

CRISIS MANAGEMENT GUIDELINES

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INTRODUCTION

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These guidelines are designed to aid YWAM missionaries in preparing for and responding to crises. While it is vitally important to be prepared, it is equally important not to over-react or panic. The missionary should always maintain the highest level of faith and calmness, while being realistic and prepared for potentially dangerous situations.

Differing political climates, local laws and customs, and a wide range of other variables make it impossible to apply a simple standard of security precautions internationally. It is, therefore, essential that each national leadership team be dynamic in further developing these security precautions and guidelines for your crisis related potentialities in order to respond effectively to the ever-changing level of risk and danger.

DEFINING A CRISIS

"A REAL OR IMPENDING SITUATION WHICH IS, OR HAS THE IMMEDIATE POTENTIAL OF, CREATING AN UNACCEPTABLE DEGREE OF DANGER TO PERSONNEL, THE FUNCTIONING OF THE MISSION AND ITS RELATED OVERSEAS ENTITIES, AND/OR ITS ESSENTIAL PURPOSE FOR BEING."

1. PRE-CRISIS PLANNING

1.1 Make a list of the following for: i) all family members, ii) your local personnel file, and iii) for yourself to be carried with you when moving from one locale to another;

- copy of passport number and date of issue and local visa
- bank account numbers
- credit card numbers
- insurance policy numbers
- car registration: serial and license numbers
- drivers license number
- social security numbers (if applicable)
- fingerprints, palm prints, and current photographs
- current prescriptions, including eyeglasses
- contents and location of safe repository
- assets and debts
- names and addresses of business/personal/emergency contacts

LEAVE A COPY WITH A TRUSTED CONTACT AT HOME

1.2 Locate a safe repository in your home country and put in the original of your:

- will
- power of attorney
- birth, marriage, and adoption certificates
- naturalization papers, dual citizenships etc. (NOTE: certificate of naturalization may not be copied)
- deeds
- mortgages --stocks/bonds**
- insurance papers- life, car, house, medical, household effects
- current inventory
- medical and dental records
- school records
- tax records

**consider leaving these with a broker in case you want to sell. TAKE COPIES OF THE ABOVE WITH YOU AND CONSIDER LEAVING COPIES WITH A TRUSTED CONTACT.

1.3 Appoint a current power of attorney for each adult family member and have several copies made. Make several originals as well. These are needed to transact business on behalf of spouse or other adult.

1.4 Update your will and have several copies made. Put original in a safe repository and give copies to executor, lawyer, and repository.

1.5 Learn the current laws of your legal residence and place of domicile with regard to taxes and property.

1.6 Make and continually update an inventory of all your possessions including jewelry and clothing. This may be written, tape recorded, and/or photographed.

1.7 Establish credit that will be adequate for emergencies.

1.8 Keep a listing of regular billing dates for all recurring expenses (i.e. insurance, mortgage, and taxes).

1.9 Establish a joint checking account, or two joint checking accounts, enabling each spouse to work from either account in the event they are separated for a period of time.

1.10 Have checks deposited in a local bank account rather than posted. Checks lost in the post can cause extraordinary difficulties.

1.11 Obtain individual credit cards for spouses.

1.12 Insure all property and update policies periodically.

1.13 Place checkbooks, bankbooks, some traveler's checks, and a small amount of cash in a safe, but easily accessible place.

- 1.14 Gather together all employment history for adult family members including resumes and letters of reference. Keep duplicates in home country.
- 1.15 Discuss with your family what you will do in case of an emergency separation (evacuation, hostage-taking, illness or death.)

WHO IS THE EMERGENCY CONTACT?

WHERE WILL YOU GO? (What are resources in various locations?)

WHAT TO TAKE IN RAPID EVACUATION? (CHECKLIST)

HAVE FINANCIAL PROVISION ESTABLISHED TO COVER EVACUATION TRAVEL COSTS

2. DEATH OF A YWAM WORKER

Incidents involving death vary and are unique and thus standard contingency plans will need adaptation but the following are some guidelines.

KEEP A DETAILED LOG OF ALL COMMUNICATION AND ACTIONS TAKEN WHICH INCLUDE:

- CONTENT OF THE COMMUNICATION,
- DATE AND TIME OF COMMUNICATION,
- NAME AND TELEPHONE # OF PERSON CONTACTED.

