

RECOMMENDATION REPORT FOR CAJ INVESTIGATION
Personal and Confidential

TO: SEND INTERNATIONAL
DATE: May 30, 2021
FROM: CAJ Investigation Review Panel
RE: Recommendation Report for CAJ Investigation and Recommendation Report from Analysis of Child Protection Manuals and Hiring Practices.

"It has been stated that the memories of the incidences of sexual and physical abuse that were perpetrated upon children of missionaries is a deep collective pain among us as either the direct victims, the siblings of, or the closest friends of the victims.

Abuse literature speaks of 'primary and secondary victims'. Primary victims are those who directly experience abuse. Secondary victims are those – particularly parents, siblings, spouses, and children – who live with or love the primary victims. They suffer losses too. In a mission sending community, secondary victims include those who have committed their lives to the missions of the organization, especially those who have trusted the perpetrator." (see note 1)

In light of the deep pain and extensive impact of abuse on its victims/survivors, the following recommendations have been developed. These recommendations expand child protection efforts to include concerns regarding the wellbeing and development of the mission's children and the families beyond child abuse prevention.

GENERAL RECOMMENDATIONS:

1. We recommend that SEND request an impact letter from the survivors to be sent to SEND leadership relating the impact of the abuse on their lives then and now.
2. We recommend that SEND issue a sincere apology to the survivors and families. In any correspondence with survivors use the perpetrators names.
3. We recommend that SEND consider a retreat for survivors and SEND leadership. In selecting leadership to attend – be careful who is picked. Survivors can tell who genuinely cares.

RATIONALE:

The above recommendations (1-3) give the administration and board the opportunity to provide a measure of healing and acknowledges culpability of both the leaders and perpetrators. Some survivors requested these measures.

4. We recommend SEND expand vetting of applicants to include mental health evaluations as needed. Applicant children should be included in the process (in an age appropriate way) their needs, development, expectations and understanding of hardships/challenges are important.
5. We recommend that SEND background checks include appropriate financial, law enforcement, and medical records releases.
6. We recommend that SEND give careful consideration in the hiring of “in country staff” and staff from other agencies and schools, if they are likely to have contact or access to children or responsibility for some aspect of childcare.
7. We recommend that SEND include the definition and signs, of grooming behaviors in the annual orientation with children and staff, Child Protection manuals, and Child Protection training.
8. We recommend SEND update this material for all in the mission, (including children with an age-appropriate content.) Proof of required training should be documented in personnel records.
9. We recommend that SEND establish and set aside a fund for counseling and member care resulting from child abuse regardless of the source, if SEND is the reason for exposure (mission service) to abuse.
10. We recommend that SEND develop a position for a designated and safe adult advocate (counselor) at school/dorm/base for students and parents to approach with issues of concern and receive counseling help. The advocate should not be related to any staff, dorm parent, or teacher.

RATIONALE (9, 10)

A respected and independent advocate demonstrates a clear commitment by SEND to missionary children safety and creates an effective means to prevent and respond to harm.

11. From (2013 Manual) – We recommend SEND utilize online training, testing and recording of participants regarding Child protection; allowing updates.
12. We recommend SEND child protection training be annually for everyone, without exception, and especially with individuals working with children.

13. We recommend that there should be only one Child Protection Training across the board for anyone working with children within SEND.
14. We recommend SEND develop an accountable way to use the SEND short term department to train and obtain background checks.
15. We recommend the Report Abuse form be presented at training and a simulation example be conducted at training.
16. We recommend SEND develop a separate Investigative Manual for use in the US and overseas investigations so procedures for independent investigations are consistent and complete across the board regardless of geographic location.
17. We recommend SEND add the definition of child-on-child abuse to the updated Child Protection Manual.

