

COMMUNITY JUSTICE ASSESSMENT TOOL FOR CHURCHES

Discovering Issues of Injustice and
Opportunities for Justice Ministry
in Your Community



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About International Justice Mission

International Justice Mission is a human rights agency that brings rescue to victims of slavery, sexual exploitation and other forms of violent oppression. Every day, IJM lawyers, investigators and aftercare professionals work with local governments in 13 countries to:

- rescue victims of violent abuse and ensure long-term aftercare;
- prosecute their perpetrators under local laws; and
- transform public justice systems to protect entire communities.

IJM answers the Bible's call to seek justice by confronting aggressive violence—violence that steals dignity and health from children trafficked into forced prostitution, strips widows and orphans of their homes and hope, and denies freedom and security to families trapped in slavery. Today, four billion of the world's poorest people are not effectively protected by their own countries' own laws against abuse and oppression—but IJM sees daily that violence can be stopped when vulnerable people are served by their public justice systems.

As today's leading casework-based human rights organization, IJM is transforming justice systems and building hope in Africa, Latin America, South Asia and Southeast Asia.

Equipping Churches for Justice—Locally and Globally

We at IJM believe that God not only calls individual believers to respond to injustice, but that he is asking *whole church bodies* to courageously show those who suffer from violent oppression—both in their own communities and around the world—that God sees their pain and deeply cares for them.¹ As you walk with IJM in the work of global justice, you may also sense God calling your church into a local justice ministry. Sensing this call, many church partners have asked IJM what they can do to also confront injustice in their own communities.

Rather than prescribe a set approach for addressing injustice in every community, this Community Justice Assessment is designed to help you become students of your community, build expertise on specific issues of injustice and existing resources, develop relationships with key stakeholders and then creatively design the most appropriate and effective response for your church body.

Why Conduct a Community Justice Assessment?

You may have a clear idea of a specific geographic area and type of injustice God is calling your church to address—or you may simply know that God desires for you to seek justice on behalf of victims of oppression in your community, but are unsure of where to start. **Either way, to be effective stewards of your resources and to ensure your response is appropriate, effective and sustainable, you will need to engage in**

¹ To help churches engage more effectively and purposefully in global justice ministry, IJM created *As You Go: A Missions Training Guide*. This tool equips short-term mission teams and missionaries to research issues of injustice, pray about what they learn and incorporate justice into their international ministries.

both prayerful discernment and rigorous assessment.

When we dive into the creation of ministry programs without prayerfully seeking God's direction, listening to those whom we want to serve, understanding the issues we hope to address, or acknowledging others who are already working to address the issue, we risk spending our time and efforts in ways that do not bring relief from oppression to those who need it and do not advance God's kingdom.

Conducting a thorough Community Justice Assessment will help your church become knowledgeable about the complex issues of violent oppression, aware of the resources, strengths and gaps in service in your community, and prepared to design a truly effective and faithful local ministry.

Your Community Justice Assessment team will assess conditions, causes, resources, needs and challenges by conducting research and learning from existing data, service providers, experts and community members.

After completing this Community Justice Assessment, you will have:

- Learned how to form a focused, prayerful and effective assessment team
- Identified an issue or issues of injustice in your community, the existing services striving to address those issues, and the gaps in care
- Begun to understand what, why, how, when, where, to whom and by whom injustice is occurring in your community
- Discovered the existing strengths in your community and church, your church body's interests and abilities, and how you can best minister to those suffering in your community
- Created a baseline of knowledge, educated others about what you learned, and identified options for partnership in justice ministry
- Created a formal Final Report to consolidate information and share your assessment with church leaders, members and community stakeholders.²

Who Is This Tool Designed For?

This Community Justice Assessment tool was designed by an IJM social worker with training and experience conducting traditional community assessments, developing social programs and responding to issues of interpersonal violence. While incorporating professional theory and technique, this tool was specifically designed for individuals and groups with no formal social work experience.

The CJA is tailored for church leaders and members in particular, taking into account the culture, needs and sensitivities of a church body. However, community coalition groups or emerging faith-based non-profits may also find this tool helpful to understand issues of injustice in their communities.

² Skip ahead to Step 8 to see the recommended contents for a Final Report.

Special Tips for Using this Tool

Allow God to Lead

God clearly calls his people to seek justice³ and show mercy to those who are desperately crying out to know there is a God who loves them and sees their suffering. The example of Jesus and his Spirit within us compel us to imagine dark places filled with the light of hope and healing. We reflect the heart of God—and the eternal rescue and redemption Jesus offers us—when we bring rescue here on earth to those in great need. Since this passion for justice and restoration is from God, ensure your team is led by him. Cover your efforts in prayer, allow his Word to guide you, use this time as a way to care for and minister to your teammates, and seek his guidance as you learn and assess where to go next.

Become Humble Students of Your Community

It is easy to think we know everything there is to know about our own communities—especially if we’ve lived in them for quite a while. However, for an assessment to be successful, a team must approach the community as eager and humble students, willing to put aside pre-conceived opinions or stereotypes and able to look with fresh eyes at both the issues of pain *and* the great strengths that exist around us. Although you are “insiders” in your larger community, you may also be “outsiders” to the specific issues of injustice or geographic locations included in your assessment.

Remember to allow both experts *and* community residents to share their perspective, knowledge and experiences with you. This gift—giving others the chance to share and teach—is a ministry in and of itself! Many people have been struggling for years to combat complex issues of injustice in our communities; providing an encouraging and listening ear can help them feel appreciated and cared for, and can open doors to new relationships for your church.

Look for Strengths, Resources and Partnership Possibilities

Often, we look at an issue of injustice or a struggling community and we only see the complexity, needs, gaps, challenges and risks. This makes it easy to objectify the people we hope to serve, stereotype communities or people groups in a negative manner, assume our group is the only one trying to solve the problems, or become overwhelmed by the obstacles and needs.

To mitigate this tendency, keep in mind throughout your assessment that each community and people group also has many strengths, resources, experts and moments of success! Incorporating this *strengths-based perspective* into your assessment will allow your team to see the complete picture, identify assets, appreciate the beauty and power of the people and community you hope to serve, and will keep you humble as you determine possible areas of ministry for your church.

Don’t Become Overwhelmed! Scale the Assessment to Fit Your Situation

It would be easy to become overwhelmed by the many details and Steps included in this Community Justice Assessment tool. Remember that this assessment can be tai-

3 See Micah 6:8, Isaiah 1:17

lored to fit your team's size, timeline, needs and situation. Before beginning your assessment, it may be helpful for the team leader (or the whole team) to read through the entire manual and determine what the team will be able to accomplish within your timeline and abilities. You can then tailor each Step to fit your needs.

This tool is a guide—teams with no experience conducting assessments may want to follow every exercise and suggestion, while experienced teams may tailor each Step to their level. Likewise, teams that want to conduct an intensive, year-long assessment will delve deeply into every exercise and thoroughly answer every research question, while teams with a time constraint will maintain a narrow focus and limit their scope of research and data collection.

If you feel overwhelmed by the magnitude of the project, be encouraged by the many examples in Scripture of God empowering his people. He often presented seemingly overwhelming tasks to people who looked first at their limitations and wondered if they could succeed. Remember Moses being asked to rescue millions of people from Egypt? Or Jeremiah being asked to speak truth to the nation of Judah? Or the disciples who were asked to feed over 5,000 people with only five loaves and two fish? Or Mary being asked to nurture the coming Christ? God responded by reminding them that he will provide for them if they trust him. Over and over, God provided and often multiplied what each person originally thought was possible. As a team, trust that although this task may seem overwhelming, if you offer God the skills and gifts you have (your “loaves and fishes”), take steps of faith to diligently carry out your assessment process, and stay connected to him through prayer, he will provide and take responsibility for the miracles!

Stay Organized and Strategic

You will collect a massive amount of information throughout your Community Justice Assessment. It is *crucial* that team members understand their roles, how to record information, and how to consolidate all information collected into an organized and common format and location. This manual will provide tips and ideas for organizing your team and data, but, think creatively about the organization strategies that best fit your team.

Ensure Your Church is a Safe Place for the Oppressed

As your church begins to research local issues of injustice, the people you meet may assume your church is a safe place for the abused and oppressed. They may ask what protections and ministries your church has in place, or they may even seek out your church as a place to go for help before your assessment is completed. Before starting, or as a component of your assessment process, you should ask your team and church leadership these key questions:

- How will we respond if current victims of abuse ask us for help while we are still conducting our assessment?
- How will we respond if survivors of abuse—either those outside of the church, or members of our church—come forward and ask us for assistance to help them heal?
- What resources and partnerships do we currently have in place to contrib-



Look over the ‘Special Tips for Using this Tool’ throughout conducting the assessment. The tips are a good ‘getting back to basics’ reminder.

—The Richmond Justice Initiative & Gray Haven Project Team

ute to the rescue and aftercare of those suffering from violence?

- Are our pastors, ministry leaders and volunteers trained, prepared and equipped to accept and minister to survivors of violence, perpetrators of violence, the poor, the homeless, those who speak English as a second language and others?
- Do we have access to experts in therapeutic trauma care, law enforcement and other key areas in order to provide quality referrals, training, resources and responses to questions or needs that may arise? Are these experts members of the church body or do we need to develop partnerships with other ministries?
- How can our church leaders and volunteers develop helpful resources and competency to become effective ministers when our assessment is complete? How can we become effective lay-caregivers for violence survivors?
- Do we need to incorporate a training and preparation plan into our assessment timeline to equip our church body to respond after the assessment is completed? Should we research best practices, or ask an expert for assistance in designing this plan?

How to Make Rescue Happen *While* Conducting this Assessment

Your church is mostly likely utilizing this Community Justice Assessment tool because you are passionate about God's call to the church to seek justice, both in your local community and around the world. It takes a strategic, wise and purposeful church to conduct a thorough assessment to ensure your local justice ministry is effective and carried out in partnership and love—while all of your passionate and protective instincts are probably telling you to jump in and seek rescue *right now!*

It's possible to seek justice and ensure rescue happen around the world while you are taking the time to conduct this assessment. Be a witness to your congregation and community that investing the “treasure” of the church in justice reflects God's heart, his priority for the church and is an essential part of the great commission.

Although injustice and violence are serious issues in our local communities, violence in the developing world is carried out on an even more massive scale. Sixty percent of the world—more than four billion people—live outside the protection of the law and have no one to turn to when they experience violence: public justice systems are broken and do not respond to cries for help; social service systems are non-existent or under-trained and under-staffed; the media often does not act as a defender of the poor and a trumpet for the rights of the oppressed; and the government does not make protecting its people a priority.

This is why we hope you will begin or continue to invest in IJM's justice work in the developing world, even as you engage in your local community's critical justice issues. Your investment in this global work of justice will yield high returns and help your church become more connected to the global realities of injustice, as well as the miracles God is doing around the world.

IJM has several ways you can ensure victim rescue and aftercare, perpetrator accountability and structural transformation of broken public justice systems take place around the world every day.

IJM's *Justice Church* Program

By becoming an IJM Justice Church, churches can connect with IJM's work in the field, as well as proclaim to their communities that they are following God's heart and command to seek justice. Justice Churches financially support IJM and are engaged in biblical study, prayer, advocacy and local or international justice ministry. Justice Churches can choose where to direct their financial support to become more connected to, knowledgeable of and prayerful about IJM's field work. IJM Church Mobilization staff are also available to encourage your church; provide the congregation with training, resources, stories of rescue and ideas to broaden engagement; and help design partnership opportunities. Learn more: www.IJM.org/justicechurches.

IJM staff are also available to speak at Sunday Church services, conferences, high school and college campuses, and other events. You can request a speaker through the IJM website: www.IJM.org/resources/inviteaspeaker.

IJM's *Freedom Partner Program*

IJM Freedom Partners commit to making a gift of at least \$50 per month to IJM. You can use the regular updates this giving program provides to better understand the impact of your gift, pray more specifically for those suffering as well as IJM staff around the world, and increase your expertise in the issues of injustice and areas of the world in which you are engaged. IJM's Freedom Partner program is described here: www.IJM.org/freedompartner.

IJM's *Prayer Partner Program*

Becoming a Prayer Partner can help you pray more specifically and deeply for IJM's investigations, trials and aftercare needs, as well as for our staff and the people we serve around the world. Praying regularly for this work can also expand the hearts and eyes of church members to issues of injustice around the world and the power of prayer! You can sign up to be a Prayer Partner here: www.IJM.org/getinvolved/prayer-partners.

IJM's *Global Prayer Gathering*

Every spring, more than 1000 people gather in Washington, D.C. to meet IJM's global staff, worship together and pray for the work of justice around the world during IJM's annual Global Prayer Gathering. Consider joining us for this powerful experience of seeking justice through prayer.



The Journey of One Justice Church

When 1:21 Community Church in Grapevine, Texas rediscovered God's clear call in Amos for the church to seek justice and rescue the oppressed, they created the Amos Team—a justice learning community made up of 30 members divided into five teams. They spent almost 18 months researching global issues of injustice and conducting a Community Justice Assessment. They assessed their congregation's gifts, abilities and ministries to determine how to incorporate biblical justice into the church's discipleship life and existing compassion and evangelistic programs. They conducted their assessment slowly but with purpose, rooted in prayer and biblical study, involved church small groups in prayer support.