2.1 When death occurs, the leadership and staff at the site of the death must give their full attention and communicate as soon as possible to YWAM leadership regionally. Also the local leadership must be prepared to implement all actions that are required on short notice.

2.2 When first contact is made from personnel on the field to the national or regional director, a determination should be made regarding what is the best communication channel (telephone, telex, fax, cable, ham radio, e-mail etc.) Telephone is preferred. At the time of each communication the two parties should set a SCHEDULE for the following communication.

2.3 Any accompanying family members on the field should be urged to CONSULT with other family members at home before deciding how to dispose of the body. (Some countries have in their application process, what will occur in case of death on the field and this should be reviewed regularly.)

2.4 The YWAM National, Regional or Field Director should make the following initial contacts:

- i. with the immediate family at home
- ii. any potential support persons close to the family, (i.e. home church, the nearest YWAM office, etc.)
- iii. The immediate family should be urged to contact their local funeral director, pastor, or someone with experience for advice on how to handle the details, especially if they decide to return the body. (This might not apply in some countries.)

2.5 If telephone contact is relatively easy between the field and home, accompanying family members on the field should make home phone contact as soon after initial contact by YWAM leadership has been made. At that time disposal of the body should be discussed and a decision made if possible.

2.6 YWAM leadership should urge local leadership at site of death to check into all local legal requirements, such as death certificate, embalming requirements, and requirements for moving the body out of the country if that is the decision. Some countries require burial within 24 hours; others require embalming before return of body. Needs to be thoroughly checked.

2.7 At the first contact from local YWAM leadership to national, regional and field leadership, local leadership should be urged to initiate the immediate appropriate arrangements, such as embalming, cremation, or funeral services.

a) If a funeral director is available in country, price quotes re: embalming, basic services, handling charges, or return of the body costs should be obtained. (If body is to be returned to home country, no final agreement should be reached until prices with home country can be verified to check if they are reasonable.)

2.8 If there are survivors on the field who will be returning to home country, a decision should be made early whether or not someone from YWAM should accompany them. If there is any doubt whether or not they should be accompanied, provide it.

2.9 Local YWAM staff should be urged to arrange for memorial services at the place of work if at all possible.

2.10 Arrangements should be made for YWAM representation at the memorial services at home.

2.11 If any survivors terminate their service with YWAM and return home, a determination should be made regarding YWAM's obligations for short or long term support.

2.12 Remember that the local staff are under great pressure at the time of death and deserve acknowledgement of that pressure and evidence of moral support from YWAM internationally.

2.13 Remember to help field staff immediately make plans to cover the responsibilities of the family of the deceased as needed. (i.e. Access to will, bank accounts, files, etc.)

3. EVACUATION PLAN--WAR, NATURAL DISASTER

The following is for consideration of evacuation of expatriates working in potentially hostile or life-threatening areas and does not consider any relief assistance which might be appropriate.

Step 1 PREPARATION

Step 2 STAY IN SAFE AREA (this step is taken in situation involving increased localized violence, e.g. street fighting, mob action-temporary period.)

Step 3 DON'T GO TO WORK PLACE, STAY HOME. (this step would probably indicate an inability to leave the country by normal procedures, and might be necessitated by wide-spread fighting, random rocketing for a prolonged period of time. stay where you are even if at work place.

Step 4 WHEN WORD IS GIVEN, GO TO PRE-ARRANGED GATHERING POINTS.

IT SHOULD BE NOTED THAT NO ACCURATE PREDICTION CAN BE MADE AS TO HOW QUICKLY THE STEPS MIGHT PROGRESS; FROM STEP 1-4 MIGHT ONLY BE A MATTER OF HOURS OR IT MIGHT BE GRADUAL. THOSE WHO DESIRE TO LEAVE DURING STEP 1. ARE ENCOURAGED TO DO SO WITHOUT FEAR OF DISAPPROVAL.

