

Vita Nova Foundation

A shelter for victims of human trafficking in the heart of Europe



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1. Executive summary

1.1 Problem

Sexual exploitation is one of the most thriving illegal businesses across the globe, making approximately 32 billion dollar annually. Nowadays an estimated 40 million people are victims of human trafficking. More than half of them are trapped in sexual exploitation. Due to this global scale it is extremely difficult to fight this malpractice. Widespread corruption, different laws and a lack of protection for victims who want to testify, makes it possible to carry out this hideous crime. Europe and the USA are the biggest destination locations for exploited women and children. Facts have proven that Europe has the highest rate of sex slaves per capita.

After 1989 the Czech Republic became known for its widespread prostitution on the borders with Germany and Austria. Due to political changes and the Czech Republic's membership of the EU in 2004 street prostitution decreased rapidly. Unfortunately this doesn't mean that the Czech Republic is free from prostitution. According to the Global Slavery Index 2018 there are over 30,000 people in the Czech Republic who are considered to be oppressed by their exploiters. How many of these people are sexually exploited vary from 13,000-20,000. Nowadays prostitution mainly takes place in night clubs and private apartments.

The Czech law is very flexible when it comes to sexual exploitation and does not provide any protection for prostituted women. Attempts to regulate prostitution have failed over the past years giving this business the ideal opportunity to thrive, right in the heart of Europe!

1.2 Solution

Vita Nova Foundation contributes to a nationwide awareness of the issue of human trafficking by providing shelter for women (and their children) who want to escape from prostitution. It is the organisations desire to provide shelter to abused men in the future as well. Vita Nova provides holistic care from a Christian perspective. This includes long-term trauma care (up to 7 years), education and employment. Vita Nova Foundation is an aspirant member of SA Foundation, Vancouver, Canada. This organisation provides long-term care for those exposed to sexual exploitation with a persistent 70% success rate.

1.3 Execution

Vita Nova Foundation is located in the countryside in the south of the Czech Republic. The three actual buildings that could serve as a shelter are not purchased yet. The first building has been used to host seasonal workers during the communist era. This is a big building that can shelter up to ten women, guest rooms, consultation rooms, offices and apartments for the staff. The second building is a completely renovated house (2014-15) that we would like to buy to provide *transitional housing* for women who are in phase 2 of our recovery programme. There are interesting relationships with businessmen in the surroundings who could provide jobs like: kitchen work, cleaning, being a hostess or waitress, gardening and administrative work. But Vita Nova Foundation establishes small, socially-oriented businesses as well to generate income, serve the local community and provide employment and possibilities for a smooth integration for their team and the women they shelter. Our first employment project will open in the summer of 2020. Education can be provided in cooperation with local schools as well as through online (custom-built) courses.

2. Sexual Exploitation in and beyond the Czech Republic

2.1 Sexual Exploitation on a global scale

Trafficking in human beings ranks third among illegal businesses in terms of generated income, following arms and drugs trafficking with an annual income of approximately USD 32 billion. It is a crime of global scale, present in the majority of the world's countries. According to the UN, citizens of 152 different states were identified as victims in 124 countries across the world. Each year around 2 million people fall victim to this malpractice, of whom one-third are children¹. According to the Global Slavery Index 2018, the Czech Republic is home to an estimation of 31,000 people living in modern slavery (mostly sex and labour exploitation) making 0.3% of the population.

2.2 A growing demand

The demand for prostitution worldwide is growing everywhere where the prices for it are dropping. Whether in India or Germany, sex is cheaper than ever before. Lower prices lead to an increase in the demand for sexual exploitation, which in turn causes the number of prostitution to rise. And in the process the inexpensive prices are ensured by forced prostitution. It is a vicious capitalistic cycle. The growth in sex trafficking is a consequence of the enormous profits and low risks. There are three main reasons for the lack of risk. At first, there is a major confusion about the definition of human trafficking (with sexual and labour exploitation as the two major groups) and the task of law enforcement. This leads to the fact that illegal immigration is more the focus than the exploitation of victims. Secondly, there is a worldwide corruption among law enforcement authorities, relaxation of border controls and differing legal systems in different countries which leads to a lack of international cooperation and coordination. The third reason is proper protection for victims who want to testify in court against their perpetrators.² These reasons make human trafficking one of the easiest crimes to commit.

2.3 Sexual exploitation in Europe

According to the United Nations Office on Drugs and Crime (UNODC) the area's most strongly affected by human trafficking are Central and Southeast Asia, sub-Saharan Africa and a number of South American countries. The most important target regions are Central and Western European countries as well as the USA.³ According to the UNODC there were five countries at the top list in Western Europe operating as the hub and recipient of human trafficking: Belgium, Germany, Greece, Italy and the Netherlands (2006). The influence of human traffickers has spread out ever since. It is assumed that human traffickers which as recently as 1995 played no role in London, but are nowadays accountable for 80% of all the street-based sex work.³

The fall of communism in 1989 caused a huge rise of sex trafficking in Eastern Europe. According to the documentary *Nefarious: Merchants of souls* almost half a million people from Eastern European countries were trafficked for the sole purpose of sexual exploitation since that time. The documentary shows that figures say that e.g. 10% of the population of Moldova has been trafficked. Many of those people were left behind orphans who were sold by directors of orphanages to human traffickers. Europeans cannot console themselves by saying that this is primarily a problem experienced by poor countries. In fact, Europe has the highest per capita rate of sex slaves.⁴

¹ Global report on Trafficking in Persons, United Nations, New York, 2014.

² Schirrmacher, Thomas, *Human trafficking, the return to slavery* (Bonn 2013) 16-17.

³ Ibidem, 18.

⁴ Kara, Siddharth, *Sex trafficking. Inside the business of modern slavery* (New York 2008) 38.

2.4 Prostitution in the Czech Republic

Within the EU there are roughly three distinctive approaches towards prostitution: states regulating prostitution (e.g. Austria⁵, Germany⁶, Netherlands⁷, Poland⁸ and Slovakia⁹), states not regulating prostitution and the so-called 'Swedish model' (Sweden, Iceland, France, Ireland) where clients of prostituted women are considered to be perpetrators and therefore criminalized by the state.