With knowledge from their global research and Community Justice Assessment, they created new justice ministries to address oppression in Grapevine by partnering with a local school system, and issues of oppression in Cambodia by partnering with IJM and Agape International Missions (an organization providing loving aftercare to survivors of sex trafficking in Cambodia).

Step 1

Where Two or More are Gathered *Create a Strong Assessment Team*

Just as Jesus sent his disciples out into the world in pairs for support, encouragement, protection and accountability, he also gives us the gift of partnership in ministry. Building a strong Community Justice Assessment (CJA) team to explore issues of violent oppression will provide support throughout the journey. Your church or ministry group may also want to build a partnership with other churches or ministries to conduct the assessment. Partnership with other communities of believers can help build resources, additional volunteers, a more diverse perspective, more community investment and greater possibilities for a unified response after the assessment is completed.

Who Should Join a CJA team?

Each CJA team will be different—some teams will include close friends from within one church or ministry community, while others will be relative strangers joined from multiple communities. Regardless, the CJA team leader should exercise wisdom in selecting team members and set expectations or standards for those who join the CJA team. Basic expectations for team members may include:

- A growing Christian faith rooted in prayer and scripture¹
- A foundation of prayer and knowledge about God's call to justice and the oppressed and the biblical foundation for justice ministry
- An interest in seeing the church be God's hands and heart to those suffering from injustice
- A willingness to be respectful towards and accountable to the other team members
- A humble desire to learn from residents and experts in the community
- An understanding of the Community Justice Assessment process and what will be expected of them
- A commitment to uphold confidentiality, cultural sensitivity, respect and humility when interacting with members of the community²

A CJA team should typically have a minimum of four members and a maximum

¹ Community coalitions or emerging non-profits may utilize this Community Justice Assessment tool as they begin their local ministries. Some of these groups may include members who do not come from a faith-based perspective. In that case, the team leader(s) can determine whether to alter some of the standards for team participants listed above, and decide how to utilize the suggestions for prayer, biblical study, and spiritual self-care suggestions included in other parts of this assessment.

² If this is a concern, team leaders can work with pastoral leadership to create a written guideline of expected behaviors regarding how team members should represent the church to the community throughout the assessment. Guidelines might include: basic advice regarding professional dress and communication; how to convey humility, respect and cultural sensitivity in conversations; and how to talk about the church and the CJA vision/mission with others. Team leaders may also utilize other exercises to help team members increase their professionalism, self-awareness and cultural sensitivity.

of 20 members. Some teams may want to require an application process, while other teams may accept anyone who wants to take part. **As your assessment team grows, it is necessary to institute strong leadership, clear roles and structure, and good communication to ensure an efficient and effective assessment process.** More information on team structure and roles is provided in *Step 4*.



“Teams enthusiastic for engagement with local justice missions need to do so with a clear commitment to thoroughly undertake the work, undergird it with prayer, and follow hard after where it leads. This is not a small endeavor, both in the collection of data, and the call to action. To engage with others, share a vision with members of your church and community, but then fail to respond with grace, passion and wisdom, can do more to perpetrate injustice than to address it.”

—Willowdale Chapel

Getting Started—Recommendations for Team Leaders

- To introduce the opportunity, consider holding an informational meeting about the CJA project and what will be required of team members.
- Before any meetings with the team, read through this CJA tool and make decisions on key sections such as recruiting team members, working with church leadership, confidentiality and commitment standards, incorporating prayer and devotions, etc. Of course, this process could also be conducted with the whole team working through each decision together within each Step, but the leader may want to review these options before opening up discussion with the group.
- At any informational meetings as well as at your team's first meeting, discuss the Introduction section to ensure all team members understand the concept of a Community Justice Assessment, the church's or group's purpose for conducting the CJA, and how the church partners with IJM, if applicable.
- Ask each team member to read through this CJA manual before attending the first meeting.

Elements of a Successful CJA team

While every CJA team will look different, there are some common elements most successful teams share:

Church Leadership Support

If your CJA team is initiating this justice assessment apart from church leadership, there is significant value in obtaining their approval and investment. This will ensure you receive their guidance and wisdom, helpful resources, access to professional networks, and long-term investment in using this assessment process to build an effective and sustainable ministry that is an integral part of the church.

A Strong Biblical and Social Foundation

Team leaders should assess whether the team understands the biblical foundation of God's love for the oppressed and his call to the church to seek justice. This foundation will provide the team with an understanding of why the church is conducting the assessment, how the assessment is connected to God's Word and heart, how to talk with other church leaders and members about the purpose and relevance of the assessment, and how to incorporate prayer and biblical study into the assessment. To help establish biblical foundation, the team leader may recommend team members conduct their own biblical study, or read a book on this topic such as IJM President

Gary Haugen's *Good News About Injustice* or *Just Courage*, both of which have study guides included. These books are also useful for developing a basic understanding of some major forms of injustice and the dynamics of oppression. (See Appendix B for more book resources.)

Safeguards for Participation

CJA teams must implement certain safeguards for the health of the team and for the protection of those whom you will serve and interact with during your research. Team leaders should be sensitive to the fact that many people are drawn to justice ministry based on their own personal experience of violence, abuse or sexual brokenness. To ensure survivors of violence are well cared for throughout the assessment process, leaders should employ the tips provided in *Step 3: Establishing Self & Team Care Guidelines*.

It is strongly recommended that any individual who has ever engaged in criminal sexual activity, abuse of a minor, or other significant sexually-based crimes should not be allowed to directly interact with victims or children throughout the assessment.

If your team determines to research an area of violent oppression related to sexual exploitation (you will determine your focus area in Step 5), it is strongly recommended that anyone on the team with past or current struggles with sexual addiction, pornography addiction, or use of prostitution have an accountability partner on the team with whom he or she can share reactions, needs and prayer requests.

CJA team leaders may feel that some survivors of violence, or those with past sexual addictions, may not be ready to join the assessment team, particularly if your team is assessing forms of injustice related to these areas. This determination should be made through honest, open discussion with potential members. Options for continued growth and healing should be provided to individual(s) who are not yet ready to join the assessment team. If the team leader feels comfortable and capable, he or she can offer to have a discussion with the concerned team members(s) about their current place of healing or addiction, their motivations for joining the research team, any activities or situations that may be disruptive to the individual's healing process (and therefore should not be a part of this individual's tasks on the research team) key boundaries the individual should put into place throughout the assessment and whether participation in a Community Justice Assessment is appropriate at their current stage of healing.

If the team leader feels unable to discuss these concerns with team members, the leader should bring in an expert (church leader, counselor, etc.) who can talk with the team as a group or with individual members about the concerns. For example, one CJA team focused on sex trafficking had a Christian counselor on church staff who was able to discuss these concerns with the group, as well as the self- and team-care guidelines shared in Step 3 of this manual with the group. The counselor also met one-on-one with several members of the team who were survivors of sexual violence and had experienced sexual addictions in the past, in order to assess their fitness to join the team and help them establish healthy boundaries and self-care strategies during the assessment. You may need to revisit these issues once your team selects the area of injustice you will be researching in Step 5.

Strong Commitment

The CJA team leader should ensure church leaders and the assessment team understand the full scope of the Community Justice Assessment and are strongly committed to carrying out the assessment from start to finish. The team should think together about the time each member can commit to the assessment, taking into account the time of year and availability of each individual.

Diverse Participation

Bring together a diverse group to invest every population of the church in this ministry. Including people with a wide variety of experiences, perspectives, knowledge and gifts will guarantee more thorough and thoughtful input during every stage of the assessment. Invite people of different ages, ethnicities, language abilities, economic backgrounds, professional fields and life experiences. ***The more limited your assessment team is, the more limited your network and perspective will be.*** Do not assume that because this is a justice assessment you should only include lawyers or adults.

EXERCISE: Diversity Assessment

At your first meeting together as a team, take time to conduct a diversity assessment. Answer the following questions in small groups or together as a team:

- Are men and women on the team?
- Does your team include a variety of skills, interests, community connections and professional backgrounds?
- Does the ethnic and linguistic make-up of your team represent your community? Would adding members to your team who speak languages other than English help you learn more and build deeper relationships with specific organizations or people in your community during the assessment?
- Do team members have a variety of different work schedules—for example, could some team members conduct interviews and do research during business hours or does everyone work 8:00-5:00 during the weekdays?
- Are youth from the church represented?
- Do you have a diverse enough team to ensure a successful assessment?
- Other questions?

If your team would like to expand the diversity of the group, think through strategies to recruit additional members for the team. Some ideas are:

- Approach church small groups, college groups or high school groups to share about the assessment and the need for committed members who bring specific skills or qualities. Ensure those approached understand the magnitude of the project and commitment needed.
- Approach church leadership and ask for recommendations.
- Make an announcement at Sunday morning services. *Note: This technique could also result in a flood of interest from people who are not able to follow through with the amount of commitment you need for the team. If you do make a large-group announcement, be sure to explain the seriousness of the project and the commitment needed.*



“Our team consisted of all females, and we realized that having males as part of the team would have brought additional talents and perspectives. CJA Teams could find ways to recruit a more diverse group of church members that they may never have thought would want to be part of the team. In doing so, teams might be surprised by those who are interested in helping!”

—Calvary Chapel Delaware County

Community Justice Assessment

Appropriate Confidentiality

Team members should discuss issues of confidentiality before starting the assessment. During the assessment process, your team may interview government officials, staff or survivors of violence who ask the team to abide by specific confidentiality guidelines. Church or team leaders may also want to institute confidentiality guidelines and share these with their interviewees. Sample confidentiality guidelines include:

- Information collected will not be posted on the Internet until the assessment and Final Report are completed and approved by leadership.
- Team members will not speak disparagingly (publically or privately) about any ministry, agency or person with whom they meet during the assessment.
- If interviewees want to remain anonymous, the team will abide by their wishes.

EXERCISE: Letter of Commitment and Confidentiality

The team leader may ask team members to fill out a Letter of Commitment and Confidentiality as a deeper step of awareness and commitment. The leader can design this letter to suit the specific needs and guidelines of the church and/or team.

Step 2

Firm Foundations

Set Timelines, Communication and Organizational Structure

Establish a Timeline

How long will your assessment last? What tasks need to be completed when? Establish a realistic timeline based on your church leadership's expectations, the number of people on your team, the number of hours each person can devote to the assessment and your financial and time resources.

Because most teams are still determining key issues of injustice to focus on at this point, you may want to establish a general timeline based on team members' availability (and guidelines set up by church leadership if applicable), and then wait until you have completed all the exercises in Step 5 to set a final timeline.

Some sample timelines include:

Four-month Timeline

- 3 weeks (3-4 meetings): Form the team, hold introductory planning meetings, discuss the Introduction, and conduct Step 1, Step 2 and Step 3.
- 1 week (1 meeting): Conduct Step 4
- 1-2 weeks (1-2 meetings): Conduct Step 5
- 2-3 weeks (1-3 meetings): Conduct Step 6
- 4-6 weeks (1-6 meetings): Conduct Step 7
- 1-2 weeks (0-1 meetings): Conduct Step 8
- 1-2 weeks (1-2 meetings or presentations): Conduct Step 9

Nine-month Timeline

- 6 weeks (3 to 4 meetings): Form and build trust within the team, hold first planning meetings, discuss the Introduction, and conduct Step 1.
- 2 weeks (1-2 meetings): Conduct Step 2
- 2-3 weeks (2 meetings): Conduct Step 3
- 1 week (1 meeting): Conduct Step 4
- 3 weeks (1-2 meetings): Conduct Step 5
- 4 weeks (2-3 meetings): Conduct Step 6
- 6-8 weeks (3-6 meetings): Conduct Step 7
- 2-3 weeks (1-2 meetings): Conduct Step 8
- 2-4 weeks (2-4 meetings or presentations): Conduct Step 9

Determine Communication Methods

As a team, determine how you will communicate with one another throughout the assessment. Will you meet in person, talk by phone, e-mail, set up a Facebook or Google Groups page, text, etc.? Your methods may change depending on the activities involved in each Step.

Plan Team Meetings

The CJA team should meet regularly as one team throughout the assessment for encouragement, information sharing, task-reviewing and task-setting. The meeting schedule can be determined by your team based on the complete assessment timeline and the availability of your team members. Some Steps can be completed within one meeting, while others will require several meetings to complete.

If team members do not know one another well, allow time during initial meetings for the team to build trust by getting to know one another and motivations for joining the CJA team.

Design Organizational Tools for Data Collection

Your CJA team will collect vast amounts of information throughout this assessment. It could become very easy to verbally conduct the exercises in each Step, but then lose key information or create confusion and frustration within the team due to a lack of organization.¹

EXERCISE: Organizing Data Brainstorm

Discuss with your team how you will record, organize and save the information you collect as you thoroughly assess issues of injustice by talking through the following questions:

- How will you **record** the information? Will each person generate individual reports on their assigned research or will they write in a common report everyone shares? Will the reports be hand-written, produced in computer programs like Word or Excel, and/or video or audio-taped? Will you create a generic form for each person to fill out when they do research or conduct an interview, or can each person design their own format? Will you create a standard Excel spreadsheet to organize your contacts (individuals, organizations and websites)? Who will fill and maintain this document?
- How will you **organize** all the information you collect? Will you have one person be responsible for collecting, organizing, and saving all documents? Will you have everyone label their documents in a uniform, agreed upon format?
- How will you **save** the research, information and/or documents generated throughout the assessment? Will one person save all documents on their

¹ **Note:** It will be impossible to create a specific, appropriate and final method of organizing all your data in this Step because your team has not yet conducted Steps 4 (Assign Roles), Step 5 (Set goals, issues, and focus areas), and Step 6 (Gather your data sources). However, it is very important that your team start discussing a general format and standards for organizing data.

computer, or will the documents be saved in a group site such as a church shared drive or within a Google Group? How will you keep the information confidential but team-accessible?

