-8094-05-6

Becoming aware of child sexual abuse by Suba Tidball. Published by Asiana Publishers Pvt Ltd., Colombo, Sri Lanka.

Protecting Children from Sexual Abuse by Save Lanka Kids, Community Care Society.

Speak Up! A child's story about sexual abuse. Booklet by Save Lanka Kids, Community Care Society.

The truth will set you free. Preparing a child for court. Booklet by Save Lanka Kids, Community Care Society.

Rahab Ministries resources

Videos:

The Dark World of Patpong Media Productions

The Thai Tragedy New Zealand television production

The Cry of my Appeal

Dying for Sex Channel 4

Copies of videos £5 each from Rahab Ministries

InnerCHANGE publications

InnerCHANGE Staff Information Packet. This is the introductory information about the InnerCHANGE formation programme. See the Staff Training section for details.

Available from Diane Jones, 714-779-0370 or djones@crmnet.org

Tearfund publications

Children and sexual abuse and exploitation (children at risk guidelines: volume 4) by Glenn Miles and Paul Stephenson. Published by Tearfund Nov. 2000.

To be used in conjunction with: Child Development Study Pack for people working with children by Glenn Miles and Paul Stephenson. Published by Tearfund August 1999
Both available from Tearfund, 100 Church Road, Teddington, Middlesex TW11 8QE
e mail: enquiries@tearfund.org

Viva Network resources

Reaching children in need by Patrick McDonald (founder of Viva Network) with Emma Garrow. Published by Kingsway Publications (2000) ISBN 0-85476-864-5

Previous handbooks in this series:

Jobs for Life A manual for ministry: Vocational training for 'children at risk', by Marion and Les Derbyshire. Published by Viva Network 1999.

Voice in the Streets A handbook for multi-stage ministry to street children, by Marion and Les Derbyshire. Published by Viva Network 2000.

Viva Network resource services

In order to help project workers to find suitable resources for their needs, the Viva Network offers a personalised resources directory. It itemises appropriate written, audio and training resources along with information about how to obtain them and the likely cost. In addition, resource libraries are being developed in regional offices from which items can be borrowed. Contact Sally Clarke on: sclarke@ico.viva.org

Reports on Child Abuse and Exploitation

from the Viva Network Directory of 'Children at Risk' Resources

Sexually Exploited Children: Working to Protect and Heal

Edited by Phyllis Kilbourn and Marjorie McDermid.

A practical resource to help you become an effective instrument to facilitate Christ's healing and love to broken children. 352 pages

Cost: \$12.50 plus postage: \$3 to USA, \$7.50 to Europe and Middle East, \$9.50 to Pacific Rim and South America

Available from:

WEC International Phone: (215) 646-2322
PO Box 1707
Fort Washington
PA 19034,
USA

A Right to Happiness: Approaches to the Prevention & Psycho-social Recovery of Child Victims of Commercial Sexual Exploitation

A series of case studies and an analysis by Jane Warburton and Maria Teresa Camacho de la Cruz. This book was initially prepared for the World Congress against the Commercial Sexual Exploitation of Children. Contains statistical information as well as historical background information for many organisations and groups working with sexually exploited children. Densely packed with information. Copies in English and Spanish.

Available from:

NGO Sub-Group on the Sexual Exploitation of Children
C/o Defence for Children International
Case Postale 88 Phone: 41-22/734 05 58
CH-1211 Geneva 20 Fax: 41-22/740 11 45
Switzerland Email: dci-sex.ex@pingnet.ch

A Modern Form of Slavery – Trafficking of Burmese Women and Girls into Thailand.1993

This Human Rights Watch publication is based on interviews with Burmese trafficking victims, and documents the violations of human rights committed against these victims. Presents recommendations to the Thai and Burmese Governments and the international community for improving the protection of women and girls and ensuring prosecution of their abusers.