PREPARATION/PRECAUTION--

- 3.1-vehicles kept with tanks at least half full and each house should have a metal tank full of petrol kept in cool place.
- 3.2-recommended first-aid kit and some food/water kept in vehicles and medical kit at each residence.
- 3.3-obtain proper organization/project identification stickers for you and your vehicle.
- 3.4-drinking water should be kept on hand. Ideally one week's supply (change every week if possible.)
- 3.5-a two-week supply of food should be stored in each house; (foods that do not need much preparation, e.g. dried fruit, nuts etc.)
- 3.6-car batteries used for lighting should be kept charged.
- 3.7-all households should have up-to-date telephone list handy.
- 3.8-at all times, staff must let house-mates or someone else in YWAM know where they are going and expected return time.

COMMUNICATION--

- 3.9-each house should have a contact person for passing on messages.
- 3.10-telephones should be kept in good working order.
 - a) ALERT: Expatriates will carry their passports with them at all times. If in the opinion of the Country Representative (CR) or delegated representative, an evacuation becomes imminent, consider movement to a safe area.
 - b) NOTIFICATION: Various embassies operate a warden network and we should ensure that we are on that network. The embassies will be responsible to notify the rest of the expatriates when an evacuation order is received. Expats will be told to stay in their homes until pickup for departure.
 - c) The CR will notify local staff and the regional director. If the latter is not possible, local staff representative should phone/fax from office. Regional office should notify families of evacuation plan.
 - d) Advise local staff representative whether or not contact should be made to civil authorities.

IF HOSTILITIES COMMENCE-- (i.e. rocket attack, artillery, etc.)

- 3.11-gather people inside your house. Go to basement if you have one or if not select the safest place out of direct line of sight of all windows and doors. Draw curtains. Keep low and stay inside and avoid exposure;
- 3.12-open several windows on all floors to reduce possibility of concussion breakage. Drawn curtains reduce glass shattering.
- 3.13-fill all bathtubs, washtubs and other containers with water (if your electricity is cut, your pumps will not work.)
- 3.14-advise your staff and children not to pick up bullets, shells, rockets, or other unusual objects found.
- 3.15-if armed persons come into your area, do not create the impression of hostility or resistance. Smile frequently, be friendly, and cooperate. If possible encourage them to leave as soon as possible because their presence might endanger your household.
- 3.16-if an unarmed person seeks refuge with you, refuse politely, but firmly - unless, in your judgment, there is an imminent threat to his life.
- 3.17-do not go near any bodies. the contending sides will presumably take care of their wounded. If you see unattended wounded, consult others on the scene.
- 3.18-if there is a lull in the fighting, remain in your compound unless otherwise instructed. Do not tour the city. Do not take photographs.
- 3.19-if the authorities in charge impose a curfew or issue special military law decrees, obey them to the letter.
- 3.20-pack one suitcase and two blankets for your family and assemble enough food and water should you have to be moved to a collection point for evacuation.

CAUGHT AWAY FROM HOME --

- 3.21-STREET RIOTING: your car is a likely target in trouble. Leave your car and find shelter. If you are close to your place of work, go back to it, if not, find a shop where you can stay.
- 3.22-KNOW YOUR WAY AROUND CITY--try to remember different routes to and from different places.
- 3.23-STRANDED AWAY FROM HOME--CONTACT SOMEONE SO THAT PEOPLE KNOW WHERE YOU ARE.

ESCAPE ROUTES--

- 3.24-You need home, city, and country escape routes if your are in dangerous areas.
 - a) PURCHASING: need contingency fund to either purchase tickets (air or boat); have money for trip overland including food; local staff representative need access to this fund with clear steps how to use.
 - b) DEPARTURE: Local staff representative will notify Regional office of departure arrangements. All expatriates will be picked-up from their homes in YWAM vehicle and driven to airport or overland route with pre-agreed upon place of destination.

4. TERRORISM: AVOIDANCE AND SURVIVAL

4.1-THREAT AND THREAT ASSESSMENT--

- a) Terrorism is the use of force, violence or threats by a terrorist organization to attain political goals through fear, intimidation or coercion.
- b) International terrorism is described as calculated acts of terrorism inflicted against foreigners or occurring extra nationally which are usually designed to attract worldwide publicity and focus attention to the existence, cause, and demands of a terrorist organization.
- c) A terrorist organization is any anarchist, nihilist, or other politically oriented, insurgent-type sub national group which uses terrorism as its mode of operation, usually in an urban environment.
- d) Terrorists use illegal violence in a systematic campaign. This campaign is often aimed at the civilian populace. Terrorists act to gain publicity for their organizations, to attain political goals, or simply to obtain arms or financing for future operations.
- e) While acts of terrorism appear unpredictable and irrational to target audiences, they are never based on impulsive motives. They are not spur of the moment actions. Acts of terrorism are almost always well-planned actions which are quickly and systematically executed.
- f) The net effect of terrorist acts is much greater than the simple physical violence involved. One incident, directed and conducted by a few skillful terrorists, can stir the fear and emotions of an entire nation.