SPECIFIC RECOMMENDATIONS FOR THE CHILD PROTECTON MANUAL (PAGES 8-10, 2012) AND SEND US CHILD PROTECTIO MANUAL (PAGES 2-3, 2013):

1. Physical abuse – definition does not specify stabbing, choking, & hitting – both documents do not include.
2. Sexual abuse – SEND US (2013) does not include “indecent exposure”
3. Neglect – (2012) specify “abandonment and psychological development”; (2013) include abandonment, lack of supervision, education, emotional needs.
4. Psychological abuse – (2012 and 2013) fail to specify psychological harm, humiliating/abandoning or alleging to do so to people/things the child cares about, coercing to self-harm, excessive discipline that doesn’t qualify as physical abuse. Also include favoritism in psychological abuse (the favoring of one person over others while others fall by the wayside – feel abandoned). The environment would be fair and more consistent across the board.
5. Bullying – include in 2012 and 2013 manuals definition, how to recognize, etc. expectations when abuse allegations involve SEND personnel as alleged abusers, alleged victims, or witnesses.

6. Establish a line of communication for notifying other sending agencies if alleged survivor/abuser is involved – beginning with initial allegation stage and following through to findings/results.
7. Consider the use of an independent investigator from outside the organization.

RATIONALE (#13)

We see that SEND has made every effort to be thorough in the two SEND documents. The addition of these recommendations will make both manuals more in line with each other and convey the same message.

**ADDITIONAL COMMENTS/CONCERNS REGARDING ANALYSIS OF CHILD PROTECTION
MANUALS AND HIRING PROCEDURES (EXHIBIT 1)**

SEND US CHILD PROTECTION MANUAL (2013) –

1. Recognizing child abuse – there was not a list of indicators included in the manual.
2. There was not a list of those who are considered mandatory reporters.
3. Question – who gets a copy of the final report? Who has the responsibility for the Action Plan? Do shareholders have input? Who facilitates the action plan and what does it look like?
4. With the Action Plan, what criteria does the Area Director use in holding parents' accountable? Does the Area Director receive training for this?
5. Youth events – adequate number of adults (male and female), depending on the make-up of the youth group.
6. Minor children requiring interview; parents should be present or observe the interview (unless the parent is reason for interview). (page 12). SEND should consider using a person trained in interviewing children.
7. Report Abuse Form – questions as to how long the preliminary report takes before deciding to proceed or dismiss allegations as not credible.

SEND Child Protection Policy and Procedures Manual (2012) –

1. Orientation on child abuse policies/reporting in countries outside the US.
2. Bold the following –
 - a. Page 17 – Right to Confront Accusers – **However, SEND does not allow victims to be confronted by the alleged abuser at any time during the investigative process.**
 - b. Page 19 – last paragraph in blue box – bold it.
 - c. Page 22 – Internal Investigation Process (1st paragraph) Bold – **Confidentiality is paramount in order to protect the alleged victim, the alleged offender, and to prevent gossip.**
 - d. Pages 23 and 24 – bold sentences in yellow.
3. Section VI – Appendix – I assume these are included in orientation.

HIRING PROCESS:

I do believe that the process is lengthy and thorough. It is a long process where references are contacted and a thorough background check is executed.

TRAINING:

It seems that training is offered "regularly" as soon as individuals are appointed, hired, or volunteer, and then retrained "no less than 5 years thereafter". Recommendations are listed as to how often training should be done and that the training should be consistent across the board for anyone working with children within SEND.

Of concern is volunteers who go directly to the field to serve with teams they support from churches. If not vetted by SEND's Short-Term department, they do not receive training and sometimes do not have background checks. (See Recommendation #14)

INTERNAL INVESTIGATION PROCESS (SEND US CHILD PROTECTION MANUAL, 2013 – pgs. 6-10)

1. Page 6 – B – last line in paragraph - The Investigative Team should include independent investigators from outside SEND,
2. Page 7 – Conclusion of investigation – who gets a copy of the report? Who administers the Action Plan and what does it look like?

3. After some research, the definition of child-child abuse is acceptable.
4. A separate **Investigative Procedure Manual** is needed to ensure that procedures for internal investigations are consistent and complete across the board. Procedures, goals and SEND policies should all be in sync. (see Recommendation #16)

Patricia A. Hendrix
Coordinator,
Independent Review Panel

Note 1 - Final Report of the Independent Committee of Inquiry of the Presbyterian Church (U.S.A.), Page 80, 9/2002.