Gather Resources

Think through the resources your team will need to conduct a thorough assessment of an issue of injustice. Work with your church leadership and one another to identify the supplies, transportation, contacts, computers, finances, authority approval, time and other resources your CJA team will need to successfully and efficiently accomplish the assessment.

EXERCISE: Resources Brainstorm

Use these questions to determine the resources you will need for the CJA process — answering either as a full group, or breaking down into smaller teams to discuss. Once you have assembled a list of needed resources, determine how you will access them.

- How will your team communicate and meet during the assessment (in person, conference calls, through e-mail)? Does your team have enough phones, transportation options, computers, e-mail addresses, etc. to ensure you can meet in the chosen format?
- Where will your team meet during the assessment (at private homes, at the church, at coffee shops)? Do you need to reserve meeting spaces, or ensure the homes or coffee shops have enough space for your team?
- Will your chosen meeting spaces fit the style of the meetings (de-briefing meetings will require more privacy, while research-oriented meetings may require tabletop space for computers and writing)?
- What resources will you need to accomplish the assessment (computers, note-pads, white boards, markers, Internet access, organizational programs such as Excel, memberships to websites, etc.)? Who will purchase and store these supplies?
- What kind of time commitment do you expect from each CJA team member? Do members have the resource of time to devote to the project?

Step 3

Go with God

Establish Self & Team Care Guidelines

“With prayer and heartfelt conversation about the content in Step 3, our group members felt empowered and inspired to proceed with the Assessment. Our team leader always emphasized that she was thankful to us for being a part of this ‘journey.’ Delving into dismal topics and researching injustice can be disheartening. Therefore, describing the process as a journey—and reminding ourselves of our hope and our purpose—helped us remember that we, as a team, are doing what we can to help our community.”

—Calvary Chapel Delaware County

While God clearly calls us to be light in dark places (Matthew 5:14-16), to go to where people are hurting (Luke 10:35-37), to live courageously (2 Timothy 1:7; 1 Peter 3:14), and to minister to the oppressed (Isaiah 1:17), the Bible also gives us clear guidance on how to minister as healed, grace-filled, “child-like” followers of Christ. God reminds us that we are never to walk into darkness alone. We are to go with him ahead, beside, around and behind us. His truth—his Word—should provide guidance, comfort and protection to your team.

There is an emotional, spiritual and possibly even physical risk to entering into the reality of injustice, especially for the untrained and unprepared. Some church leaders have not prepared their congregants well for witnessing and ministering to those experiencing oppression or violence. Before joining a CJA team, members may have never directly experienced, seriously examined, or personally interacted with survivors of violence, while other members of the CJA team may themselves be survivors of injustice and abuse.

While uncovering new information about injustice in your community during the CJA process, team members may experience new or uncomfortable reactions. Some of these reactions may include shock, sadness, fear, anxiety, anger, paranoia, physical pain, sleep disturbances (nightmares, inability to sleep, etc.), withdrawal, intrusive thoughts or images, sexualized thoughts or images, changing worldviews, changing perspectives of God, triggers of past abuse or addictions and more. **Many of these reactions are healthy and a part of the process of discovering the reality of injustice, God’s great passion for the oppressed, and his call on our lives to seek justice.** However, these reactions can become unhealthy if they are ignored, dismissed with unhelpful platitudes, or if people who have these reactions are made to feel that their experience is abnormal, unhealthy, or a sign that they should immediately leave the CJA process. Rather, these reactions should be shared as part of the preparation process, incorporated into the group debriefing and accountability partner process, discussed in light of God’s word and truth, and, if they become overwhelming or intrusive, should be, discussed with a trained counselor or therapist.

Church and CJA team leaders should not be afraid of such reactions, nor should they keep us from entering into justice ministry. A healthy CJA process can be a powerful opportunity to ensure continued healing for survivors in our own church body and ministry teams, and to help people learn how to minister to the oppressed in a healthy and healing way.

Strategies for Team- and Self-Care in the CJA Process

Incorporate Team-Care into Team Meetings

Teams can incorporate team- and self-care into the assessment process in different ways. The team should determine the method that best fits their style, comfort level, leadership abilities and timeline. Some ideas for incorporating team-care into your assessment include:

- Designate specific meetings just for team-care, de-briefing, sharing/reflection and prayer.
 - This method is helpful for large teams that find it difficult to fit all of their technical planning and the team-care into one team meeting.
 - This method can work well if the leader plans periodic meetings just for team-care and ensures the team members understand how to implement their self-care, accountability support (*see below*), prayer and devotions between these special meetings
 - Start each meeting with a time of de-briefing, encouragement and prayer.
 - One person (either the team leader, the prayer/devotions coordinator, or each member on rotation) could start the meetings with a time of biblical reflection (devotional).
 - Team members can then briefly share their emotional and/or spiritual reactions to the information gathered and work conducted since the previous meeting. This can be done as one group, or the team may break into smaller groups if this enables more sharing and encouragement.

The team leader should be clear that team-care time is meant for members to share their more personal reactions to the process and information gathered, as opposed to conduct technical work and information reporting. **However, this time should not be used as a therapy session**—the time is meant for general debriefing, normalizing the reactions of the team members, and encouragement of one another. If a team member needs deeper psychological debriefing or processing, that should be done with a trained professional outside of the CJA team meetings.

Questions asked during the sharing time of the team meetings could include:¹

- How did it feel to do your tasks this past month/week?
- How did you react to the information you gathered?
- How do you see God differently after what you learned?

¹ Throughout the assessment process, CJA team members are also encouraged to self-assess their psychological and spiritual health. These questions may be too private or intensive for the group team meetings, but individual members might want to think through these questions in their personal reflective and prayer times. If individual team members notice any severe or repetitive dreams, fears, paranoia or anxiety during the assessment process, the team member should seek more professional mental health care to process these responses. These reactions can be easily managed and worked through, so don't fear asking for help! Questions for personal reflection include:

- Have you had any upsetting, disturbing or repetitive dreams about what you are learning?
- Have you had any physical reactions you think might be connected to how you are feeling about the information gathered in the assessment, such as stomach pain, headaches, panic or anxiety attacks or sleep disturbances?
- Have any past experiences with violence or sexual addiction been brought up again? In a new or different way?
- Are you experiencing any changes in your worldview, personal relationships or relationship with God that feels upsetting or too intensive for you to handle on your own?

- How did you see God present this month/week?
- Do you feel more or less safe after what you learned?
- How has this changed your perspective as a mother, father, or spouse?
- What do you need to remind you of truth, safety, reality or hope?

Assign Pairs/Accountability Partners

On large CJA teams, accountability partners can provide support, prayer, encouragement, protection and accountability to one another throughout the assessment process. These pairs should be able to trust and feel safe with one another.

Maintain Healthy Personal Boundaries

Team leaders should affirm the importance of setting boundaries to help protect team members' minds and hearts while also allowing them to effectively serve those suffering from violence.

Guidelines for instituting healthy boundaries into the assessment:

- The CJA should not consume the physical or psychological life of team members. Each member should set boundaries on how much time he or she will spend conducting and thinking about the assessment as well as the issues of violence and injustice.
 - Strategies to build healthy boundaries may include limiting reading about disturbing forms of injustice to a specific number of hours per day; choosing not to read such material right before going to bed; conducting a Bible study on God's protection, love and power to be reminded of truth; and talking with a CJA team accountability partner, spouse or small group once a week about reactions to the research.
- While the information may not need to be shared with the entire CJA team, each team member should understand his or her own personal history with violence, sexual addictions, power and control, fear and anxiety.
 - Team members should anticipate whether any past issues of abuse or addiction might be triggered by the assessment, and decide whether or not to talk with someone about their concerns or their need for an accountability or support partner.
- Identify specific activities or roles that may "trigger" (stimulate or reignite) feelings or reactions towards past experiences of abuse or addiction and establish healthy boundaries before accepting tasks or roles.
 - For example, on a CJA team researching labor and sex trafficking in the community, a member realizes that his past battle with pornography addiction might be triggered—or he might experience struggles—if he chooses to join the CJA sub-team specifically assessing commercial sexual exploitation. He establishes boundaries by deciding to join the sub-team researching labor trafficking, as well as talk with someone on the pastoral team to ensure he has worked through past addiction issues and is at a healthy place.

Pursue Protection through Prayer and Biblical Truth

Prayer and Bible study are two of our most powerful tools - make them a part of your day throughout the assessment.

Individual Strategies:

- Pray with and for your accountability partner or other team members.
- Maintain a consistent devotional life—know God’s word and his promises of joy, power, protection, love, healing and comfort.
- Remind yourself of key truths by choosing one or two key verses to daily pray through or to share at team meetings.

Team Strategies:

- Pray together as a CJA team during regular meetings.
- The devotional/prayer coordinator can compile a list of verses for the team about God’s power, comfort, healing, truth, justice and righteousness—as well as verses about anger, bitterness, evil and injustice/oppression.
- One person on the team can volunteer to send a weekly e-mail to the team with words of encouragement, a bible verse and reminders of God’s truth, presence and power.
- Ask another group of people—family, their small groups, pastors, or others—to faithfully pray for the CJA team throughout the assessment.

For CJA Team Leaders: Leading by Example

It is helpful if the CJA team leader understands and is able to identify the basic dynamics of stress and secondary trauma, especially if leading a CJA team focused on sexual violence or trafficking.² The team leader should acknowledge that difficult reactions exist, that the team will work through them together, and that if a team member would like additional counseling, he or she can access help. The leader should encourage team members to maintain healthy boundaries, a biblical foundation and consistent prayer, along with accountable relationships with one another throughout the assessment.

The team leader should also feel supported through the CJA process. If the team cannot provide support, the leader may ask one of the church pastoral or counseling staff to provide debriefing, guidance or mentoring to him/her throughout the CJA process.

² If a team leader does not feel capable assessing and responding to the emotional, psychological, or spiritual reactions of team members, the team leader should talk with one of the pastoral or church counseling staff about whether they can provide insight or assistance. While not every team will experience significant reactions from conducting the assessment, the team leader will want to be aware that this is possible, especially in teams researching sexual violence and exploitation. At a minimum, the team leader should have the team read through and discuss this Step of the manual together, gather ideas from the team about how to incorporate basic debriefing and devotionals/prayer, and consider forming accountability partners if the team knows and feels comfortable with one another.

Step 4

According to Your Gifts *Determine Roles of Team Members*

“Step 4 is very helpful in getting to know each team member and the unique set of skills each brings to the group. [The exercises] helped to grow a sense of group cohesion and mutual respect for one another. We had a great variety of participants from a state trooper, a bilingual businessman, a teacher, a social worker, moms, passionate justice advocates and more. I appreciated how brainstorming the types of situations we could find ourselves in allowed people to communicate where they felt comfortable...and also where they would prefer not to be.”

—Willowdale Chapel

Note: Many CJA teams find it helpful to think through roles and processes before diving in and selecting their CJA focus. However, if your team finds the exercises in Step 4 difficult to complete at this time, you may want to conduct Step 5 first and then return to Step 4.

Conducting a thorough assessment of your community's justice needs will require members of your group to carry out specific tasks and serve various roles. Individual and group tasks will likely include:

- Leading CJA team debriefing, prayer times and devotionals
- Identifying key contacts and agencies from or about whom you want to learn
- Collecting contact information for each of these contacts and agencies
- Calling contacts to conduct phone interviews
- Meeting with contacts to conduct interviews
- Conducting Internet-based research
- Gathering information by physically spending time in communities
- Conducting focus groups or community forums
- Translating
- Maintaining thorough written records of all contacts, agencies, contact information, information gathered, community strengths and resources, gaps in services and more
- Compiling a Final Report
- Conducting a presentation of the findings to church leadership and/or community stakeholders

Assigning specific roles to team members will ensure communication and responsibilities are clear to all members, information is appropriately collected throughout the process, and team members are not confused or overwhelmed. Individual team members may have several roles. Some possible roles include:

- Team leader (if not already determined)
- Devotional/prayer/team-care coordinator
- Resource gatherer/manager
- Internet researcher(s)
- Telephone and/or in-person meeting researcher(s)
- Survey or Focus Group researcher(s)
- Translator(s)
- Data collection organizer(s)
- Final Report writer(s) and presenter(s)

These tasks and roles will draw upon a variety of skills, abilities and passions. So,

before getting started with the research phase of your Community Justice Assessment, take time to set clear roles and responsibilities within your CJA team. The exercises in this Step will equip you in this process—and you may revisit these roles when you reach Step 7.

Exercises to Identify Interests and Skills

EXERCISE: Activity and Situation Brainstorm

1. As a group, brainstorm situations you might find yourselves in during the assessment process. Have someone write down all the different possibilities on a whiteboard.¹
2. Have each member of the team spend 15 minutes silently writing down the assessment situations that most interest them.
3. Have each person share with the group what they wrote down. A recorder may also want to write these down under each team member's name.
4. Team members may also discuss which situations they would not like to be involved with and why.
5. If there are certain situations or activities in which no team members see themselves participating, team members should discuss whether they would be willing to take on experiences or tasks that are new to them, or whether the team needs to recruit new members who would be able to engage in those activities.