Prostitution in the Czech Republic is neither explicitly legal or illegal. Although the Czech government made effort to regulate prostitution, the proposed Acts (2013) were both rejected. Organized prostitution (e.g. brothel ownership) is illegal, but the Czech Republic largely tolerates organized prostitution especially near the borders with Austria and Germany. In the nineties these border areas were overrun by street prostitution¹⁰, but due to new highways to Germany this is not so visible anymore which doesn't mean that it doesn't take place anymore. A high number of mainly Roma women and even children are still prostituting themselves along secondary roads in the border area. Cathrin Schauer from KARO e.V. wrote a booklet that addresses this topic and portrays the governmental influence in sustaining this type of prostitution¹¹. Many foreign women offer sex in night clubs, escort services or private flats. Nobody knows exactly how many people in the Czech Republic are in prostitution, but estimates differ from 13,000 – 20,000. How many of these people are trafficked is even harder to say.

The Czech Republic can be considered mainly as a target and transit country. However, at the same time, it is a source country as well¹². An unknown number of women from the Czech Republic and Slovakia are forced by their acquaintances or family members to get married in the United Kingdom or Ireland. Prostituted women in the Czech Republic come from a wide range of countries. There is a high number of Rumanian women exposed to prostitution as well as a remarkable increase of Ukrainian women with Polish visas¹³. Some of them have been trafficked, but others have entered prostitution either out of abusive situations, deception or financial needs.

Prostitution mainly occurs in night (erotic) clubs, private flats or as an escort service. Street prostitution is on decrease in long-term perspective. There is a slight decline in the number of night clubs as well, but a slight increase in the quantitative level of the provision of sex services in private flats.

⁵ The Austrian government requires sex workers to register, undergo weekly medical check-ups and pay taxes. (Source: www.telegraph.co.uk/news/2016/04/12/where-is-it-legal-to-buy-sex/)

⁶ Prostitution, brothel ownership and pimping is legal in Germany. The Prostitution Act of 2002 improved the social welfare and legal rights of prostitutes. Although prostitution is legal, a series of regulatory laws had restricted the legal and social welfare rights of prostitutes, because prostitution was considered in violation of Germany's moral code. (Source: prostitution.procon.org/view.resource.php?resourceID=000772)

⁷ Prostitution is legal in The Netherlands. It is an example of the pragmatic approach to social matters reflected in the Dutch legal system. Prostitution itself has never been a criminal offence in the Netherlands. There were general bans on brothels (since 1911) and pimping, but in October 2000, these were removed from the Penal Code. In the near future the commercial operation of prostitution will be subject to licensing and the framework law will stipulate the minimum conditions which the licensee must meet. (Source: www.rnw.org/archive/faq-prostitution-netherlands)

⁸ Prostitution is legal in Poland, but brothel ownership and pimping is illegal. Pimping recruiting or luring persons into prostitution carry penalties of up to ten years in prison. (Source: prostitution.procon.org/view.resource.php?resourceID=000772)

⁹ Prostitution is legal in Slovakia, but related activities, such as operating brothels, knowingly spreading sexually transmitted diseases, or trafficking in women for the purpose of sexual exploitation, is prohibited. (Source: prostitution.procon.org/view.resource.php?resourceID=000772)

¹⁰ In the past, the small Czech border town of Dubi (near Usti nad Labem) was so overrun by prostitution that an orphanage was opened to provide refuge for dozens of unwanted babies of prostituted women and their (mainly) German clients. (Source: prostitution.procon.org/view.resource.php?resourceID=000772)

¹¹. Kinder auf dem Strich (2003, but still accurate according to Mrs. Schauer after talking to her in September 2019).

¹². 2016 Status Report On Trafficking in Human Beings in the Czech Republic, page 4.

¹³. Ibidem, page 23.

2.5 Approach to sexual behaviour in the Czech Republic

The Czech Republic is known for its remarkably liberal approach towards sexual behaviour. Researchers found out that its inhabitants rank among the highest percentages of the world when it comes to their acceptance of pre-marital sex, extra-marital sex and contraception. According to this survey, this might be because of the relatively high number of people that are not affiliated to any religion.¹³ In addition, it may not surprise to mention that the Czech Republic is the world's second biggest producer of pornography (after California). Prague is home to the annual 'European Summit' of producers of pornographic websites and movies. The combination of cheap, beautiful and willing women as well as high quality IT present in the Prague-area, is the source of this thriving business. Over 1% of the Czech Republic's annual income is made in this industry.

2.6 Trends in prostitution in the Czech Republic

Due to police raids and changes in operating staff there continues to be an ongoing trend of closing nightclubs and their re-opening in different localities. This explains the shift many prostituted women make to the so-called private scene¹⁴. It is much harder for authorities and social workers to track this upcoming scene.

Next to the shift to the private scene it is important to pay attention to the increased number of forced marriages¹⁵. In this case the Czech Republic is a source country (for the United Kingdom and Ireland) and a target country (for a number of mainly Asian countries).

2.7 Other organizations combating human trafficking in the Czech Republic

Rozkoš bez Rizika (Bliss without Risk)

'Bliss without Risk' is the Czech Republic's leading organization in supporting prostituted women. The organization was launched in 1992. The main aims of this organization are HIV/AIDS prevention, the reduction of negative consequences of prostitution and the protection of the rights of prostituted women. They provide counselling (social and psychosocial intervention) and theatre performed by prostituted women.

→ *More information: rozkosbezrizika.cz (only available in Czech)*

La Strada International

La Strada is a European NGO network against trafficking in human beings comprising eight member organizations in Belarus, Bulgaria, Czech Republic, Macedonia, Moldova, The Netherlands, Poland and Ukraine. Its headquarter is based in Amsterdam (NL). La Strada works from a human rights perspective in support of trafficked persons to ensure a world without trafficking in human beings and where all human beings are respected. Its primary goal is empowering trafficked persons improving their position through promoting their universal rights. La Strada's strategy is based on a human rights approach. They recognize trafficked persons as active actors in changing their own situation rather than passive recipients of services or victims in need of rescue.

La Strada Czech Republic (La Strada Česká Republika o.p.s.) has been registered as an independent NGO since 1998. The office is headed by the national coordinator and the staff of 13 members includes a manager for analysis and methodology, a manager of social services, a project coordinator/fundraiser, an external legal advisor, an administrative assistant, a financial manager as well as

¹³. <http://www.radio.cz/en/section/talking/czechs-and-sex-a-comprehensive-survey>

¹⁴. 2016 Status Report On Trafficking in Human Beings in the Czech Republic,, page 23.

¹⁵. Ibidem, page 4.

outreach and social workers. La Strada Czech Republic has extensive experience in prevention work for and with specific target groups such as Roma communities, young unemployed persons and migrants. In accordance with the Czech Social Services Law, La Strada offers counselling, crisis aid and sheltered accommodation. They offer an INFO and a SOS help line as well. The lines currently offer advice in Russian, Romanian, Moldovan, English and Czech.