Available from:

Human Rights Watch Phone: 212-216-2083
350 Fifth Avenue, Fax: 212-736 1300
34 Floor Email: hrwnyc@hrw.org
New York, Website: www.hrw.org
NY 10118-3299
USA

The Girl Child Enhancing Life, Sustaining Hope

1998 Washington Forum.

Consists of a 98 page book, a Study Guide, and a 20 page book entitled **An overview of challenges to girls of the world.**

Published by World Vision:

Institute for Global Engagement
34834 Weyerhaeuser Way South
P.O.Box 9716
Federal way
WA 98063 - 9716

Child Trafficking in Asia

The UN estimates that around 4 million people a year are traded against their will to work in some form of slavery or prostitution. Many of these are children. This report gives an overview of the problem, raises key issues which need addressing, and gives recommendations for action. In particular cross-border issues and consistency in responses at the national level must be addressed.

and

The Commercial Sexual Exploitation of Street Children

This report touches on the reasons children end up in lives of prostitution and describes how World Vision is tackling the problem. It gives two case studies from Cambodia and Dhaka, Bangladesh, giving descriptions of the situations of children caught up in this trade and how some of them have managed to escape from it and 'regain honour'.

and

The Commercial Sexual Exploitation of Children - A Bibliography

August 1996

Produced by World Vision International on behalf of the NGO Group for the Convention on the Rights of the Child and lists many sources of information from around the world about situations in every continent.

All three available, free of charge, from:

Policy and Research Dept
World Vision UK
599 Avebury Blvd
Milton Keynes MK9 3PG

Phone: 44 (01908) 841-000
Fax: 44 (01908) 841-001
Email: info@worldvision.org.uk
Website: www.24hourfamine.org.uk

ECPAT (End Child Prostitution, Child Pornography and Trafficking of Children for Sexual Purposes) have published several books on the issue of sex tourism. Titles include:

The Child and the Tourist (available in English and Italian), and
The Rape of the Innocent (available in English, German and Vietnamese).

This organisation is an important source of information about these issues.

Cost: various

Available from:

ECPAT
328 Phya Thai Road
Bangkok 10400
Thailand

Phone: (662) 215-3388
Fax: (662) 215-8272
Email: ecpat@ecpat.org
Website: www.ecpat.net

Tourism and Child Prostitution in Cebu. 1994.

A report of a research project of ECPAT, Philippines, in co-operation with ECPAT Japan-KASVSAI.

Available from:

ECPAT (Philippines)

PO Box 44-94U.

P. Shopping Center

Diliman

Quezon City

Philippines

Email: ecpat@phil.gn.apc.org

Website: www.ecpat.net

Kids for Hire: A child's right to protection from commercial sexual exploitation 1996

by Angela Penrose, Edda Ivan-Smith and Marilyn Thomson for the Programmes Department.

ISBN:1 899120 46 7

This book investigates the part played by poverty, cultural attitudes and commercial greed in commercial sexual exploitation of children. It addresses the need for good information and research, rehabilitation, protection, prevention, and co-ordination.

Cost: £2.50

40 pages

Available from:

Save the Children Publications

c/o Plymbridge Distributors Ltd

Estover Road

Plymouth

PL6 7PY

Tel: + 44 (0) 1752 202301

Fax: + 44 (0) 1752 202333

E-mail: orders@plymbridge.com

Website: www.savethechildren.org.uk

International Perspectives on Child Abuse and Children's Testimony

Edited by Bette Bottoms and Gail Goodman.

Child witnesses pose unique challenges to the legal system. Courtrooms are daunting and alien to children. This book focuses on the techniques and procedures used to accommodate child witnesses in legal systems and on research investigating the effectiveness and implications on these techniques around the world.

Cost: £13.99

Available from:

SAGE Publications

6 Bonhill Street

London, EC2A 4PU

UK

Phone:+44 (0)207 374 0645

Fax: +44 (0)207 374 8741

Website: www.sagepub.co.uk

Amy Carmichael: Let the Little Children Come to me

By Lois Hoadly Dick, Moody Press, 1984,

This book investigates the Indian Culture, and the way God has used Amy Carmichael to reach temple girls destined for a life of sin and sorrow as prostitutes.

Cost: \$4.50. Wholesale discount (3 or more):\$3.42

Available from:

William Carey Library,

1705 N.Sierra Bonita Ave

Pasadena,

CA 91104

USA

Phone:1-626-798-0819

Fax: 626-794-0477

Enquiries: wcl.web.inquiry@uscwm.org

Website: www.uscwm.org