EXERCISE: Interests and Skills Identification

1. As a group, brainstorm the talents, skills, gifts, professional backgrounds, etc. that may be useful for assessing your community's justice needs, considering both tactical skills and spiritual strengths. Have someone write down all the suggestions on a whiteboard.²
2. Have each team member spend 15 minutes silently writing down which talents, gifts, skills, professional backgrounds, etc. they can offer to the assessment process.
3. Have each member share what they hope to contribute to the assessment process. It may be helpful for a recorder to also write these down under each team member's name.

Assign Roles and Responsibilities

After completing these two exercises, you should be ready to assign roles and responsibilities to members of your team.



“Each team will differ based on size, abilities, and focus, so the exercises provide a good basis for discovering the unique strengths of each team. However, teams may see a void in specific interests or skills. In that case, leaders should take each member's interests and abilities into account, but should also feel comfortable asking [and equipping] team members to take on responsibilities that may be new to them or not their first choice.”

*The Richmond Justice Initiative
& Gray Haven Project Team*

¹ These situations or activities might include: in-person interviews, phone interviews, meetings with high-profile law enforcement or legal professionals, walking through neighborhoods to learn more about life in that area, building relationships with community members, making blind-phone calls to contacts or organizations, doing internet research on facts and statistics, going on a police ride-along or writing up the assessment findings.

² These skills may include report-writing, data collection, phone-communication skills, in-person communication skills, cross-cultural communication skills, second-language abilities, note-taking, data collection, research competency, driving, vision-sharing/setting, mediation, survey development, a specific professional background or knowledge of a specific area of government or non-profit work, helpful social networks or connections, or spiritual gifts such as empathy, intuitiveness, prayer, confidence, courage and hospitality.

Community Justice Assessment

1. Acknowledge the vast array of gifts, skills and interests each person brings to the team. Use this awareness to establish a base of respect for one another and the unique contribution each person will bring to the team.
2. Determine if any natural leaders or sub-teams have developed, whether clear roles can be assigned, whether team members' gifts or skills complement one another, and how the networks and professional backgrounds of some members will be useful to the assessment.
3. Establish roles, create sub-teams if needed, and determine which team members will focus on specific areas or tasks of the assessment. Ensure each sub-team and/or individual takes time to understand and agree to their roles, responsibilities and reporting mechanisms. *Note: These sub-teams and tasks can be reviewed, honed, or changed as you determine your target issues, areas of concern, and data collection methods (in Sections 5, 6 & 7).*
4. Determine whether any key skills or backgrounds are missing from the team. If so, you may want to identify and recruit someone with those gifts to your CJA team.

Step 5

Get in Focus

Narrow Your Goals, Issues of Injustice, Geographic Focus Area and Research Components

Identify Your Key Issue(s) of Concern

You may have begun your CJA because you sensed God calling you to minister to a particular people group, in a particular area, or to victims of a certain type of injustice. Or, you may have a more general sense that God has called you to care for the oppressed, and you hope to use this assessment to determine where God is specifically calling your church or group to minister. Either way, it will be vital for your CJA team to determine specific issues or areas of concern for this study. Often, by choosing too large an area or too broad a category of needs, we make it impossible to conduct deep, thorough research, and are forced to content ourselves with incomplete information.

The issues you choose to assess will affect your timeline and your final ministry direction. If you set out to deeply study every possible type of injustice in your community through this assessment, you will likely *never* be able to finish the research process and move on to serving your community. However, if you begin with a very narrowly preconceived idea of who you want to help and what you believe they are suffering, you may miss issues that God is calling you to address. **Make it your goal to complete this Step by picking a specific people group OR specific geographic area OR specific form of abuse to focus your research on**—it's fine not to have all three figured out yet! At the end of your CJA, you may narrow this down further to a specific abuse or a specific group in a specific area.

The CJA team can conduct brainstorming exercises, have small-group and/or large-group discussions, and may need to conduct some basic initial research to decide upon your key issue(s) of concern. **You should also seek the input of your pastors or other church leaders who may not be on the CJA team, but have opinions or a vested interest in the focus of the CJA team.** Your team may want to take some time to pray through different forms of injustice. Allow God to speak to your group during this decision-making process. Sometimes, we are focused on a specific type of injustice because it is the one we hear about the most, but your church or group may be even better equipped to address a type of injustice that you have not yet considered.

Identify Your Focus

EXERCISE: CJA Focus Brainstorm

As a team, think about and discuss the priorities and goals of your church.

- Does your congregation or group have members, key skills, or interests that

Tip: Be sure to periodically re-assess your focus throughout the research/interview process to make sure you do not:

- Miss out on a key focus area.
- Waste time by focusing on too large an area after your research reveals that you can narrow your geographic focus.
- Dismiss a new key issue of injustice that was raised during your research but was not on your original focus list.
- Focus on too many issues of injustice while your research findings reveal that you can narrow your focus further.

naturally lead you to consider focusing on a specific geographic area, people group, or type of injustice within your community?¹

- Who is your church currently serving? Where do they live?
- Do you hope to deepen ministry within your existing service neighborhoods?
- Do you hope to start a new ministry in a new geographic area?
- Do you already have an idea of key issues of injustice occurring in your community? Where are they occurring?
- Do you hope to minister more effectively within the neighborhood in which your church is actually located?
- Is there an issue of injustice impacting your community that you've seen in local media?
- Are you aware of a specific population in your community that is victimized by a certain type of injustice? What is the group? What is the injustice?
- If you do have an idea where the injustice is occurring, what is this knowledge based on: fact, rumor, assumption or stereotypes? How do you know where this injustice is occurring?

Set Goals,² Objectives,³ Key Questions⁴ and Definitions

As you prepare to dive into the assessment process, it is critical to set your goals, objectives and key questions. These will help guide your CJA team through every step of the assessment. Knowing your goals, objectives and key questions will also provide guidance and boundaries when your team is exposed to many additional ideas, suggestions, issues and contacts during the active research done in Step 7. The exercises in this Step are designed to help you identify these key components.

EXERCISE: Goals, Objectives and Key Question Setting Brainstorm

Your group can conduct this exercise to help set your goals, objectives and key questions several different ways:

- The leader(s) can direct each individual or a smaller group of two or three people to process the questions on their own, share their ideas with the whole group, and then make final group decisions on each question.
- The whole group may choose to answer these questions together through team brainstorming and decision-making.

1 Issues of injustice that your church may be interested in assessing could include: rape; domestic violence; labor trafficking; sexual exploitation, including trafficking, forced prostitution, illegal exploitation of individuals within legalized areas of the sex industry; child abuse or neglect; elder abuse or neglect; police brutality; prison-based abuse (either by officials towards prisoners or prisoners against one another); illegal land/property seizures or land/property rights violations; illegal labor practices and torture. While IJM's expertise and the focus of this resource is on issues of violent oppression, you may also want to include issues of economic, health, migration or racial injustice, many of which will also intersect with violent oppression.

2 Goals are future expected outcomes or states – they focus on the ends rather than the means.

3 Objectives are clear, specific, measurable statements of action that will help you meet your goals.

4 These key questions do not necessarily include all of the specific, detailed questions that you will ask in your interviews during the research phase. These key questions are the primary questions your church or CJA team needs answered by the assessment in order to fully understand the issues of injustice in your community and determine possible next steps. These key questions will help you identify your goals and objectives, and control the scope of your research once you begin that part of the assessment.

- The leader(s) can conduct the brainstorm exercise (utilizing either method listed above) but then bring the top ideas to a core group of church leaders who will make the final decision on the goals, objectives and questions. This might be necessary if a team of church leaders commissioned the CJA and would like to set the larger vision and goals for the assessment, but are not actively involved in the CJA research process.

Answer these key questions:

- What do you hope to accomplish by conducting this CJA?
- What do you hope will be your end result after completing the CJA?
- What key information do you hope to gather at the end of the CJA?
- What is the goal(s) of your CJA?
- What are your objectives that will achieve your primary goal(s)?
- What key questions do you want answered in order to feel satisfied with the results of the CJA, understand the issues of injustice in your community, and determine next steps for your church or group?

EXERCISE: Define Key Concepts

It will be helpful for your CJA team to establish definitions of key concepts before beginning the research phase of your assessment. Your church leadership, other congregants, or those you meet in the community may ask you what you mean by “Community Justice Assessment” or even “injustice.”

In order to communicate your purpose and learning needs clearly with others and to help your team stay focused, you may want to define these (and any other) key words:

- Community Justice Assessment (*for assistance, see the Introduction section*)
- Injustice (At IJM, we define injustice as *when someone abuses their power over others to take from them the good things God intended for them to have—their life, liberty, dignity and the fruits of their love and labor*)
- Biblical Justice
- Any focus area of injustice you have determined as a focus at this point

To define these terms, your team may want to have a group discussion, individually write out your own definitions and then compare, or conduct a biblical study on how God describes justice and injustice before setting your definitions.⁵

Identify Major Research Components: A “Research Roadmap”

Before beginning your research phase (Step 7), your CJA team should have an overall picture of what you will look for—a “research roadmap”. **Knowing the big picture—what your team will include in your CJA Final Report—will provide guidance during the information-gathering and record-keeping process.**

A typical completed Community Justice Assessment Final Report should include the components below - see Step 8 for more details. Consider whether your team has



“Researching something of this magnitude is undoubtedly going to be confusing initially. Such a vast range of injustice issues and concerns exist. Team members cannot help but to develop individual passions and ideas for what the focus of the CJA Team should be. However, open discussion truly helps to focus such an immense picture into an attainable result. [By conducting these exercises,] our team members started to understand where the research could go and what the purpose was in moving forward.”

—Calvary Chapel Delaware County

⁵ *Good News About Injustice* (Haugen) may be a helpful resource for this.

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Tip: Your team should reassess your timeline to ensure it is realistic based on the information decided upon in this Step.

additional topics or components you would like to include in your Final Report.⁶

1. Purpose, goals, objectives and key questions of the Community Justice Assessment
2. Summary of the CJA team structure, assessment process and methods of data collection
3. Problem statement: the issue(s) of injustice
4. Description/history of your geographic focus area
5. Asset inventory: known community assets and resources
6. Known needs and gaps in services
7. Your church's assets for ministry
8. Possible areas of engagement/ministry
9. Possible partners with whom you could collaborate
10. Concerns/barriers/challenges/requirements regarding church engagement
11. Appendices with:
 - A list and brief description of all websites, individuals and agencies contacted with their contact information
 - Written transcripts of key interviews
 - A copy of any surveys administered or questions asked in focus groups or at community forums

At this point, your team should be able to complete Sections 1 and 2 of the Final Report. You may want to have the person assigned as the Final Report writer complete Sections 1 and 2 before moving on, so that your team can reference them throughout the rest of the assessment.

Tip: Throughout the rest of the assessment, your team may periodically want to review the original goal, objectives, guiding questions, key issues of injustice, geographic locations and timeline to see if they are still appropriate or if they should be adjusted based on new information gathered throughout the process.

⁶ Note on components 3-10 of the Final Report: These are highlighted in bold because they should be thoroughly researched and assessed during Steps 6 and 7. You should conduct enough research to be able to provide comprehensive information on each of these components in your final report. Components 1,2 and 11 will be written as summaries of your overall process within the Final Report.

Step 6

Map it Out

Gather a List of Data Sources

You've formed your CJA team, determined roles and decided on a focus for your assessment. Now, it's time to roll up your sleeves and dive in. To prepare for the new research you will undertake, it is important to first consider **what and whom** you already know.

In this Step, you will collect:

- detailed information on what and whom you already know
- a list of questions you still want answered based on the information you *don't* know
- a list of all agencies, individuals, and websites with whom you want to meet or from which you want to gather information

EXERCISE: Brainstorm - What You Already Know

Keeping in mind your assessment goals, key questions, primary research components, issues of injustice and geographic focus areas, gather a list of what you *already* know before conducting any additional research. This is important because:

1. You probably have a wealth of information and knowledge in your own CJA team that you didn't even realize. We know a lot about our own communities.
2. It will help you identify what you *don't* know. We often think we know more than we really do about our own communities.
3. It will reveal how much of the information we know is based on fact and what may be based on assumptions, opinion or stereotypes. This will help you determine which areas of knowledge you need to confirm with hard facts or further research.

As one team or in smaller groups, brainstorm and record:

1. What do you already know about *the issue(s)* on which you are focusing?¹

The Basics

- How does your team define this issue?
- Does it exist in your community?
- How prevalent is it in your community?
- Where does it exist in your community?
- Who does it affect in your community?

Tip: You will collect a vast amount of information in the exercises in this Step. Before you begin, return to the decisions your team made on how you will record, organize and save information collected in meetings. It could become very easy to verbally conduct the exercises and then lose key information or create confusion due to a lack of organization.

¹ The extensive list of questions within each exercise is provided to help you do the most in-depth preparation possible. If your team has schedule constraints, you may not be able to answer every question in this section.