→ *More information: lastradainternational.org*

Catholic Church: Magdala Programme

Secures critical and complex aid for those who have been victims of domestic violence and/or human trafficking (forced prostitution or labour). They support the clients' effort to integrate into society. The project services are provided through a charitable network across the Czech Republic. It's coordinated by the Caritas of the Archdiocese of Prague. They provide a non-stop hotline.

→ *More information: praha.charita.cz*

Diaconia of the Evangelical Church of Czech Brethren

Diaconia ECCB is a charitable church organization that provides social and medical services in the Czech Republic. The organization employs 1,500 people and up to 1,000 volunteers. They provide care in four different areas: services for the elderly, services for disabled people, difficult life situations (including trafficking in persons) and care for the dying (hospice).

Vita Nova Foundation had a meeting with ECCB on 23.11.17. ECCB currently focuses on labour trafficking. They don't have enough people to provide support for victims of sex trafficking. According to the ECCB this world is very hard to enter and the women are extremely difficult to reach. On the other hand, they are excited about our initiatives and are willing to help make our shelter come true.

→ *More information: diakonie.cz*

Youth With A Mission Cheb/Prague

YWAM Cheb provides outreaches to brothels and night clubs in this western border town. YWAM works in Prague as well. They organise outreaches in the Red Light District in Prague city centre. Next to this Teen Challenge provides care for male drug addicts in Poštovice (near Prague). Cooperation with YWAM is important to combat sex trafficking in the Czech Republic effectively.

OM Czech Republic

OM Czech Republic has an anti-human trafficking branch. This ministry focuses on reaching out to those enslaved by the sex industry. OM is involved in weekly street work which includes visits to brothels and strip clubs in Prague and Brno.

→ More information: cz.om.org

Betel Czech Republic

Betel's mission is to bring long-term freedom and restoration to lives broken by drug and alcohol abuse. Betel accomplishes this by building values, skills and character through working and living together in a caring Christian community. The centres for men and women are free-of-charge, operate no waiting lists and are run by people that have experienced freedom from addiction themselves. Their final goal is to help people not only escape addiction, but become productive, trustworthy men and women of character when they leave their community. Betel Czech Republic recently opened its women centre in Kralupy nad Vltavou (near Prague). They have their own second hand furniture shop.

→ More information: <https://betel.org/betel-czech-republic/>

Herzwerk Wien

Herzwerk Wien mainly operates in Vienna, but organizes outreaches to the Czech border as well. From time to time they visit nightclubs in Znojmo (border town on the road to Vienna) and to brothels near the highway between České Budějovice (CZ) and Linz (Austria). 'Vita Nova' is in good contact with Herzwerk. They are interested in our opportunity to provide work for the sheltered women, which is currently a struggle for Herzwerk.

→ More information: herzwerk-wien.com

Karo e.V.

Karo e.V. is a German organization with offices in Plauen (Vogtlandkreis) and Cheb (Czech Republic). They are not affiliated to any religion, but they provide care to abused women and children from a more humanistic world view. They have a safe house in Germany and do a lot of street work in Germany as well as Czech border towns like Aš, Cheb, Chomutov and Teplice.

→ More information: karo-ev-online.de

3. Execution

3.1 Targets

It is our main target to help at least ten women leave the sex industry successfully and escape from their exploiters in the next 7 years (2020-2027). We hope to host the first group of women in 2022-23.

To make this possible we are in the process of finding investors who will help us purchase and renovate a big building (approximately 1500m²) that could serve as a place for *'front-line housing'* (phase 1). We also plan to find investors to buy a second building that could serve as a place for *'transitional housing'* (phase 2). Both buildings are for sale in the same village in the south of the Czech Republic. In order to reach our targets we need to purchase these buildings in 2020 or 2021.

In the meantime, we will build a team that is able to provide trauma care to the women, equipped to provide education (from 'life skills' to 'custom-built courses') and support to the women in their daily work. Our team needs to go through a training programme from Canada (SA Foundation) and must be willing to work and live in the Czech Republic.

When a woman is ready to leave our shelter she must be able to live independently, has worked on her trauma, gained work experience and can prove that she followed (custom-built) educational courses.

3.2 Target group

We focus on women (with children) who are sexually exploited in the Czech Republic, Slovakia, Austria and the Netherlands. In order to get access to our shelter, the women must have been sexually exploited or at high risk to be sexually exploited in the near future. It is extremely important that the women want to leave the sex industry themselves and are willing to come to our shelter. We cannot host women who are coming against their will. It is also not possible to provide shelter for those who are addicted to drugs. When our shelter for women runs well, we plan to focus on sheltering men as well. There are hardly shelters for this target group in Europe, but there is a huge demand.

3.3 Location

Our mission is located at a disclosed address in Southern Bohemia, close to the Austrian border. The building that can serve as a shelter is not purchased yet. There are three possible buildings for sale in the village where Vita Nova is operating. One of these has the possibility to host up to ten women in private apartments, of which six women with children. Providing this privacy to the sheltered women is the first primary key to our vision. The second building could serve as a *transitional house* (see 3.5). It is fully renovated and has four bedrooms, a kitchen, two bathrooms, a living room and a garden. The building where Vita Nova Foundation is located at the moment, is for sale as well. These last two buildings have the same owner and are for sale for a fixed price of 120,000 euros (minus the rent that has been paid so far).

3.4 Employment

The second primary key to our vision is to offer employment opportunities. We provide employment with different levels of responsibility where women can work, rehabilitate, gain self-confidence and earn some money. Vita Nova Foundation plans to open a baby and children's clothing store with a

mum's café and indoor playground in the summer of 2020. This can serve as a relatively safe place for the women to meet new people, sew, wash, clean, sort, organize, design and sell. We are in touch with a local campsite which could be a possible source of employment as the sheltered women could be involved in cleaning, kitchen and/or reception work. We are also exploring the idea of a 'Bed and Breakfast' in the back part of the building where Vita Nova is currently operating. Vita Nova is located in a beautiful holiday destination in the Czech Republic. Cleaners, hostesses and administrators are needed to run this mini-business. One of the members of Vita Nova Foundation currently runs a dance studio which could serve as a safe place to make new friends and gain self-confidence as well.