--TERRORISTS--an individual who is generally between 18-28 years of age; from an upper middle-class background with college education; is politically oriented, and generally embraces various anarchist philosophies.

--Usually works within a group which has a definite organizational structure and hierarchy; the first or command element usually consists of the older and more experienced terrorists. They establish the organization goals and plan the operations to meet the organization's stated ends.

--CRIMINALS--usually are males under 25 years of age with limited educations; are often associated with drugs, and possess backgrounds which reflect frequent acts of crime; frequently armed and when encountered also will use their weapons to kill or injure.

--MOBS AND DISSIDENTS--can be a religious faction, zealots, or politically motivated.

4.2--HIGH RISK AREAS--

- a) If you must travel in an area where there has been a history of terrorist attacks, kidnappings etc. make it a habit to:
 - b) discuss with your family what they would do in an emergency and make sure your affairs at home are in order.
 - c) register with embassy upon arrival.
 - d) remain friendly, but be cautious about discussion of personal matters, your itinerary, or program.
 - e) leave no personal or business papers in your housing/hotel.
 - f) watch for people following you or "loiterers" observing your comings and goings.
 - g) keep a mental note of safe havens, such as police stations, hotels, and hospitals.
 - h) let someone else know what your travel plans are. Keep them informed if you make any changes.
 - i) avoid predictable times and routes of travel, and report any suspicious activity to the local police or nearest embassy.
 - j) refuse unexpected packages.
 - k) formulate a plan of action for what you will do if a bomb explodes or there is gunfire nearby.
 - l) check for loose wires or other suspicious activities pertaining to your vehicle.
 - m) if you are ever in a situation where somebody starts shooting, drop to the floor or get down as low as possible and don't move until you are sure the danger has passed. Do not attempt to help rescuers and do not pick up a weapon. If possible shield yourself behind or under a solid object. If you must move, crawl on your stomach.

4.3--PREVENTING TERRORIST ATTACKS

a) BEING UNPREDICTABLE is without question one of the best ways to discourage an attack. If an attack occurs, immediate response is required, however it is more desirable to combat the problem at the prevention level.

- b) A STUDY OF TERRORIST ATTACKS ON VEHICLES shows the following progression:
 - the targeted individual is watched;
 - based on that surveillance, an attack is planned;
 - the attack team deploys according to plan;
 - the targeted individual enters the kill zone and the attack takes place.

b.1--once surveillance is detected and confirmed, the individual must make subtle changes in travel procedures that will discourage the terrorist from considering them as an attractive target.

b.2--the next point at which an attack can be avoided is just prior to the individual entering the kill zone. Attack recognition must occur while it is still in the camouflage or disguised phase. Thus change of direction can occur prior to weapons being drawn.

b.3--one of the most important means of defeating the terrorist attack is to deny the terrorist the tactical advantage of surprise. Without surprise, the attack is basically ineffective.

b.4-- the individual must take the ultimate responsibility for these security precautions.

These guidelines outline defensive countermeasures which can be used in the office, home, or while traveling.

5. HOSTAGE SURVIVAL

5.1 THE MOMENT OF CAPTURE--generally one of the most critical and dangerous stages of the operation is the actual seizure or abduction phase. Any sudden or unexpected movement, noise or cry for help is likely to provoke a violent response from the terrorists which could be fatal for the captive. In a barricade hostage situation tension will remain high until the terrorist feel sure they are in control.

5.2 RESIST OR SURRENDER--whether to resist capture or surrender to the terrorist must remain a personal decision. You should weigh the danger of resistance in the face of what may be overwhelming odds. If you decide not to resist, assure the terrorist of your intention to cooperate, especially during the abduction phase.