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- Why does it affect this area and these people?
- Who are the perpetrators of the violence in your community?
- What global, national and local research has been done on this issue?
- What does the research say and how does it apply to your community?
- Is there an official definition for this issue created by a private-sector, government or U.N. agency?

Strengths and Resources

- What local, state and national laws address this issue?
- Which of these laws are understood and applied locally?
- What has been law enforcement's response to the issue in your community?
- What agencies, coalitions or leaders are already taking action against this issue?
- How is the faith community aware of or responding to this issue?
- Who are the power actors that could influence positive change?
- What positive movement or action exists in regards to this issue?
- What efforts to combat this issue have been unsuccessful and/or successful?
- What services or ministries are currently available to provide direct services to victims/survivors? What are these services? How do victims/survivors connect with these services? What are the barriers to victims/survivors receiving services?

Victims/Survivors

- Who are the victims of this issue of injustice?
- Are they reporting the crimes? Why or why not?
- Are they accessing or receiving services? Why or why not?
- Are they visible in the community, either as ones who suffer or as ones speaking out against the issue?
- How do victims/survivors respond to existing social services offered to them? What has been effective or ineffective?
- What strengths or resources do victims/survivors of this issue have that could be maximized or utilized for healing and advocacy?

Foundational Issues

- What are the barriers to eradicating this issue of injustice?
- Why has this issue of injustice been allowed to exist/flourish? Why has it not been confronted by leadership or the public?
- Why do people care or not care about this issue?

Perspectives and Stereotypes

- What stereotypes and judgments come to mind when I think about this issue?
- How might these stereotypes and judgments be harmful to or interfere with the CJA process?

What do we know about the information?

- How did you become aware of the information gathered during this brainstorm? How do you know it is true?
- How can you prove it or cite it?
- From what/whose perspective does it come?
- Was it based on fact, or on assumption, stereotypes or rumors?

Next Steps

- Does this exercise raise new questions for you? What are those questions?
- After conducting this exercise, what do you *not* know or understand about the issue(s)?
- Who or what agencies or individuals would be able to answer these questions and fill in gaps in information for you?

2. What do you know about *the geographic area(s) on which you are focusing?*

The Basics

What do you know about the:

- History
- Geographic boundaries
- People
- Leaders
- Faith communities
- Social services
- Demographics
- Economic realities
- Education levels and offerings
- Languages
- Struggles or concerns (of people within the community)
- Social and mental health services
- Legal services
- Law enforcement structure and response
- Violence types and rates
- Community participation
- Businesses
- Cultural associations
- Community development agencies
- Other opportunities, special programs, strengths or assets within the community?

Perspectives and Stereotypes

- What stereotypes and judgments come to mind when you think about this area?
- How is this geographic area viewed by the larger community?
- How might these stereotypes and judgments be harmful to or interfere



“Exploring our perspectives and stereotypes helped our team to reveal our assumptions about the geographic area of focus, and then members were able to challenge some of those assumptions... The revelation that injustice occurs everywhere both awakened the team to the reality of the need for a tool such as the CJA and also inspired the team’s desire to continue to research and fight injustice.”

—Calvary Chapel Delaware County

with the CJA process?

Example: Since area A is poorer, they must suffer from more violence than area B.

Example: Area A is very dangerous for us to go into. Area A has no resources and no one is doing any ministry there.

Strengths and Resources

- What is the power structure in this geographic area—who are the power actors (people who control the resources, decision-makers, informal or formal leaders, influencers in the community) and what type of power do they wield in this area?
- When positive change has occurred in this geographic area, who instigated and made the change happen and how did it happen?

What do we know about the information?

- How did you become aware of the information gathered during this brainstorm? How do you know it is true?
- How can you prove it or cite it?
- From what/whose perspective does it come?
- Was the research you already have conducted by a respected agency or group? Is it valid? Is it ethical, peer-reviewed, professional research? Is it anecdotal?

Next Steps

- Does this exercise raise new questions for you? What are those questions?
- After conducting this exercise, what do you *not* know or understand about the geographic area(s)?
- Who or what agencies or individuals would be able to answer these questions and fill in gaps in information for you?

3. What do you know about *your church or group's resources for and barriers to justice ministry*?

Your Sphere of Influence and Engagement

- In what local ministries is your church already engaged?
- In what neighborhoods is your church already engaged?
- In what international ministries and countries is your church already engaged?
- With what local agencies or groups does your church already partner?
- With what international agencies or groups does your church already partner? Do any of those international agencies have a local office to do local work?
- What is your church's reputation within your community? Within your geographic focus area?
- How does your church interact in your focus geographic area(s)?
- What connections does your church have within the community that would be helpful to starting or carrying out a justice ministry?

Your Experience, Skills and Resources

- Is your church known for any specific areas of expertise or experience?
- Has the church engaged in ministry related or similar to the issues of injustice focused on within this assessment? How has the church been involved?

Example: Your assessment focuses on treatment of inmates in a local prison. Your team notes that the church has participated in Prison Fellowship's Angel Tree program, has several members with incarcerated relatives, and has a few members involved in a prison-based mentorship program.

- What professional or creative skills exist within the church body that would be helpful to justice ministry?

Example: Your church does have lawyers, social workers and police in the church body, but you also have hair stylists, cooks, Pilates instructors and artists. These creative skills are all very helpful in aftercare for abuse survivors. Do not rule them out because they do not neatly fit into preconceived ideas about which skills are valuable for addressing issues of injustice.

- What physical, financial, spiritual and/or academic resources exist at your church or within your church body that would be helpful to justice ministry?

Your Biblical Foundation and Justice Journey

- What key experiences led your church to consider God's call to seek justice and address issues of injustice?
- What key populations within the church are most engaged in and aware of biblical justice?
- Does every leader and aspect of discipleship within the church (small groups, children's ministry, youth, preaching, etc.) have or include a strong biblical foundation and understanding of injustice, justice and God's call to the church to seek justice? If not, why? If not, how could your justice team help incorporate this biblical foundation into the discipleship life of the church?
- When the church starts a new ministry, how involved (and in what ways) is the whole congregation in prayer, volunteering, support and awareness? What factors stimulate this participation and what factors deter this participation? How long does investment in the new ministry last? If only briefly, why does investment of the leadership or congregation in the new ministry fade?
- What stereotypes, judgments, fears, or prejudices would keep the congregation from supporting, praying for and volunteering with a new justice ministry (keeping in mind the issues and the geographic area on which you are focusing)? How could your CJA team and leadership begin to address these barriers?
- What is the understanding or knowledge level in the church about the issue of injustice, the geographic focus area, or the concepts of violent abuse of trauma and recovery?
- How could you increase the understanding or knowledge level with the church body of these areas so people will feel equipped and prepared to engage in justice ministry? What resources or agencies could assist with this preparation?

Next Steps

- What do you not know or understand about the church after this exercise?
- What gaps in knowledge or new questions has this exercise raised for you?
- Who within the church would be able to answer these questions and fill in gaps in information for you?
- How will the information gathered from the above questions affect the CJA process?

EXERCISE: Brainstorm - Who You Already Know

Keeping in mind your team members' skills and background, CJA goals, issue(s) of injustice and geographic focus area(s), gather a list of contacts, agencies and resources you already know that will be helpful for your data collection. This is important to do before starting your research because:

1. Members of your CJA team will likely already have a wide range of contacts and connections with useful leaders, government and social service agencies, and other groups. These personal connections will help you obtain appointments and gather information more quickly.
2. It will help you begin to identify assets, or resources, within your community.
3. This will help you determine with whom you do and don't have connections in the community, key gaps in your network and how you may want to gather the data.

Tip: As you begin your interviews, your contacts may recommend other agencies or individuals with whom to meet. Continually update your list of contacts and decide which CJA team members will meet with new referrals, if you deem them helpful to your assessment.

As one team or in smaller groups, brainstorm and record:

1. What **national government agencies** do you know of that would be helpful for this assessment?
2. What **national non-profit agencies or human rights agencies** do you know of that would be helpful for this assessment?
3. What **local government agencies** do you know of that would be helpful for this assessment?
4. What **local non-profit social service agencies** do you know of that would be helpful for this assessment?
5. What **local community development or coalition groups** do you know of that would be helpful for this assessment?
6. What **local churches or faith-based ministries** do you know of that would be helpful for this assessment?
7. Which **local key leaders** (faith community, government community, human rights community, social service community, media community) do you know of who would be helpful for this assessment?
8. Which **people in our geographic or issue focus area** (leaders, community members, contacts, etc.) would be helpful for this assessment?
9. What **websites** do you know of that would be helpful for this assessment?

For each agency or contact you listed in the above questions, also answer and record the following questions:

1. What information does your team not have that could be obtained by this

agency or contact? Which of your key questions might be answered by this agency or contact?

2. Who in the CJA team, church or network has connections with this agency or contact?
3. Who is the key person in the agency with whom you have a connection?
4. What is their contact information?
5. How does this agency or contact prefer to be contacted/what would be the most effective method of connection (phone, email, letter, website)?

EXERCISE: Summarizing Information—and Finding the Holes

1. Now that you have recorded *what* and *who* you already know, compile a list of missing information or unanswered questions—the new questions that came up as you did the previous two exercises, as well as the key questions you originally asked when you determined your goals in Step 5. This list of questions may also include the questions listed in this Step's exercises that your team could not answer, but would like to have answered through your research.
2. In order to answer all these questions and to conduct the research and interview section of your assessment (Step 7), you will need to make a list of *all* the **individuals, agencies or websites** that will be able to give you the information you need. Include the agency and/or contact, the contact information, and which CJA team member is assigned to that contact.
3. While you may already have a good list of agencies, websites or contacts based the previous Exercises, there are likely more contacts, agencies and ministries about which you are not yet aware. See Appendix A for a list of possible agencies or contacts. Your team may need to do some initial research right now in order to make a comprehensive list. The more diverse your contact list, the more complete your assessment will be in the end. Assign individuals or teams to research contact information for each group.

Tip: Remember to include people who are residents within your geographic focus area or who are survivors of the issues of injustice.¹ They will give you information and a perspective you will not receive from agencies or leaders who may be very removed from the problem or the area.

¹ Many local rape crisis or domestic violence centers, trafficking coalitions, victims-rights agencies, and other ministries will know of survivors who are already public spokespeople and want to share information and their perspective about issues of injustice. Never pressure a survivor to share their story who has not already gone through a therapeutic and preparatory process and understands the risks and benefits of publically sharing their story.

Tip: Review the first paragraph of this Step to ensure you have completed the expectations before moving to Step 7.

Step 7

Listen and Learn

Conduct Research and Interviews

In this Step, you will determine how to gather information from each agency or contact, finalize team assignments and then start researching and learning.

Techniques for Gathering Data

Digging deeply into an issue of injustice in your community will require your CJA team to utilize several types of techniques or strategies—allowing you to appropriately and effectively gather the information you need from the contacts or agencies you listed in Step 6. Below is a list of possible strategies your CJA team can use to conduct your research. You will decide which strategies to utilize in this Step.

Internet-based Research

Use this strategy to:

- Gather background information and data regarding your focus issue(s) of injustice and geographic focus area(s).
- Learn about social service, government, and faith-groups that provide services within your geographic focus area(s) or in response to your focus issue(s) of injustice.
- Research background information on the individuals, agencies or faith groups with whom you will interview or meet during your research phase.

Recommendations for best use:

- Ensure the Internet-based information comes from reliable government and non-profit organizations. Question the information (*Is it opinion or fact-based research? Is the research available? Are sources cited? How do they know what they know?*) and always confirm what you learn on the Internet through other reliable sites or through your informational interviews with reputable local and national agencies or experts.

Informational Interviews

Use this strategy to:

- Gather as much information as possible from an expert—a service provider, a leader, a community resident, or a survivor of your focus issue of injustice. Interviews can be conducted over the phone or in person.

Recommendations for best use:

- When you request an informational interview, share the mission/purpose of the CJA, why it is important for you to meet with this contact, the information you hope to learn and the amount of time that you think the interview should take. Accommodate the contact's schedule and time constraints as much as possible. Ask the contact if you can take notes (specify written or audio) and notify them of how many people from your team will be present.
- Be as prepared as possible. Conduct background research on the person, agency, community and/or issue(s) of injustice related to the interview. Compile a list of relevant questions, divided into sub-topics if helpful. The interviewer should primarily ask open-ended questions that do not assume or limit answers, but instead allow the interviewee to freely and extensively respond. Of course, the interviewer may want to include close-ended questions—ones that encourage single-word or numeric answers—if you are measuring and/or comparing specific responses across all of your interviews.
- Often it is beneficial to give a list of your questions to the contact before the interview so s/he has time to think through the questions and provide you with the most appropriate, thorough response.
- Consider bringing one person to conduct the interview and one person to take notes in order to be respectful of the interviewee's time.
- Maintain an attitude of respect, humility, interest, honesty, professionalism and gratefulness. This will help you represent your church well, counter any negative pre-conceived ideas about church engagement in the community, ensure greater access to other groups or individuals in your community and increase possibilities for partnerships or justice-based ministry, post-assessment.
- Follow-up the interview with a thank-you note (through e-mail if that is appropriate, or a hand-written note if the person is a key contact or leader).

Should we conduct interviews by phone or in-person?

Phone interviews

Phone interviews are helpful if your CJA team does not have time to conduct an in-person interview with every contact, but would still like to make a connection and receive a more complete response to some of your questions.