3.5 Trauma care

Vita Nova Foundation provides long-term, holistic trauma care to those exposed to sexual exploitation. In our search for a decent programme we came across SA Foundation. This organisation started a unique, long-term AHT (anti-human trafficking) program in Calgary, Canada in 1989. Six years later SA Foundation (Servants Anonymous) was founded for the sole purpose of fundraising on its behalf and for developing business ventures to gain financial sustainability. Once it was established it gained national attention as it began to generate a consistent 70% success rate. The organisation started its World Services Division in 1998, writing training documents and set about screening and training new leadership. Nowadays, SA Foundation is a separate organisation from the pilot project. SA initiates the development of programmes and services for young women between 16-29 who have been or are at risk of becoming sexually exploited. It is their top priority to plant these programs into new *franchises* across the globe. Their programme provides a long-term (3-7 year), holistic recovery programme that enables healing, personal development and future success. It is adaptable to specific needs in specific countries, but follows a three stages structure (front line housing, transitional housing and independent living) in which women learn to take responsibility for their own lives.

→ More information: safoundation.com

3.6 Education

Most women (at high risk to be) exposed to sexual exploitation come from low educational backgrounds. It is of the utmost importance to provide education in order to have at least some future success on the job market. Depending on their mother language and/or country of origin we will provide education that meets their needs. In some cases it means to finish *primary education*, in some other cases it means actual *job training*. This can be done through online (custom-built) courses and in cooperation with local schools in the Czech Republic and Austria.

3.7 International Network

Human traffickers use effective networks to carry out their hideous crimes. In return, we believe that we need an effective network as well. Therefore we visited EFN Bridge Conference Berlin 2017 and are planning to visit the conference in Budapest this year (2020). EFN (European Freedom Network) is a networking organization across Europe that connects AHT initiatives in more than 20 countries in Europe. This organization is at the centre of our network.

Because it is very likely that we will shelter women (and their children) from different Eastern European countries (Hungary, Romania and Bulgaria) we made personal connections with people who

fight human trafficking in those countries. We visited ‘Set Free Foundation’ and ‘Daughters of Bulgaria’ in Bulgaria in March 2018 and ‘Névtelen Utak Alapítvány’ in Hungary in June 2018. Next to it, we are in contact with organisations in Romania as well as Greece.

We are also open to shelter women (and their children) from Eastern European countries who have been sexually exploited or trafficked to Western European (e.g. the Netherlands) and need a safe place to have a chance to avoid being trapped in the sex industry again. With regard to this idea we currently explore cooperation with Dutch organizations to provide a way for these women to re-integrate successfully into the Eastern European society. Because our shelter is located in the heart of Europe we believe that we could play a key role in helping those trapped in sexual exploitation to live in the country they want to live, whether it is their homeland or another country in Europe.

3.8 Roadmap 2020 – 2022

2020	Find investors and buy one of the two houses that can serve as our building for <i>transitional housing</i> .
2020	Register Vita Nova Foundation as a legal entity in the Czech Republic.
2020-21	Form a team (co-workers, teachers, social worker, psychologist)
2021	Find investors and buy a big building (approx. 1500m ²) that will serve as our building for <i>dependent living</i> .
2021	Follow the SA online training curriculum as well as a three weeks course in Vancouver, Canada.
2021	Renovate and rebuild the big building.
2022	Host the first group of women

4. Organization

4.1 Who we are

Vita Nova Foundation is a non-profit organization that primarily focuses on the restoration and rehabilitation of those who are exposed to the hideous crime of sex trafficking in Europe with a special focus on the Czech Republic and the Netherlands. We want to approach our clients from a holistic point of view, based on a Christian approach. We want to provide shelter and offer physical and psychological help, education as well as employment to the women who live on our premises. Vita Nova Foundation is a legal entity in the Netherlands and has a Dutch registration number and bank account. The board of the foundation consists of three members.

4.2 Mission

We want to break the chains of sex trafficking in Europe in order to provide an equal chance to every man, woman or child that was exposed to sexual exploitation to be able to live a life in dignity.

4.3 Vision

We shelter people who were trapped in sexual exploitation and help them to recover and rehabilitate.

4.4 Name

Our organisation is called Vita Nova. This is Latin for 'New Life'. Our logo illustrates this as a butterfly on open hands. This symbolizes our desire to help survivors of sexual exploitation to find a new life in dignity.

4.5 History

Tobias and Margit are a Dutch couple who met each other on the mission field in Africa where they worked as a teacher and a midwife. They married in 2013. After adjusting to married life they moved to the Czech Republic in 2016. Tobias worked as a teacher at the International School of Olomouc while Margit took care of their two children. It was their ultimate goal to buy a big building to provide shelter for those trapped in sexual exploitation. Several months after their emigration they got a chance to realise their dream. Tobias and Margit moved to Southern Bohemia in the summer of 2017. They want to purchase a big house in the village to start sheltering the women.

4.6 'Vita Nova' Today [updated spring 2019]

Tobias and Margit primarily focus on studying Czech and work on their integration by teaching English (Tobias has his own language school) and dance (Margit has her own dance studio). Over the past three years they built a European Network and are currently looking for funding to set up the shelter. In the spring of 2018 they became aspirant members of SA Foundation, Vancouver (Canada) and they are planning to follow their training course to become fully equipped for their future tasks. Once their team is ready they can start the course. Due to a number of reasons Tobias and Margit moved to a new building in the same village at the end of February 2019. This building has some interesting opportunities for the future. It can be partly used as the office of the foundation and

host up to four women who are in phase 2 of the trauma programme or serve as a Bed & Breakfast to provide employment for the women. Vita Nova Foundation is a legal entity in the Netherlands since April 2019.

4.7 Leadership structure

Vita Nova Foundation will be a non-profit organisation led by a triumvirate. SA Foundation, Vancouver, Canada provided a leadership structure that we will implement in our foundation. It consists of an *Executive Director*, a *Program Director* (responsible for the daily programme) and a *Director of Mentorship and Community Development* (responsible for community living). This triumvirate is accountable to each other. SA Foundation experienced that many *anti-human trafficking* organizations (AHT) often have one chairman carrying the burden of all the aforementioned duties and that this causes a lot of stress. In order to set up a healthy leadership SA Foundation shared the responsibilities between three people. Daily life in the shelter consists of two main components: our daily programme (recovery, education and employment) and community living (sharing life in the shelter). The executive director is responsible for all the external issues with regard to the municipality, facilities as well as the wider network in the Czech Republic and beyond. The latest version of the job descriptions are to be found in the appendix.

4.8 Foundation

Vita Nova Foundation is legally registered in the Netherlands (5 April 2019). The Dutch foundation has a board that consists of three people (chairman, secretary and treasurer). The Dutch foundation exists to provide advice and financial as well as practical support. Vita Nova Foundation is in the process to be registered as a nadační fond in the Czech Republic as well.

4.9 Team members

Our team members currently work on a voluntary basis, but we need to pay our future social worker according to the Czech law.