RESISTANCE IS HIGHLY RISKY GIVEN THE FACT THAT THE TERRORISTS ARE ALREADY MENTALLY PREPARED TO MEET THIS CONTINGENCY AND ARE ACTING UNDER A GREAT DEAL OF TENSION DURING THE FIRST FEW MINUTES OF THE OPERATION.

5.3 BLINDFOLDS, GAGS, AND DRUGS--it is important to know that the terrorists want you alive. While they may use drugs, blindfolds, or gags at the time of abduction, you should not be alarmed or resist unduly. Struggling is likely to result in even more severe measures.

5.4 EXPLANATION--be certain that you can explain everything you have on your person, including your addresses.

5.5 STAY ALERT--regain your composure as soon as possible. Taking deep breaths and attempt to organize your thoughts. Occupy your mind by noting --- for later reference-- sounds, direction of movement, passage of time, conversations of the terrorist, and other information or circumstances that might be useful. Pay close attention to instructions and try to comply as possible. Ask permission to communicate.

Be prepared to be accused of being a member of foreign spy groups. Anticipate isolation and possible efforts to disorient you.

5.6 ADJUSTING TO CAPTIVITY--

a) LIVING CONDITIONS --- may vary greatly from incident to incident; from an airliner where heat and lack of water, food, and toilet facilities have been almost unbearable. In a barricade hostage situation, victims may be in familiar, less primitive surrounding. There may be a total lack of privacy. Conventional toilet facilities may be lacking.

a. Maintaining one's dignity and self-respect under such conditions will be difficult, but this is very important. Composure could be the key to retaining your status as a human being and hence a life worth saving in the eyes of the terrorists.

b. FEAR --- fear is the most important tool of terrorists. They use it to control, intimidate and wear down the hostage and the negotiators as well as larger national or international audience sympathetic to the victim's plight. Fear may be induced by loading and unloading of weapons in the presence of the hostage, displaying excesses of temper, resorting to physical abuse and staging mock executions.

b.1--Fear of dying is very real and it can become overwhelming, especially during the early stages of the captivity. Death certainly is a real possibility, however statistically, the odds favor a hostage being released alive.

c) TIME --- experience has shown the more time that elapses, the better are the chances for the hostage being released or rescued alive. For this reason, while the passage of time without rescue or release can be depressing, this time lapse is actually to your advantage. Once settled in don't be afraid to ask for anything you need or want. The worst they can do is to deny the request.

d) BOREDOM --- to ward off boredom, develop and maintain a daily physical fitness program and engage in creative mental activity, such as reading, writing, or even daydreaming. Exercise may be difficult due to cramped space or physical restraints on arms and legs. If possible, however, start and maintain a regular program of running in place, push ups, sit-ups. Isometric exercises may be substituted to overcome space or physical restraints.

e) MENTAL ACTIVITY --- mental stimulation can be achieved in various ways. Terrorists have been known to provide reading material, tape recorder and even tapes. Depending upon what is available, the hostage should read; develop and keep track of the passage of time; make games such as checkers, cards, or chess from scraps; pray and recall memorized scripture, poems; write a novel; compose music; or design and build a new home.

f) ILLNESS --- weight loss is a side effect of captivity for some hostages, even though meals may be adequate. Gastrointestinal upsets and or constipation may occur and although not life-threatening can be debilitating. You should not hesitate to complain and request medication since terrorists want to keep their hostage alive. In a number of cases, terrorists have provided medical care for hostages suffering from illness and or injury.

9) RAPPORT --- a national study has concluded that "the more human a victim appears to his or her captors, the more difficulty the terrorists will encounter in carrying out threats of violence against the victim." Display of family photos or discussions of children and family matters have on occasion, been instrumental in saving the lives of hostages.

5.7 RESCUE OR RELEASE--

a) Most hostages who die are killed during rescue attempts. It is, therefore, crucial for you to be especially alert, cautious and obedient to instructions should you or the terrorists suspect such an attempt is imminent or occurring.

b) The captors, as well as the captives, are likely to feel threatened and even panic. The terrorists will be extremely nervous during any release phase especially if the negotiations lasted over a long, drawn-out period. They will also be anxious to evade capture and punishment.

c) As the central figure in the rescue attempt, you must avoid all sudden moves which might invite reactions from the rescue forces as well as from the terrorists. The impulse to stand up and run must be avoided. You may be mistaken for a terrorist by the rescue forces. The safest response is to drop to the floor immediately and lie as flat as possible.