Special tips for phone interviews: Phone interviews should not run as long as an in-person interview, as it is more difficult to maintain interest, focus and a connection through the phone - keep length to 20-45 minutes. Work to establish a sense of rapport, trust and mutual respect in the first few minutes of a phone interview. Let your contact know you want to be sensitive to his or her time, so you do have a series of specific questions, but you would also enjoy hearing additional thoughts or receiving additional information based on the contact's time allowance and interest.

In-person interviews

In-person interviews are particularly helpful when you want to have a longer discussion with more interaction. They are also helpful if you want to establish

better rapport or a relationship with an individual or agency. In-person interviews can be beneficial when you are interviewing someone from a different cultural or language background; you will be able to utilize body language to understand and convey personality, intentions and reactions.

Field Visits or “Walkabouts”

Use this strategy to:

- Learn about the community and its geography, resources and residents. If your church is not located in your geographic focus area, members may not have spent time getting to know the communities or residents in the area. CJA team members may have stereotypes or assumptions about a geographic focus area, but have never seen for themselves what the community is actually like.
- View first-hand situations of injustice, exploitation or abuse.
- Build direct relationships with people in the community.
- Create a community map that identifies resources, boundaries, services, businesses, housing areas, situations of violence or exploitation and other demographic data.
- Establish a sense of comfort, familiarity and compassion within CJA team members for the community and its residents.

Recommendations for best use:

- A field visit can be conducted by walking or driving through a community, visiting or shopping at businesses, casually meeting and talking with residents, or conducting a prayer walk. A field visit may include visiting neutral locations like residential neighborhoods, businesses, or community areas, or it may include visiting areas of oppression and exploitation. Your team may want to take notes on what you see and respectfully and safely take photographs of key sites or areas.
- It will be helpful to conduct several visits to your geographic focus area to learn more about the area and issues of injustice. Even if your church is already ministering within your focus area, the church may not have done a thorough assessment of the community's issues of exploitation and resources or strengths.
- Field visits, especially when specifically observing existing exploitation or abuse should always be done in pairs, with accountability and covered by prayer. Those conducting a walkabout or field visit should notify the rest of the team of their exact plans and whereabouts, can check in with the team leader (or another member not on the field visit), and should not change plans at the last minute without notifying this contact.

Surveys

Use this strategy to:

- Reach large groups of people you might not have individual access to in order to gain information that is not available through other means, or

to gather information you believe will be best delivered confidentially by your respondents.

Recommendations for best use:

- Ask very specific questions and tailor the response to fit your data collection needs (a paragraph response, a #1-10 response, “agree/disagree”, etc.).
- Surveys can be delivered through the mail, over the phone, in-person, or using an online service such as Google surveys or surveymonkey.com. Include a summary statement at the top of the survey (if delivered in paper or email format) or in the introduction (if conducted over the phone or in person) that shares the purpose of the survey.
- Ensure your questions and response options are clear and will give you the exact information you need. Do not make your survey too long or cover too many topics. If you are promising confidentiality through the survey, be sure to maintain the respondents’ confidentiality.
- In some situations, it may be best to conduct surveys in partnership with an existing social service or community development agency to ensure a higher return rate on your surveys. Surveys often have low return rates and may not be filled out appropriately. Another agency may have relationships with community members and will be able to advise you on how best to word and conduct a survey in your focus community.
- After all surveys have been collected, your CJA team can analyze, tabulate, and summarize the results in a short report.

Focus Groups

Focus groups are focused, structured discussions in which a moderator brings together a small group of people (4 to 15) to discuss specific issues, concerns, or solutions.

Use this strategy to:

- Bring together key stakeholders in a community to learn about their opinions, history, assessment, experiences, assets or strengths, and ideas for solutions around your focus issue. Focus groups allow for more nuanced, personal, complex, opinion- and experienced-based responses and debate.

Recommendations for best use:

- The focus group leader should invite members that represent a diverse group of people to elicit a useful and thorough conversation. The leader should clearly state the purpose of the focus groups to the invitees, determine goals (either before the group starts or together with the focus group members) and prepare a list of open-ended (and close-ended when you want a specific response) questions to start the conversation. The leader should establish trust, rapport, and connection within the group before addressing key questions.
- The leader is there to learn and hear from the focus group members. An additional CJA team member should attend the focus group to take notes on the discussion; the leader should ask permission from all focus group

participants to take notes on the discussion.

- The leader should allow invitees to freely share their responses and respond to one another, but the discussion should be kept on track and in response to the specific questions and goals the leader wants to address. The leader should practice and feel comfortable leading an open discussion without turning the time into a lecture.
- After the focus group, the CJA team should debrief the event, ensure notes are accurate (and not influenced by any opinions or bias of the note-taker), analyze the responses and what new information was learned through the focus group, identify common themes/opinions/suggestions, make a list of new questions that arise from the discussion, identify the questions that were sufficiently answered, and make a list of next steps based on the results. A thank you note should be sent to all focus group participants.

Community Dialogues or Forums

This information is based on the very helpful Community Toolbox resource produced by the University of Kansas (www.ctb.ku.edu).

A Community Dialogue or Forum is simply an open conversation between community members about their community or a specific issue of injustice. The community dialogue is more open-ended, informal and egalitarian than a focus group. This can be a small, informal gathering, or a large, formal event. Attendees can include adults, youth, the elderly, those affected by the issue, leaders, faith groups and others.

Use this strategy to:

- Bring together specific community members to discuss the specific issue of injustice. The dialogue can serve to:
 - Help your team members understand the opinions and perspectives of community members or leaders
 - Surface any unreported or unrecorded information, history, struggles, strengths, opportunities or competition that you might not otherwise gather through your more formal interview process
 - Identify gaps in services that community members feel are needed
 - Stimulate cooperation, unity and understanding within the community about the issue of injustice and possible solutions.

Recommendations for best use:

- To prepare for your Community Dialogue, select leader(s), topics and goals for the event, who you would like to attend, how many people should attend, the open-ended questions that will be asked or information shared to stimulate dialogue, the closed-ended questions for eliciting specific information, and the time and place of the event. You can hold the Community Dialogue at a local café, community center, or other neutral and friendly locations.
- Share the clear purpose and goal of the dialogue with those you invite. Let them know you will record the information and that you want to learn

from them in order to understand the issue of injustice, how the community is affected, what solutions are working, what gaps exist, and possibilities for service.

- The leader should have a clear goal and set of questions to stimulate dialogue, but discussion can be more fluid and creative than in the Focus Group setting. You want to elicit information and ideas that your team might not yet have thought of or discovered. If your church has not yet committed to a response, however, be sure to let guests know that you cannot guarantee a response, but that you hope to learn enough to determine whether your church can respond.
- After the community dialogue, the CJA team should debrief the event, ensure notes are accurate (and not influenced by any opinions or bias of the note-taker), analyze the responses and what new information was learned through the dialogue, identify common themes/opinions/suggestions, make a list of new questions that arise from the discussion, identify the questions that were sufficiently answered, and make a list of next steps based on the results. A thank you note should be sent to all dialogue participants.

Monitoring

Monitoring is a strategy used by professional human rights agencies in situations in which there is absolutely no data collected. Most likely, you will not conduct a formal monitoring process of human rights violations in your community during your Community Justice Assessment process. However, employing monitoring techniques may be useful if absolutely no data exists in your community on your focus issue of injustice. Please see the monitoring reference in Appendix C (Guzman & Verstappen, 2003) for a more complete description of how to conduct a monitoring exercise.

Types of Data

The majority of data you will gather can be divided into two categories: quantitative and qualitative.

- ***Quantitative*** data is measurable, numerical, statistical information. Most quantitative data about your community, also called “neighborhood indicators,” has likely already been researched and recorded by other agencies or groups. This information is often released to the public and can be found on the Internet (published by respected government and social service agencies) and through local university research centers, police departments, social service agencies and national government agencies.
- ***Qualitative*** data is information collected through interviews, observation or experience. Qualitative data is not numerical but is expressed through words or pictures and is often used to reveal nuance and detail that cannot be found in numerical quantitative data. Qualitative data is often collected to further illuminate or prove what is being seen through quantitative research.

For example, if you are researching the issue of child physical and sexual abuse in a specific geographic area, ***quantitative*** data would include statistical data collected

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by the government social services office, the population of children in a given area, and the number of child abuse cases handled by local police units. **Qualitative** data would include a study conducted by a local social service agency interviewing parents about the effect of child abuse in their community, anecdotal stories provided by a government social worker about what she has seen in your geographic focus area, or testimony given by school administrators at school board meeting about what kind of symptoms of abuse they are seeing in their schools.

Both qualitative and quantitative data can be used to provide you both a historic and current picture of the struggles, risks, strengths and successes in a community. The data can also be used to educate others about the reality of injustice, the complexity of the problem, the people who are suffering, and the need for a response and the possibility of solving the problem.

Some examples of quantitative data you may want to learn about or gather include:

- Demographic information on people in your community receiving various social services
- Crime rates
- Other statistics about those suffering from issue(s) of injustice in your geographic focus area

Some examples of qualitative data you may want to learn about or gather include:

- Legitimate, professional, peer-reviewed, qualitative research studies conducted and released by respected local or national agencies
- Anecdotal research done by an advocacy group or social service agency (non peer-reviewed; small samples; etc.)
- First-person interviews with experts and/or service providers
- First-person stories from local survivors of violent oppression shared in qualitative research, the media, through local agencies, from your assessment interviews, etc.

In some cases, qualitative and/or quantitative data may not have been collected about your issue of injustice. If you discover gaps in knowledge, record these needs in your Final Report. At the end of your CJA, your team can recommend these areas to professional social service agencies, which may be able to collect more data that would help your group and the broader community understand and respond to needs. If you have any experienced researchers on your CJA team, you may want to incorporate a qualitative or quantitative research component into your assessment.

Dive In

With the firm, strategic foundation you have built, you are ready to begin your research.

EXERCISE : Assign Research Strategies to Contacts

This exercise will help you set expectations, be clear about your strategies and expectations when approaching the agency or contact, and help your CJA team think

through every method of information-gathering to determine what strategy best fits each situation.

As a team, review the list of agencies, individuals and websites that you want to contact (created in Step 6). Think about and discuss the following questions to determine the strategy you will employ to gather your information. You may want to note your chosen strategy next to the contact name/agency in your organizational form.

1. What types of interactions do you expect have with each contact? What level of access do you expect to have with each contact?
2. How will you gather your information from each contact—through Internet research, a phone interview, an in-person interview, a survey, a forum or a focus group?
3. What type of data will you gather from the contact? Quantitative? Qualitative? Both?
4. How will you record the information gathered from each contact or agency?

Re-assess and Finalize Teams, Roles & Assignments

As a team, you discussed gifts, interests and roles in Step 4. Since you have now amassed a more complete list of research questions and data sources (agencies, individuals and websites), as well as the methods you will use to pursue each contact, you may need to re-assess your teams and assignments. Are the sub-teams still compatible and effective based on the methods for collecting data, as well as the updated amount and type of data sources? Are the individual team members still content with their assessments and focus for the assessment? Be sure to assign each sub-team or individual new responsibilities based on the new list of data sources. Also ensure each sub-team or person understands how they will gather, record, and save their data.

Convey Confidentiality and Clarity with Interviewees

Before beginning interviews, your CJA team should determine how to communicate with their community contacts about:

- The mission of the church and its interest in issues of injustice/violence
- The purpose of the Community Justice Assessment
- The specific goals or objectives the team hopes to achieve by meeting with each contact
- How the information will be recorded (written, audio-recorded, video-taped), saved (private written or computer files, church shared drive, Google Group, public website, etc.), and shared (public release of the CJA Final Report, internal church reporting, etc.)

Especially important is understanding, communicating about, and abiding by confidentiality guidelines. Ask your interviewees whether the CJA team can record and share the information collected. Ask if the interviewees have any restrictions by which they would like you to abide. If the CJA team plans to release the Final Report as a public document or at a public presentation, this needs to be clear to all interviewees. Most importantly, your team needs to follow through on any promises made regarding confidentiality. If a violence survivor shares her story with you, but wants her identity to remain hidden, then you must abide by her stated wishes. When conduct-

ing surveys, if you declare that all responses will remain anonymous, you must abide by that promise. The team leader should ensure all team members understand how to communicate about and implement any confidentiality guidelines set up by the church leadership or team.

Record the Data

If you have not yet done so, plan how you will gather, record and save the information you gather. Will you write notes or ask to digitally record? Will each person write up notes from their assignments and then another person gather it all into a uniform database? Which member of your team will organize and store the research, print and other hard-copy materials collected during the assessment? Does your team need to submit periodic reports to church leadership? It is very important that you create a clear system for storing and organizing your data that everyone on the CJA team understands and supports. Determine how you will label and save each report team members turn in after their interviews or research assignments. For example, you may create an Excel document that lists each of the agencies, the team member assigned to that agency, what type of information can be gathered there, key contacts, what method will be utilized to gather information and who is responsible for recording the information. You can also create a uniform reporting sheet that each person must fill out after each phone or in-person interview.

Think Critically

Go into each interview with a list of questions you want answered and follow up on any new information the contact shares during the interview. Also, think critically when receiving answers to your questions. *Is this information based on research, fact, opinion, assumption, anecdotal data, first-hand experience or out-dated research? How can the information be proved? How did this person get this data? Why did this person come to that conclusion? How could this person's own stereotypes, judgments, or distance from the issue be playing into their response?*

Don't assume that everyone's information, opinions or analysis is correct. *Respectfully* ask for information, research or data to support what people are sharing with you. Try to confirm what people share with you by seeking out the same information from several diverse sources.