Tobias (1984) has teaching degrees in History, English and Primary Education. He has the Dutch nationality. He has lived in Senegal for two years and moved with his family to the Czech Republic in 2016. He has his own language school and is responsible for an anti-human trafficking network, administration and the funding of the project.

Margit (1988) has a Bachelor in Midwifery (cum laude, Catholic University Leuven, Belgium). She has the Dutch nationality as well and has worked as a midwife in The Netherlands and The Gambia before she moved with her family to the Czech Republic in 2016. She runs her own dancing studio and is responsible for our first employment project that will open in the summer of 2020.

Current gaps

We need to build a(n) (international) team according to the aforementioned leadership structure. Alongside the management team we need a caretaker, an office worker, a social worker (could be part of the management team), another couple to serve as house parents, preferably up to five or six buddies and one or two teachers (children's nursery, life skills and teaching assistance). Besides these jobs we need to implement a psychologist, executors of health care (e.g. gynaecologist, G.P., dentist etc.) as well as good relationships with the local municipality and police.

5. Financial plan

5.1 Daily living

Tobias and Margit are more less self-sufficient at the moment. Tobias has a Czech business licence and teaches English in nearby towns. Margit gives dancing lessons. They receive some social benefits from the Czech state and have a few friends who believe in their vision and meet their 'left-over' needs. The Dutch foundation pays them a monthly voluntary fee. In 2020 the plan to open their first employment project. This may cause huge changes in their life.

5.2 Fundraising

The nearby campsite is an important source for fundraising. Tobias and Margit have opened their former place of living for guests from the campsite during the summers of 2017 and 2018. This has been a great way to meet people, build a network and gain funds. Tobias gives presentations about the necessity of the work and many summer guests have responded to our work in a positive way by e.g. donating money, doing voluntary work and sharing their network with us. Because of this network Tobias and Margit were able to give a number of presentation in various churches in the autumn of 2019. This has resulted in a lot of practical and financial help.

5.3 Purchasing a building

Buildings in the Czech Republic are relatively cheap, but most of the money is needed for restoration and re-building. We do not have all the money ourselves to purchase one of the following buildings. We definitely need partners to help us finance our project.

[BUILDING 1]

Approximately 130,000 euros, about 1,500m². This building was used to host seasonal workers during the communist era. It has about 10 rooms than can be changed into 5 apartments. The current owner made a plan to build a second floor as well, because the building is in a good condition and has a proper foundation. All the required permits to get it running are present as well as the plans to renovate the building. Approximate costs to get everything running (including 2nd floor): 1,000,000 euros.

+ *Pros*: water and electricity provided by the municipality, building is in a good condition, there is a very accurate building plan, a possibility to build two apartments for the house parents into the same building, opportunities to create a shared living-room, a big kitchen, two guest rooms, an office, storage rooms and a classroom. After renovation there will be two floors with 5 apartments on every floor. Every apartment has his own bathroom and toilet.

- *Cons*: in the village (500 inhabitants). We are aware that our vision can cause some resistance as the village is a typical rural and conservative village in Southern Bohemia.

[BUILDING 2]

A fixed price of 120,000 euros. This building is located in the centre of the village and recently completely renovated (2014-15). It could serve as a transitional house for women in phase 2 of our recovery programme (see chapter 3.3). The building has a first floor and an attic, 4 bedrooms a living room, a kitchen, two bathrooms and a garden.

+ *Pros*: close to building 1 (walking distance), recently completely renovated

- *Cons*: not a clear building plan with may cause problems with the municipality and cadastre.

[BUILDING 3]

For sale for a fixed price of 120,000 euros. This building is located in the centre of the village. Only the front part is ready for living. It has proper heating and about 120m² of living space and a garden of roughly 500m². The second part of the building is empty and needs to be renovated. The roof is in an acceptable condition. It could serve as an office and transitional house for women in phase 2 of our recovery programme (see chapter 3.3) or as a Bed&Breakfast to offer employment to the women we shelter.

5.4 Cooperation with organizations that are funded by the state

Vita Nova Foundation is also open for cooperation with organizations who are funded by the government, but we are only interested to consider becoming a *franchise* as we do not want to be directed by the state. Especially in the Czech Republic rules are quite strict and we want to keep the freedom to be flexible and adaptable to women from different cultures with different needs. Becoming (partially) funded by the state (e.g. Dutch, Czech or German state) could be an important source to gain financial sustainability.

5.5 Overview of expected costs

Living costs house parents (2 couples)	Approx. 4000 euros per month
Living costs women (+ children)	Approx. 1000 euros per women, per month
Gas, water and electricity of the building	Unknown
Furniture	Unknown
Office equipment (e.g. computers)	Several 1000s
Safety equipment (e.g. cameras, fence)	Several 1000s
Garden (e.g. playground)	Several 1000s
Transport (e.g. cars, maintenance, fuel, insurance)	Approx 750 euros per month

6. Legal affairs

6.1 Registration in The Netherlands

Vita Nova Foundation was officially registered in the Netherlands on the 5th of April 2019. The foundation received its ANBI status one month later. This means that the Dutch tax authorities consider the foundation as an organization for the benefit of the community. Donations are therefore tax deductible in the Netherlands. Vita Nova Foundation is registered at the Dutch Chamber of Commerce (74527274) and has a Dutch bank account (IBAN: NL39SNSB0785507493).

6.2 Registration in the Czech Republic

Vita Nova Foundation has its Czech statutes ready. They are about to be approved by the local court in České Budějovice. The Czech republic offers four different kinds of foundations. Our kind of foundation is called *nadační fond* and offers the opportunity to run a business as well.

7. Appendix

7.1 Job descriptions leadership team

JOB DESCRIPTION

POSITION: ODT DIRECTOR OF OPERATIONAL DEVELOPMENT – KNOWN EXTERNALLY AND AT GOVERNMENT AND BOARD LEVELS AS THE EXECUTIVE DIRECTOR

ACCOUNTABILITY:

The ODT Director of Operational Development is accountable to the Board of Directors and to the ODT Program and Mentorship.

The ODT structure remains throughout the life of the organization.

SKILLS, TALENTS & ABILITIES REQUIRED:

The ODT Director of Operational Development must have excellent planning, administration, analytical and financial management skills. Knowledge of business development an asset when establishing a well-managed organization with the long term view of incorporating business ventures for providing job shadowing and training to program participants while generating revenue for the organization.