5.8 COOPERATION WITH THE AUTHORITIES--

a) As soon as possible after rescue or release, write down everything you can remember about the incident, the location and condition of the other hostages, location of guards, location and description of weapons and explosives and any other information which might be useful to the authorities.

5.9 CONCLUSION--

a) While there can be no guarantee that the common sense survival techniques discussed in this document will be effective in every case, the fact that they have worked in the past makes them useful as viable guidelines to follow in the individual personal security planning.

ESTABLISHMENT OF A CRISIS MANAGEMENT TEAM (CMT)

1. IN WHAT TYPE OF SITUATIONS WOULD A CMT BE INVOLVED?

1. Hostage Situation
2. Natural disasters involving YWAM personnel/property
3. War
4. Government action
5. Coup
6. Expulsion of YWAM team from a country
7. Assassination threat upon YWAMer
8. Terrorist threat
9. Multiple deaths
10. Events that create international negative attention
11. Kidnapping - criminal action
12. Multi-national team incidents

2. CMT MEMBERS--

A. CRISIS MANAGER (CM): Decision-making person in the event of crisis and in the worst-case scenario, the final decision-maker if it came down to a decision pertaining to life or death hostage situation.

B. CRISIS COORDINATOR (CC): advantageous to have same person be the CC in each situation internationally.

C. MEDIA REPRESENTATIVE (MR): advantageous to have same person in each situation. (should not be the immediate leader)

D. YWAM REGIONAL, FIELD OR INTERNATIONAL MINISTRY DIRECTOR OR REPRESENTATIVE FROM THE Global leadership team:

E. NATIONAL DIRECTOR

F. ADVISORS

G. RECORDING SECRETARY (CONFIDENTIALITY IS OF UTMOST IMPORTANCE)

3.A. OBJECTIVES OF CMT----

1. Insulate the crisis from day to day organizational operations
2. Reduce the number of personnel dealing with the crisis
3. To provide structure and discipline to the organizational response to the crisis.

3.B. DUTIES OF CMT----

1. Provides for security of victim's family
2. Maintains communication with victim's family
3. Provides "official" information release to interested parties
 - a. victim's extended family and friends
 - b. victim's home church and sponsoring organization
 - C. involved government(s)
4. Receive and evaluate all incoming crisis information
5. Receive and evaluate all suggestions for resolution of crisis
6. Establishes all media policy and approves all media releases
7. Conducts (via a negotiator) all negotiations with hostage taker
8. Advises the CM; recommends decisions and strategy
9. Implements the CM's decisions
10. Maintains record of organizational responses to crisis

3.C. CHARACTERISTICS OF CMT----

1. Composed of fewest persons possible
2. A temporary task force
3. Internally, provides for a variety of approaches, philosophies and strategies to resolve crisis
4. Externally, maintains a posture of unanimity and coordination
5. Located geographically close to the scene of the crisis
6. Members should be selected in advance and receive training
7. Should be the only part of the organization involved in resolving the crisis.

4. NEGOTIATION TEAM MEMBERS

1. The negotiator
 - a. only person communicating with hostage takers
 - b. not a decision-maker
 - c. should be trained and experienced
2. Translator (if necessary)
3. Cultural advisor (if necessary)
4. Team leader
 - a. Makes the decisions regarding the negotiations
 - b. Liaison to Crisis Management Team

5. YWAM POLICY ON RANSOM: YWAM IS OPPOSED TO THE PAYMENT OF RANSOM (THAT IS FOR PUBLIC KNOWLEDGE)

6. POST-INCIDENT COUNSELING: It is recommended that the victim, their immediate family on the field, and organizational people directly associated with a crisis have an evaluation by a qualified, Christian mental health professional made available through YWAM resources, and if necessary, follow-up counseling.

7. FUNDING: It is suggested that the CC have a corporate VISA or similar credit card which has a line of credit capable of covering some of the major expenses related to an emergency situation.

It is further suggested that each regional office establish a line of credit with their local bank, with a further plan toward raising finances specifically for a contingency fund.

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MENNONITE CENTRAL COMMITTEE
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