For example, if a community member shares that “dozens” of girls are trafficked in this city each year, how do they know? Is this anecdotal, or based on visual or verbal identification, newspaper reports, or actual criminal cases logged by law enforcement? How many girls are trafficked? What are their ages and where are they from? Which government agencies interacted with them and are tracking the data? Always follow up important but vague information with clarifying questions.

It is also important to remember that every CJA team member holds his or her own biases, assumptions, and judgments. Be aware of these thoughts and feelings as you interview others. Anticipate any interactions or statements (opinions on politics, social services, people groups, geographic locations, religious beliefs, etc.) that may be shared in an interview and trigger a personal or biased response in you, hindering

your interview, the assessment process, or your church's ability to interact well and conduct ministry within the community.

Represent Your Church Well

Throughout your assessment, especially when conducting your research and interviews, remember that you represent your church at all times. The CJA team leader should ensure every team member can concisely convey the team's purpose, thoroughly prepare for an interview by doing background research and preparing appropriate questions, record high-quality notes on their section of the research, and conduct professional and respectful informational interviews over the phone and in person. Each team member should interact with the public in a humble, respectful, professional, and bridge-building manner. Dress professionally and interact sensitively and appropriately according to the person or agency with whom you are meeting. Let each contact know the reason your church is conducting this assessment and what you hope to learn from the interview. Follow up every phone or in-person interview with a professional thank-you note. Learn through relationship, collaboration, and as a humble student of your community.

At the end of this assessment, your church may enter into ministry in a community or in partnership with an agency your team interviewed. You may also be speaking with and interviewing the community members or violence survivors you hope to serve. The church's ability to effectively minister or partner may depend on how well your CJA team built bridges during your interactions with others throughout the assessment.

Step 8

Make it Useful *Compile Your Data*

Tip: As you begin writing your Final Report, you may notice areas in which your team might not have gathered enough information to complete the report. In this case, your team could decide to back-track and gather that piece of information. The team members who engaged in the research part of the assessment should be aware that they might be asked by the report writers to conduct some additional research during the report-writing stage.

Congratulations! You have made it through the bulk of your research—you’ve really gotten to know your community and the issues of injustice in it. Now, your team must compile your data so it is useful in making strategic decisions.

Producing a thorough Final Report ensures that your information and experience will not be lost, can be utilized in the future, and shared with others in the community. Your assessment team, or the members assigned to write the Final Report, should review and organize all the data collected and organize the information into an easy-to-understand document.

Report Format

You may utilize several different formats to explain your process and the data collected. Your Final Report will likely include several of the following:

- A written report
- Excel organization sheets
- Charts, graphs or tables
- A power point presentation
- Written or audio transcripts of key interviews
- Maps¹

Report Sections

The key sections of a typical CJA Final Report include:

1. Purpose, goals, objectives and key questions of your Community Justice Assessment
2. Summary of the CJA team’s structure, assessment process and methods of data collection

¹ Maps can include official maps of the geographic area, social science mappings created by universities or government agencies, or hand-drawn maps created by the CJA Team to record what they have found during the assessment. If the CJA Team has a member with the experience and capability to produce Geographic Information Systems (GIS) maps, you could also track and map your data through this method. GIS maps can include layers or dimensions of information so you can compare different data groupings with others (for example, to see where prostitution arrests intersect with poverty rates). Mapping tools can be highly effective in helping your team visualize patterns or relationships between different issues of violence or vulnerability, see changes over time in an area, identify key geographic areas of concern or risk and see how different areas or populations are affected by different issues. To conduct GIS mapping, you will need to have GIS software, accurate data that can be transferred into physical locations and someone on your team who is trained in utilizing GIS. Many university research centers and larger non-profits utilize GIS mapping and may have reports they can share with you.

3. Problem statement: the issue(s) of injustice
 - Include everything you learned about your issue of injustice: *why, where, how, how many, when, how long, how frequently, to whom, by whom?*
4. Description and relevant history of your geographic focus area
5. Asset inventory: mapping community assets and resources
 - Identify and report the services provided by existing formal agencies (social, legal, law enforcement, medical, spiritual, etc.) that are addressing the issue of injustice or responding within your city and/or geographic focus area.
 - Identify and report on the other community strengths and human resources that would be helpful in combating the issue of injustice (skills, businesses, social demand, people or areas of existing or potential power, community associations, faith groups, local leaders, the Internet, languages, ethnic groups, customs, yearly events, media groups, recreation, educational institutions, values, etc.).
6. Needs/gaps in services
 - Through your research you will have identified the gaps in service—those areas of need that are not being addressed by any person or agency.
7. Your church's assets for ministry
 - Identify your church's key experience, skills, resources, connections, existing ministries and partnerships that would be helpful for justice ministry and responding to the identified needs and gaps in services.
8. Possible areas of engagement/ministry
 - Based on the needs/gaps and church assets identified in the sections above, note all the areas of ministry that your church could contribute. These may be additions to existing church ministries, new ministries to address needs or gaps, or partnerships with other existing ministries in the community.
9. Possible partners
 - List and describe all possible individuals, agencies, ministries, groups or churches with whom your church or coalition could engage in justice ministry.
10. Concerns/barriers/challenges/requirements regarding church engagement
 - Keeping in mind your church and the needs/gaps noted above, identify and anticipate any concerns, barriers, challenges or requirements for ministry that may keep your church or coalition from moving forward.
 - *Examples: Limited knowledge (you could not learn enough or answer key questions during the CJA); exhaustion of the team leadership; insufficient financial, physical or human resources; busy ministry schedule of the church; low interest/investment*



“Any team that follows this guide for writing a Final Report would have a tremendously thorough and useful piece of information that would not only be helpful to them as a church, but would be incredibly valuable to a whole community. The [#10] section on barriers [to church engagement] were spot on for what many churches will come up against....A whole study or evaluation of the church’s readiness to even participate in this study and begin justice ministry could be based off that list and the reflective questions.”

—Willowdale Chapel

by church body or leadership; lack of understanding about the biblical call to seek justice or about the issues of injustice; fear about engaging issues of violence; lack of training for church members to effectively address the needs; lack of language skills to minister to the at-risk or in-need population; stereotypes/ judgments about the community or group of people who would be served; the faith community has never responded to this issue of injustice before; etc.

- Also include a response to address these barriers. How can your church overcome them? What resources (people, training, grants, partnerships) are available to help address the challenges or requirements? What timeline is needed to realistically address challenges and ensure the church is prepared to engage in justice ministry? What additional spiritual development needs to occur?

11. An appendix with:

- A list and brief description of all websites, individuals and agencies contacted with their contact information
- Written transcripts of key interviews
- A copy of any surveys administered or questions asked in focus groups or at community forums, along with any reports, organizational tools or documents, or other material created throughout the assessment

Read through Step 9 for ideas on how to use and share your Final Report. Please also consider sharing your Final Report with IJM (churches@ijm.org)—we would be honored to learn more about the work of your CJA team and what you discovered in your community!

Step 9

Love in Action

Determine God's Ministry for Your Church

This Community Justice Assessment tool was designed specifically to walk your church through the process of learning about issues of injustice in your local community, existing strengths and resources, and needs or gaps in service. Through conducting the assessment, hopefully your CJA team was able to discover how your church can move forward in responding to God's call to seek justice and rescue the oppressed in your own community. While this tool does not go so far as to help you design an actual ministry response or program, these guidelines will help you move forward in action.

Pray for guidance

As a team, continue to pray for God's guidance in understanding the results, determining next steps, and designing an effective response. Ask church small groups, prayer teams, youth, adults and church leadership to be in prayer as leadership moves forward and makes decisions. This will help people become more invested in the response and allow God to speak to the whole church body.

The earthly temptation is to run from things that seem too complex, out-of-our-control, scary, or risky. However, we can see in many Biblical examples—from Moses to David to Mary—that people following God's leading also experienced these same feelings. Surprisingly, these reactions often meant that faithful men and women were actually on the right track—they were responding to God's challenging call by taking on something much greater than themselves, which compelled them to rely upon and trust God in a way they never had before, and when they stepped out in faith, they witnessed great miracles as God showed up.

Present your findings to church or coalition leaders

If you conducted this assessment on behalf of your church or a coalition, you should provide a formal presentation of your findings to the leadership team. Invite key leaders, decision-makers, and other stakeholders who supported your CJA team. Use your Final Report and convey the key information you gathered in a concise, helpful way that enables your audience to understand the big picture and how you gathered your information. Be careful not to overwhelm the audience with details or a long presentation, but provide all the information to the team in written format and then summarize helpful main points for each section of your report.

“Our team certainly had a feeling of being overwhelmed at times [by the magnitude of this project and moving forward into action], but remembering the faithful men and women who God empowered to overcome great challenges in scripture was not only comforting, but inspiring. I love how this made us desire the larger challenges more, and reminded us that there is not only justice to gain but also depth in our relationship with God to gain the process.”

—Willowdale Chapel

Share your findings with the community

Other churches, ministry groups, social service agencies, or government agencies may be very interested in reading your Community Justice Assessment Final Report. People or agencies may have asked for you to share your results with them as you conducted interviews. If your team and church leadership agree to share the information, this can be a very effective way to build good will between your church and community agencies, educate others about what you learned, establish consensus among various stakeholders, and demonstrate your church's desire to support or partner with others. Sharing your findings may also help establish your church as a serious member and leader in the fight against injustice in your community.

Maintain a spirit of collaboration and humility

As you move from the assessment stage to designing a ministry response, remember to maintain a spirit of partnership, humility, creativity and faith! The stakeholders within your church, or the key leaders within your coalition, will need to patiently and courageously work through all the possibilities for ministry, next steps for moving forward, and actually designing a ministry response.

Continue to collaborate with the agencies, leaders and other groups you met with throughout the assessment process. Although your CJA team may not yet be ready to commit to a ministry response, you can collaborate and build bridges by continuing to encourage and communicate with those you met, share information about what you learned, and promote quality ministries within the community to raise awareness of the good work already happening.

Always keep in mind that collaboration and partnership with others is key to ensuring the most effective and sustainable impact. Most issues of injustice are so complex that not just one church, one government agency, one social service agency, or one passionate advocacy team will solve the whole problem. **Victims of injustice deserve to have the most comprehensive, professional, high-quality, ethical, joyful, and collaborative ministry we can possibly provide.**

Also, as you design a ministry response, keep in mind that the people you hope to serve also have gifts, opinions and a sense of agency or power even though it might not seem that way from the outside. Just as perpetrators abuse their power by taking control of every aspect of a victim's life, we do not want to also abuse our power by taking control over every aspect of a survivor's life. Respect and incorporate into your ministry the interests, rights, opinions, gifts, skills and areas of power held by the individuals or communities you hope to serve.

Work with leaders/experts to design a ministry response

Work with experienced church or coalition leaders to design and implement a needed and effective justice ministry based on the results of your CJA. If the issue you hope to address is particularly complex or new to your church or the community, or if your

church has never designed a community-based response to a complex social problem, you may want to work with someone who has specific expertise in social program design to help with the creation process. An expert could work with your team to provide and utilize program design tools to determine the root causes of problems, resources, training needs, outputs, outcomes, goals, evaluative mechanisms and strategic partnerships for your ministry. You can find these experts by inquiring within the social work program of your local university, at reputable social service agencies in the community, or with local community development agencies.

Continue to collaborate with IJM

IJM is honored to support and walk alongside churches throughout their Justice Journey. Please continue to utilize IJM staff and resources to help equip your Justice Team, leadership and congregation to grow more deeply in study, prayer and ministry around biblical justice.

IJM staff continually pray for the global church and God's powerful reawakening of our hearts to his call to seek justice and rescue the oppressed both in our local communities and around the world. We celebrate your courage to seek out those suffering from violence, determine how God would have you seek justice, and become a shining light of God's great love for the world.

Appendix A: Links for Research

Some people, agencies and websites that may have helpful insight, information or research for your assessment are listed below. This is not a comprehensive list and inclusion on this list does not imply the official endorsement of International Justice Mission.

People Groups

- Social service providers
- Mental health care providers
- Law enforcement officers
- Human rights/legal aid lawyers
- Public school teachers and principals
- University professors/researchers
- Local leaders/faiith community leaders/government leaders
- Leaders or members of your church
- Children or youth (in the community at-risk)
- Parents (in the community, at risk, or parents of at-risk children)
- Elderly (at-risk)
- Residents of your geographic focus area
- Survivors of your focus issues of injustice¹

Local Agencies

- Rape crisis center
- Domestic violence center
- Counseling centers that specialize in providing care to trauma survivors
- Local or city police units (Vice, Sex Crimes, Child or Adult Sexual Assault, Violent Crimes, etc.)
- Online sex offender and crimes against minors registries (operated by state law enforcement)
- Refugee resettlement agencies
- Homeowners or tenants associations
- HIV/AIDS resource centers, clinics and advocacy groups
- Public health agencies
- Free legal services agencies
- Issue, ethnic group or population-specific museums or cultural centers
- Churches or faith groups serving in your focus area or serving people suffering from your focus issue of injustice
- Your church
- Ethnic group coalitions, advocacy groups or organizations
- Community development associations
- Neighborhood associations
- Community centers for youth or families (YWCA/YMCA, Boys' & Girls' Clubs, etc.)
- Coalitions/advocacy/victim rights agencies (focusing on your issue of injustice)
- University research centers
 - Ex: Case Western Reserve University's Mandel School of Applied Social Sciences Center on Urban Poverty and Community Development

¹ Note: Any interview with a survivor should be conducted: (1) with survivors who have completed their formal healing process and are already engaged in empowerment or public education activities; (2) with informed consent (the survivor should fully understand why the interview is occurring, preview and approve the questions, and understand the risks, negative aspects and potential benefits of participating in an interview); (3) in conjunction with the aftercare agency or guardian responsible for the individual's care if he or she is a minors; (4) by professionals experienced in interviewing trauma survivors if no other caregiver or support person is present with the survivor during the interview.