The ODT Director of Operational Development must be:

- 1.) Able to clearly articulate their call from God to serve sexually exploited/trafficked youth, women and their children
- 2.) Spiritually mature and discerning
- 3.) Able to influence/engage others
- 4.) Visionary – seeing the big picture
- 5.) Entrepreneurial (experience in starting a business an asset)
- 6.) Focused, bold, tough and persevering (never giving up once started)
- 7.) Responsible and totally committed
- 8.) Solution oriented
- 9.) Able to understand business, accounting & legal and governance structures
- 10.) Able to maintain a structured and accountable organization
- 11.) Able to work as a team to design budgets and strategic plans
- 12.) Able to recruit, screen, orient, train and mentor team members and volunteers
- 13.) Plan and problem solve with team
- 14.) An excellent communicator
- 15.) Trustworthy and reliable
- 16.) Humble and able to be a servant-leader to fellow teammates

The ODT Director of Operational Development must:

- 1.) Agree to uphold and sign their adherence to the organization's Creed, Constitution (if any), Bylaws and Code of Conduct for the duration of their mandate
- 2.) Ensure that the Core Values and Principles to Live By are always adhered to and taken into consideration when writing new policies
- 3.) Follow the mandate of the organization
- 4.) Strongly express the desire or is able to prove past history of carrying out duties in a way that would uplift the organization's vision of servanthood and community, and provide overall direction with a caring as well as servant-oriented disposition, so as not to lose sight of the spiritual component of the organization
- 5.) Have the desire to participate in and to develop/keep on developing a safe community as a place of healing and growth for everyone involved while continuing to encourage long-term and healthy relationships
- 6.) Have the passion to carry out their duties in ways that best move the organization's vision and mission forward
- 7.) Promote a team approach to problem solving and goal setting
- 8.) Continuously analyse and evaluate the effectiveness of all operations and activities for improvement purposes and to report such to the other ODT members

PRIMARY DUTIES:

- 1.) To follow the mandate of the organization.
- 2.) To ensure that the Principles to Live By are always taken into consideration when writing procedures
- 3.) To participate in the SA Formation of Servants.
- 4.) To promote a team approach to problem solving and goal setting.
- 5.) To continuously analyse and evaluate the effectiveness of all operational activities for improvement purposes and to report such to the other ODT members
- 6.) To provide overall direction with a caring as well as servant oriented disposition, so as not to lose sight of the spiritual component of the organization.

ODT RESPONSIBILITIES IN CONJUNCTION WITH OTHER ODT MEMBERS:

The ODT Operational Development is responsible to:

- 1.) Chairs the ODT team until position is ready to be rotated (see duties below)
- 2.) Provides Board with reports as needed
- 3.) Sits in on all Board, management and staff meetings until first transition is complete
- 4.) Co-facilitates the Street Wise Seminar
- 5.) Co-directs and oversee the Human Resources Management for staff and volunteers with other ODT members
- 6.) Creates and maintains an organizational culture based upon the organization's core values and "Principles to Live By" by implementing them within management practices and staff supervision
- 7.) Works to achieve organization's goals and objectives
- 8.) Upholds the mandate of the organization and its Bylaws
- 9.) Sets specific operational and organizational goals and outcomes according to strategic plans as per direction of the Board

- 10.) Sets goals for management practices
- 11.) Identifies resources to achieve goals
- 12.) Responds to the changing needs of the organization and develops plans to address them
- 13.) Encourages team-building through the use of open communication and positive working relationships with staff and volunteers
- 14.) Establishes lines of reporting and accountability to ensure the quality of the day to day operational management of the organization
- 15.) Co-Organizes the Annual Retreat
- 16.) Processes operational recommendations from the annual retreat and updates the strategic (business) plan accordingly
- 17.) Ensure that the organization is presented non-competitively, provides a service to others, steers clear of controversial issues and stays focused on recovery from sexual exploitation/trafficking

ODT CHAIR RESPONSIBILITIES:

- 1.) Oversee and assist as needed ODT Program and ODT Mentorship to ensure their job descriptions are being fulfilled
- 2.) Screen, orient and train Voting and Board members
- 3.) Provide Board with reports as needed
- 4.) Sit in on all Board, management and staff meetings until first transition is complete
- 5.) Assist Board in establishing policies and procedures for board, management, staff and volunteers and review yearly
- 6.) Assist the Board in reviewing its 5-year strategic (business) plan each year in conjunction with other ODT members
- 7.) Direct Board to call the Annual Retreat
- 8.) Lead the Annual Retreat in conjunction with other ODT members

FINANCIAL RESPONSIBILITIES:

- 1.) Oversee the preparation of the organization's annual budget for the Board's approval
- 2.) Oversee the administration of the funds of the organization according to the budget approved by the Board
- 3.) Provide the Board with statements of revenues and expenditures as requested
- 4.) Ensure the yearly audited financial statement is completed and presented at AGM
- 5.) Advise the Finance Committee (if any)
- 6.) Ensure all government reporting at year end is completed for all levels needed (city/federal/provincial/state)
- 7.) Directs and oversees the Financial Management and financial systems of the organization
- 8.) Ensure payroll, payables and receivables are processed in a timely manner
- 9.) Direct and oversee the Accounting Department and develop accounting systems as needed
- 10.) Direct and oversee the related business ventures Department when implemented

GOVERNANCE & OPERATIONS RESPONSIBILITIES:

- 1.) Ensure trademarks, copyrights and ISBN #'s are kept up to date (if any)
- 2.) Ensure 'vital statistics' are completed in a timely manner
- 3.) Ensure that all back end systems are managed: Monthly Donor system, database, email system, LMS system, website system, shopping cart system, and all passwords, etc.
- 4.) Ensure all tax receipts are issued and recorded in a timely manner
- 5.) Ensure all business licenses are applied for in a timely manner (if needed)
- 6.) Secure and maintain rentals/lease agreements for all premises
- 7.) Secure and maintain insurances for Board, organization and premises
- 8.) Ensure that premises are maintained in good working order
- 9.) Ensure office and cleaning supplies are available at all times
- 10.) Ensure that premises are properly alarmed and monitored for the safety of program participants, staff and volunteers

COMMUNITY RELATIONS AND FUND DEVELOPMENT

- 1.) Promote community awareness of the organization
- 2.) Participate in networking and community relations activities
- 3.) Accept public speaking opportunities
- 4.) Initiate fund development activities that will raise funds to meet the organization's budget
- 5.) Ensure newsletters and updates to supporters are written and sent out
- 6.) Ensure that the organization's website and marketing materials are regularly updated
- 7.) Direct and oversee the Marketing, Social Media and Communications Departments when implemented
- 8.) Other duties as required

SA WORLD SERVICES DUTIES:

- 1.) Complete monthly report in conjunction with other ODT members
- 2.) Host any visitors from SAWS as agreed upon
- 3.) Ensure the copyright and dissemination agreements with SAWS are upheld

JOB DESCRIPTION

POSITION: ODT DIRECTOR OF PROGRAM DEVELOPMENT (Known outside of the organization as the Program Director)

ACCOUNTABILITY:

The ODT Director of Program Development is accountable to the ODT Operations/Chair and to the Board of Directors.