- Schools, school district offices and education-related groups
- Libraries
- City Hall
- Local maps
- The physical location/environment of your geographic focus area
- Local media archives
- Local news magazines, activity-oriented papers

National Agencies

- Center for Disease Control: www.cdc.gov
- Catholic Charities: www.catholiccharitiesusa.org
- Federal Bureau of Investigation: www.fbi.gov
- Library of Congress: www.loc.gov
- Lutheran Immigration and Refugee Service: www.lirs.org
- National Center for Educational Statistics: <http://nces.ed.gov>
- National Institute of Mental Health: www.nimh.nih.gov
- Policy Link: www.policylink.com
- Polaris Project: www.polarisproject.org
- Rape, Abuse & Incest National Network: www.rainn.org
- Salvation Army USA: http://www.salvationarmyusa.org/usn/www_usn_2.nsf/vw-dynamic-index/8081A4079639D55A802573E000530965?Opendocument
- Shared Hope International: www.sharedhope.org
- The Center for Victims of Torture: www.cvt.org
- Transport for Christ: www.transportforchrist.org
- Truckers Against Trafficking: www.truckersagainsttrafficking.com
- University of Minnesota Human Rights Library: www.umn.edu/humanrts
- U.S. Census Bureau: www.uscensus.gov
- U.S. Conference of Catholic Bishops Migration and Refugee Services: www.usccb.org/mrs/index.shtml
- U.S. Department of Education: www.ed.gov
- U.S. Department of Health & Human Services: www.hhs.gov; www.acf.hhs.gov/programs/orr/, www.acf.hhs.gov/trafficking/index.html; www.childwelfare.gov
- U.S. Department of Housing & Urban Development (HUD): http://portal.hud.gov/portal/page/portal/HUD/i_want_to/get_involved_in_my_community
- U.S. Department of Justice (multiple programs and departments on child protection, violence, and justice): www.justice.gov; www.projectsafefchildhood.gov; www.justice.gov/crt/crim/overview.php; www.ojp.usdoj.gov/BJA/programs/index.html; www.ojjdp.gov; www.ojp.usdoj.gov; www.ovw.usdoj.gov
- U.S. Department of Justice Child Exploitation and Obscenity Section (CEOS): www.justice.gov/criminal/ceos/index.html
- U.S. Department of Labor's Office of Child Labor, Forced Labor, and Human Trafficking (OCFT): www.dol.gov/ilab/programs/OCFT
- U.S. Department of State: www.state.gov
- U.S. Department of State Trafficking in Person's Office: www.state.gov/g/tip/index.htm
- World Relief U.S.: <http://worldrelief.org>
- Innocence Project: www.innocenceproject.org

Appendices

Local Faith-based Connections (that don't fall into the above two categories)

- Church leaders in your geographic area or who speak out against your issue of injustice
- Faith-based ministries within your geographic area who are responding to your issue of injustice

Additional Websites

- ChildTrafficking.com: www.childtrafficking.com
- Child Wise: www.childwise.net
- Coalition to Abolish Slavery and Trafficking: www.castla.org/coalition-members
- End Child Prostitution and Trafficking (ECPAT): www.ecpat.net
- Faith Alliance Against Slavery and Trafficking: www.faastinternational.org
- Free the Slaves: <http://freetheslaves.net>
- Information on trafficking: www.humantrafficking.org
- Prostitution Research and Education: www.prostitutionresearch.com
- The Protection Project: www.protectionproject.org
- Searchable database of indicators by topic: www.sustainablemeasures.com
- Tenants Resource Centers: www.tenantresourcecenter.org, www.tenantsandneighbors.org
- American Humane Association—child abuse and neglect resources): www.americanhumane.org/children
- Just Detention International—stopping abuse in prisons: www.justdetention.org
- Human Rights Watch: www.hrw.org
- Amnesty International: www.amnesty.org
- World Vision International: www.worldvision.org
- The National Domestic Violence Hotline: www.thehotline.org

Appendix B: Book Resources

You may find some of the resources on this list helpful in framing your CJA research within the contexts of justice ministry, human rights, trauma and healing.

Biblical Foundation for Justice Ministry

Social Justice Handbook: Small Steps for a Better World	Mae Elise Cannon
Becoming the Answer to Our Prayers: Prayer for Ordinary Radicals	Shane Claiborne & Jonathan Wilson-Hartgrove
Everyday Justice: The Global Impact of Our Choices	Julie Clawson
Good News About Injustice: A Witness of Courage in a Hurting World	Gary Haugen
Just Courage: God's Great Expedition for the Restless Christian	Gary Haugen
The Dangerous Act of Worship: Living God's Call to Justice	Mark Labberton
The Dangerous Act of Loving Your Neighbor: Seeing Others through the Eyes of Jesus	Mark Labberton
Generous Justice: How God's Grace Makes Us Just	Timothy Keller
Let Justice Roll Down	John Perkins
The Hole in Our Gospel: What Does God Expect of Us?	Richard Stearns
Real Christianity	William Wilberforce

General

Half the Sky: Turning Oppression Into Opportunity for Women Worldwide	Nicholas D. Kristoff & Sheryl WuDunn
With Justice for All: A Strategy of Community Development	John Perkins

Trauma & Healing

The Wounded Heart: Hope for Adult Victims of Childhood Sexual Abuse	Dan Allender
The Healing Path	Dan Allender
Trauma & Recovery: The Aftermath of Violence	Judith Herman
Mending the Soul	Steve Tracy

Appendix C: IJM Resources

Resources for Church Leadership on The Justice Journey

- *The Justice Journey: A Handbook for Pastors and Christian Leaders* walks church leaders through a model on how to tangibly connect their congregations with God's heart for justice. It can be found here as a free download: https://secure3.convio.net/ijm/site/Ecommerce/1106198157?VIEW_PRODUCT=true&product_id=1044&store_id=1101.
- *IJM's Church Mobilization staff* speaks at churches throughout the world, encouraging, equipping, and mobilizing congregations to begin their journey of prayer, study, and engagement in both local and international justice ministry. These specialists are available to consult with church leadership, provide church staff and members with training, resources, and ideas for justice study and ministry, and design trainings, service or giving projects for the church.
- By becoming an *IJM Justice Church*, congregations can ensure that rescue, aftercare, and structural transformation happen every day. By directing support to a specific area, churches can connect to IJM's work in the field as well as proclaim to their communities that they are following God's heart and command to seek justice. *Justice Churches* support IJM's work financially and are engaged in biblical justice study, prayer, and local or international justice ministry. IJM Church Mobilization staff also support and consult with *Justice Churches* throughout the year.
- IJM launched *The IJM Institute* to allow pastors, Biblical scholars, and church leaders to access sermons, articles and resources on the theme of justice. You can join here: www.ijminstitute.org

Resources for Biblical Study & Prayer on Justice

We have found that it is vital for churches to build a strong biblical foundation and understanding of God's heart for justice. Through prayer, study, discussion and research, a deeply rooted and passionate heart for justice can be built among all populations in the church and ensure a long-term commitment to God's call to seek justice and rescue the oppressed.

- Churches can invite an *IJM speaker* to preach at weekend services or speak at conferences. IJM's message focuses on the biblical mandate to seek justice along with real life stories of oppression and rescue to help the congregation see the miracles that God is doing and wants to do through the Church. This is a powerful way to energize the church and set the stage for pastors to take the message more deeply with the congregation. You can fill out a speaker request form here: www.ijm.org/resources/inviteaspeaker.
- Gary Haugen's books, *Good News About Injustice* and *Just Courage*, can be used in bible studies or in book clubs. *Good News About Injustice* and *Just Courage* both have a study guide included in the back of each book. These help individuals and small groups within congregations study the biblical framework for justice and God's call to the church. Many churches incorporate these books into their yearly small group bible study program. (Available on IJM.org, Amazon.com or your local bookstore)
- Church members or small groups can become *IJM Prayer Partners* and receive a weekly e-mail to learn how to pray more specifically and deeply for the investigations, trials and aftercare needs of IJM staff and the people we serve around the world. This can help expand the hearts and eyes of church members to issues of injustice around the world and the power of prayer! You can sign up to be a prayer partner here: www.ijm.org/getinvolved/prayerpartners.
- Churches can send a group of representatives to IJM's annual *Global Prayer Gathering*, which takes place every spring, to join more than 1000 people gathering to worship the God of justice and pray for the work of justice around the world. This is a powerful, transformative weekend of action through prayer! IJM's global staff sees major battles won because of this weekend of prayer!

Resources for International Missions

- IJM's "*As You Go: IJM Mission Training Guide*" equips short-term mission trips to incorporate justice ministry into evangelistic and mercy ministries through researching, studying and reporting on injustices while traveling abroad. We have found it is also a good tool for churches to better support national churches and missionaries. https://secure3.convio.net/ijm/site/Ecommerce?store_id=1101

Resources for Students & Youth

- IJM and Youth Specialties created *The Justice Mission* bible study curriculum for high school students. This study helps build a biblical justice worldview in older students and helps them think about how God wants to use them. This resource can be found here: https://secure3.convio.net/ijm/site/Ecommerce/137530231?FOLDER=1057&store_id=1101
- IJM's *Loose Change to Loosen Chains* (LC2LC) program helps youth ages 6-18 use what they learned in *The Justice Mission* bible study or in children's Sunday School to educate their community and raise funds to combat slavery. LC2LC helps children and youth do something tangible and enables them to be leaders and educators within their schools or churches on injustice. The LC2LC program is described here: www.ijm.org/getinvolved/youth
- IJM offers a professional education curriculum for teachers to educate students about slavery and trafficking in public or Christian high schools. The curriculum can be found here: www.ijm.org/getinvolved/students
- College students can form an *IJM Campus Chapter*. An IJM Campus Chapter is a group of students concerned about issues of injustice who desire to work together to raise their voices, raise awareness and raise support on behalf of those living in oppression around the world. IJM's Student Ministries staff will equip students with a training manual, resources and consultation on how to engage their campus in the work of justice.

Resources for Outreach & Advocacy

- IJM can help churches engage in advocacy through offering special trainings on the biblical basis for prophetic advocacy, as well as opportunities for promoting specific pieces of legislation, meeting with their legislators, writing op-eds and opinion letters to local newspapers, becoming a voice for justice in your community, and more. www.ijm.org/justicecampaigns
- In IJM's newest documentary, *At the End of Slavery*, our investigators, lawyers and social workers show there is nothing inevitable about slavery. Churches, individuals and small groups can host screenings to share about slavery and trafficking, the church's ministry and take action together. This is a great way to empower small groups to become leaders and educators in their own community. www.attheendofslavery.com
- IJM also has numerous other ideas, opportunities, and resources to help churches, students and groups engage in effective and powerful outreach and advocacy within their communities, including next step lists, regional events and trainings, videos, prayer guides, books and communication guides. Many of these opportunities and resources can be found on the IJM website: www.ijm.org/takeaction.

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About the Author

Christa Hayden Sharpe is the Director of Church Mobilization, Mid-Atlantic for International Justice Mission. Before joining IJM headquarters in Washington, D.C. in January 2009, Christa served as the Director of Aftercare for IJM Cambodia from 2005 through 2008. In Cambodia, she designed IJM's aftercare response program, trained and equipped national social workers to provide crisis care, placement coordination, and case management services for trafficking survivors, developed strategic partnerships with governmental and non-governmental aftercare and community development agencies, and designed and implemented a successful staff-care program. Christa also acted as a professional resource for the aftercare community by developing and providing training, research and consultation on issues of trafficking, aftercare, and caring for child victims and witness in the justice system.

In her current role with IJM, Christa engages churches in the biblical call to seek justice. She speaks at churches throughout the Mid-Atlantic, encouraging, equipping and mobilizing congregations to begin their journey of prayer, study and engagement in both local and international justice ministry. Christa has written articles for the Faith Alliance Against Slavery and Trafficking's *Hands That Heal International Curriculum to Train Caregivers of Trafficking Survivors*, the North American Association of Christian Social Workers' *Catalyst* newsletter, *Radiant Magazine* online, and IJM.org. Christa holds a Master's in Social Science Administration (accredited MSW) from Case Western Reserve University and a B.A. in Political Science and African & African Diaspora Studies from Tulane University. Prior to her time in Cambodia, Christa worked in refugee resettlement, youth psychiatric care, the U.S. Senate, and with Young Life's Military Community Youth Ministries in Italy. Christa and her husband currently live in the Washington, D.C., area.

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