The ODT structure remains throughout the life of the organization.

CALLING, SKILLS, TALENTS & ABILITIES REQUIRED:

The ODT Director of Program Development must have excellent planning, administration, and analytical skills. Knowledge of program delivery or other social service knowledge is an asset.

ODT – Director of Program Development ought to be:

- 1) Able to clearly articulate their call from God to serve sexually exploited/trafficked youth, women and their children
- 2) Spiritually mature and discerning
- 3) Focused, bold, tough and persevering (never giving up once started)
- 4) Responsible and totally committed
- 5) Able to relate to and understand the recovery process program participants will go through
- 6) Able to recruit, screen, orient, train and mentor team members and volunteers
- 7) Plan and problem solve with team
- 8) Able to manage crises and resolve conflicts well
- 9) Coordinate diverse program needs (working with program staff & volunteers)
- 10) Able to maintain a structured and accountable organization
- 11) An excellent communicator
- 12) Trustworthy and reliable

The ODT Director of Program Development must:

- 9.) Agree to uphold and sign their adherence to the organization's Creed, Constitution (if any), Bylaws and Code of Conduct for the duration of their mandate
- 10.) Ensure that the Core Values and Principles to Live By are always adhered to and taken into consideration when writing new policies
- 11.) Follow the mandate of the organization
- 12.) Strongly express the desire or is able to prove past history of carrying out duties in a way that would uplift the organization's vision of servanthood and community, and provide overall direction with a caring as well as servant-oriented disposition, so as not to lose sight of the spiritual component of the organization
- 13.) Have the desire to participate in and to develop/keep on developing a safe community as a place of healing and growth for everyone involved while continuing to encourage long-term and healthy relationships
- 14.) Have the passion to carry out their duties in ways that best move the organization's vision and mission forward
- 15.) Promote a team approach to problem solving and goal setting

- 16.) Continuously analyse and evaluate the effectiveness of all programs and activities for improvement purposes and to report such to the other ODT members

PRIMARY DUTIES:

- 7.) To follow the mandate of the organization.
- 8.) To ensure that the Principles to Live By are always taken into consideration when writing procedures
- 9.) To participate in the SA Formation of Servants.
- 10.) To promote a team approach to problem solving and goal setting.
- 11.) To continuously analyse and evaluate the effectiveness of all operational activities for improvement purposes and to report such to the other ODT members
- 12.) To provide overall direction with a caring as well as servant oriented disposition, so as not to lose sight of the spiritual component of the organization.

ODT RESPONSIBILITIES IN CONJUNCTION WITH OTHER ODT MEMBERS:

The ODT Program Development is responsible to:

- 18.) Provides Board with reports as needed
- 19.) Sits in on all Board, management and staff meetings until first transition is complete
- 20.) Co-facilitates the Street Wise Seminar
- 21.) Co-directs and oversee the Human Resources Management for staff and volunteers with other ODT members
- 22.) Creates and maintains an organizational culture based upon the organization's core values and "Principles to Live By" by implementing them within management practices and staff supervision
- 23.) Works to achieve organization's goals and objectives
- 24.) Upholds the mandate of the Foundation and its Bylaws
- 25.) Sets specific program goals and outcomes according to strategic plans as per direction of the Board
- 26.) Sets program goals for management practices
- 27.) Identifies resources to achieve goals
- 28.) Responds to the changing needs of the organization and develops plans to address them
- 29.) Encourages team-building through the use of open communication and positive working relationships with staff and volunteers
- 30.) Establishes lines of reporting and accountability to ensure the quality of the day to day program management of the organization
- 31.) Organizes the Annual Retreat
- 32.) Processes program recommendations from the annual retreat and updates the strategic (business) plan accordingly

OUTREACH & INTAKE DUTIES:

- 1.) Implement an outreach program in order to liaise with social workers, police staff, probation officers and other agencies (such as jails and treatment centres, etc.) to make the program available to all possible participants, including regular follow-up with referring agencies

- 2.) Ensure that the organization is presented non-competitively, provides a service to others, steers clear of controversial issues and stays focused on recovery from sexual exploitation/trafficking
- 3.) Receive calls from prospective participants and perform initial screening
- 4.) To interview potential participants and communicate with referring agencies and decide upon acceptance into the program with fellow ODT members
- 5.) Refer non-accepted participants to other services when possible
- 6.) Facilitate the entry into the program for new participants with house director(s)
- 7.) Perform intake session, fill out all forms and paperwork and explain procedures and in-house program expectations to new participants
- 8.) Coordinate all financial and other needs for new participant (income assistance, dental/medical needs, clothing, food, etc.)

DAY PROGRAM DUTIES:

- 1.) Maintain participant listing and ensure it remains up to date for statistics collection
- 2.) Ensure day program schedule is maintained and updated as needed
- 3.) Deliver classes as needed and ensure all classes remain participant and recovery focused
- 4.) Ensure curriculum remains up to date and is not deviated from by staff
- 5.) Implement celebration week and graduation schedule (every 8-10 weeks)
- 6.) Plan and schedule for all holiday breaks

PROGRAM & CASE MANAGEMENT DUTIES:

- 1.) Facilitate monthly case planning meetings with participants
- 2.) Facilitate weekly goal planning meetings with participants that enables them to reach goals and objectives identified in monthly case plan
- 3.) Ensure participants are able to make it to necessary meetings and are accompanied to critical events (i.e. court, social worker meetings, police issues, etc.)
- 4.) Act as the final disciplinarian for participants, with support from other ODT members

STAFFING DUTIES:

- 1.) Supervise and provide support for all Program staff, interns, and volunteers
- 2.) Ensure a weekly team meeting between all program staff, interns and house directors occurs for planning, debriefing, problem solving and support
- 3.) Ensure excellence in case planning, program delivery and reporting of such
- 4.) Ensure effective volunteer program is being administered alongside other ODT members
- 5.) Ensure that Program manuals are updated as necessary

RESIDENTIAL SUPPORT DUTIES:

- 1.) Coordinate all placements for residential programs, collaborating with all house directors involved
- 2.) Support house directors with participant issues and problem solving
- 3.) Coordinate respite workers and oversee the workers when onsite
- 4.) Coordinate alternate housing for participants leaving the program
- 5.) Ensure homes are maintained well and are clean
- 6.) Ensure a quarterly deep cleaning is performed for all homes

SA WORLD SERVICES DUTIES:

- 4.) Complete monthly report in conjunction with other ODT members
- 5.) Complete global statistics reporting twice/year at the request of SAWS
- 6.) Host any visitors from SAWS as agreed upon
- 7.) Ensure the copyright and dissemination agreements with SAWS are upheld

JOB DESCRIPTION

POSITION: ODT DIRECTOR OF MENTORSHIP AND COMMUNITY DEVELOPMENT

ACCOUNTABILITY:

The ODT Director of Mentorship and Community Development is accountable to the ODT Operations/Chair and to the Board of Directors

The ODT structure remains throughout the life of the organization.

SKILLS, TALENTS & ABILITIES:

The ODT Director of Mentorship and Community Development ought to be:

- 1.) Knowledgeable of Scripture and how to apply it to daily life
- 2.) Knowledgeable of and practicing the Scriptural 12-Step process as found in the SA Formation of Servants
- 3.) Able to mentor program participants in their recovery using the 12-Steps appropriate to individual addiction/recovery issues
- 4.) Competent in interpersonal skills
- 5.) Able to demonstrate previous community development experience
- 6.) Able to clearly articulate their call from God to serve sexually exploited/trafficked youth, women and their children
- 7.) Spiritually mature and discerning
- 8.) Focused, bold, tough and persevering (never giving up once started)
- 9.) Responsible and totally committed
- 10.) Able to relate to and understand the recovery process program participants will go through
- 11.) Able to recruit, screen, orient, train and mentor team members and volunteers
- 12.) Plan and problem solve with team
- 13.) Able to manage crises and resolve conflicts well
- 14.) Coordinate diverse program needs (working with program staff & volunteers)
- 15.) Able to maintain a structured and accountable organization
- 16.) An excellent communicator
- 17.) Trustworthy and reliable

The ODT Director of Mentorship and Community Development must:

- 17.) Agree to uphold and sign their adherence to the organization's Creed, Constitution (if any), Bylaws and Code of Conduct for the duration of their mandate
- 18.) Ensure that the Core Values and Principles to Live By are always adhered to and taken into consideration when writing new policies
- 19.) Follow the mandate of the organization
- 20.) Strongly express the desire or is able to prove past history of carrying out duties in a way that would uplift the organization's vision of servanthood and community, and provide overall direction with a caring as well as servant-oriented disposition, so as not to lose sight of the spiritual component of the organization
- 21.) Have the desire to participate in and to develop/keep on developing a safe community as a place of healing and growth for everyone involved while continuing to encourage long-term and healthy relationships
- 22.) Have the passion to carry out their duties in ways that best move the organization's vision and mission forward
- 23.) Promote a team approach to problem solving and goal setting
- 24.) Continuously analyse and evaluate the effectiveness of all mentorship and community development activities for improvement purposes and to report such to other ODT members

PRIMARY DUTIES:

- 13.) To follow the mandate of the organization.
- 14.) To ensure that the Principles to Live By are always taken into consideration when writing procedures
- 15.) To participate in the SA Formation of Servants, facilitate it weekly and ensure rotation occurs
- 16.) To ensure regular prayer and bible study times occur for all staff and volunteers
- 17.) To promote a team approach to problem solving and goal setting.
- 18.) To continuously analyse and evaluate the effectiveness of all activities pertaining to the Mentorship and Community Development Department for improvement purposes and to report such to the immediate supervisor or his/her appointee.
- 19.) To provide overall direction with a caring as well as servant oriented disposition, so as not to lose sight of the spiritual component of the organization.

ODT RESPONSIBILITIES IN CONJUNCTION WITH OTHER ODT MEMBERS:

The ODT Mentorship & Community Development is responsible to:

- 33.) Provides Board with reports as needed
- 34.) Sits in on all Board, management and staff meetings until first transition is complete
- 35.) Co-facilitates the Street Wise Seminar
- 36.) Co-directs and oversee the Human Resources Management for staff and volunteers with other ODT members
- 37.) Creates and maintains an organizational culture based upon the organization's core values and "Principles to Live By" by implementing them within mentorship and community development practices and staff supervision
- 38.) Works to achieve organization's goals and objectives
- 39.) Upholds the mandate of the organization and its Bylaws
- 40.) Sets specific mentorship and community development goals and outcomes according to strategic plans as per direction of the Board
- 41.) Sets goals for mentorship and community development practices
- 42.) Identifies resources to achieve goals
- 43.) Responds to the changing needs of the organization and develops plans to address them
- 44.) Encourages team-building through the use of open communication and positive working relationships with staff and volunteers
- 45.) Establishes lines of reporting and accountability to ensure the quality of the day to day mentorship and community development of the organization
- 46.) Organizes the Annual Retreat
- 47.) Processes mentorship and community development recommendations from the annual retreat and updates the strategic (business) plan accordingly
- 48.) Ensure that the organization is presented non-competitively, provides a service to others, steers clear of controversial issues and stays focused on recovery from sexual exploitation/trafficking

MENTORSHIP RESPONSIBILITIES

- 1.) Ensure the development of a community atmosphere within the organization
- 2.) Maintain and facilitate the Formation of Servants course and other on-going mentorship as needed for the benefit of Voting and Board members, staff, volunteers and program participants
- 3.) Develop, facilitate and participate in spiritual retreats for the organization
- 4.) Ensure bible studies are offered to program participants on a voluntary basis
- 5.) Provide mentorship and support to staff
- 6.) Provide mentorship to Honourary Servants as required

COMMUNITY DEVELOPMENT RESPONSIBILITIES

- 1.) Promote community awareness of the organization
- 2.) Participate in networking and community relations activities, particularly within church communities
- 3.) Accept public speaking opportunities
- 4.) Aid in fund development activities that will raise funds to meet the organization's budget

FOLLOWCARE DEVELOPMENT RESPONSIBILITIES

- 1.) Provide leadership/discipleship training to program participants to become Honorary Servants and to volunteers from churches desiring to be involved in the community within the organization
- 2.) Develop a community group, such as the SA Foundation's "The Gathering", to facilitate the spiritual development of past and present program participants and ensure the Followcare program is implemented

SA WORLD SERVICES DUTIES:

- 8.) Complete monthly report in conjunction with other ODT members
- 9.) Host any visitors from SAWS as agreed upon
- 10.) Ensure the copyright and dissemination agreements with SAWS are upheld