



## Addressing the Trafficking and Exploitation of Children in Orphanage Voluntourism

### ReThink Orphanages Global Submission

#### About ReThink Orphanages

[ReThink Orphanages](#) is a network of 88 child protection, academic, media, faith-based, and travel and tourism organisations dedicated to combatting orphanage tourism, voluntourism, and orphanage trafficking. This submission focuses on voluntourism in ‘orphanages’ and its implications for child rights, child protection—specifically the trafficking and exploitation of children in residential care settings.

#### Orphanage voluntourism

Orphanages are defined as any form of residential care facility for children, including ‘childcare centres’, ‘institutions’, ‘shelters’, ‘babies’/children’s homes’, ‘children’s villages’, ‘hostels’, and in some instances, ‘boarding schools’.

Orphanage tourism or voluntourism includes any visiting or volunteering in a domestic or overseas residential care facility for children. It encompasses both shorter- and longer-term visits or volunteering stints, as well as activities like attending performances or concerts at orphanages, volunteering tasks such as building renovations, sports, homework, excursions, or language lessons. Orphanage volunteers may also assist staff with childcare, where they may even stay onsite for extended periods.

Orphanage voluntourism is driven by a consumer demand for experiences with vulnerable children, rather than a child-rights or child-centred approach.<sup>1</sup> Child safeguarding measures and vetting of volunteers vary significantly across these arrangements; overall, orphanages and receiving country governments put very few safeguards in place to protect children. Moreover, despite the existence of stringent safeguarding requirements (laws, national standards, etc.) for children’s services/working with children in many sending countries, they are not applied to citizens who go abroad as orphanage voluntourists. This leaves children in orphanages vulnerable to exploitation and abuse.

#### Orphanage voluntourism and child trafficking

Volunteering in orphanages is amongst the most popular overseas volunteering activities. It has been documented in 37 countries.<sup>2</sup> Estimates suggest that 4 million people from the US alone volunteer in

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1 Cheney, K., & Ucembe, S. (2019). [The Orphan Industrial Complex: the charitable commodification of children and its consequences for child protection](#). In K. Cheney & A. Sinervo (Eds.), *Disadvantaged Childhoods and Humanitarian Intervention: Processes of Affective Commodification* (pp. 37-61). Palgrave MacMillan.

2 Better Care Network (2018) *Orphanage Tourism Research*, New York.

orphanages or childcare placements every year.<sup>3</sup> In APEC countries, 79% of all volunteering with children takes place in residential care settings.<sup>4</sup> Foreign funding of orphanages is equally prolific and is often directed toward unregistered facilities. A 2021 study estimated that US Christians donate \$3.3 billion a year to orphanages.<sup>5</sup> Haitian orphanages, for example, receive over \$100 million dollars of foreign funding every year.<sup>6</sup> The popularity of funding and volunteering in orphanages has created a demand for children to be institutionalized—a demand sometimes met through active recruitment and long-term harboring of children in institutions, in contravention of legal gatekeeping measures and children’s rights and best interests.<sup>7</sup> The recruitment and/or transfer of a child into an institution for the purpose of exploitation or profit, including profit garnered through voluntourism, constitutes a form of child trafficking known as ‘orphanage trafficking’.<sup>8</sup>

Orphanage trafficking is enabled in certain environments where children’s care is easily commodified by a demand for orphanage voluntourism that intersects with family poverty, marginalisation, and vulnerability; lack of appropriate community-based support for children and families; prolific and inappropriate use of residential care;<sup>9</sup> and privatised, foreign-funded, and under-regulated alternative care systems.<sup>10</sup> In such circumstances, traffickers target and recruit children from families experiencing vulnerabilities, easily disguising their intent to exploit and profit from children in orphanages as an offer of charity and support. Families may also place a child in an orphanage for various reasons, unwittingly handing their children over to unscrupulous operators intending to exploit the child once in care.<sup>11</sup> Regardless of the means (recruitment, transfer, receipt), any admission of a child into an orphanage for an intended purpose of exploitation or profit meets the definition of orphanage trafficking.

Numerous forms of exploitation have been documented in association with orphanage trafficking, including sexual exploitation, labor exploitation, and servitude—in addition to the purposes of profit and adoption.<sup>12</sup> Orphanage voluntourism is linked to all forms of exploitation associated with orphanage trafficking. Orphanage voluntourism creates a means of access to vulnerable children for both preferential and

<sup>3</sup> Guiney, T. (2012). [‘Orphanage tourism’ in Cambodia: When residential care becomes tourist attractions](#). *Pacific News*, 38, pp. 9-14.

<sup>4</sup> Milne, S., Thorburn, E., Hermann, I., Hopkins, R., & Moscoso, F. (2018). [‘Voluntourism Best Practices: Promoting Inclusive Community-Based Sustainable Tourism Initiatives’](#). Asia-Pacific Economic Cooperation.

<sup>5</sup> Barna. (2021). *Residential Care: US Christian Giving and Missions*. [https://www.faithtoaction.org/wp-content/uploads/F2A\\_Residential-Care\\_Report\\_Final.pdf](https://www.faithtoaction.org/wp-content/uploads/F2A_Residential-Care_Report_Final.pdf)

<sup>6</sup> Vernaelde, J. (2017). *Funding Haitian Orphanages at the Cost of Children’s Rights*. London: Lumos. <https://www.wearelumos.org/resources/funding-haitian-orphanages-cost-childrens-rights/>

<sup>7</sup> Cheney, K., & Ucembe, S. (2019). [The Orphan Industrial Complex: the charitable commodification of children and its consequences for child protection](#). In K. Cheney & A. Sinervo (Eds.), *Disadvantaged Childhoods and Humanitarian Intervention: Processes of Affective Commodification* (pp. 37-61). Palgrave MacMillan.

<sup>8</sup> van Doore, K. E., & Nhep, R. (2021). Providing Protection or Enabling Exploitation? Orphanages and Modern Slavery in Post-Disaster Contexts. *Journal of Modern Slavery*, 6(3), 46-61. <https://doi.org/https://doi.org/10.22150/jms/STCB4140>

<sup>9</sup> Chege, N., & Ucembe, S. (2020). Kenya’s Over-Reliance on Institutionalization as a Child Care and Child Protection Model: A Root-Cause Approach. *Social Sciences*, 9(4), 57. <https://www.mdpi.com/2076-0760/9/4/57>

<sup>10</sup> Van Doore and Nhep (2023) no.8 above; Nowak, M. (2019) [‘Report of the Independent Expert leading the United Nations global study on children deprived of liberty’](#). UN Doc A/74/136, 13/23.

<sup>11</sup> Van Doore and Nhep (2023) no.8 above

<sup>12</sup> van Doore, K. E., & Nhep, R. (2022). *The legal framework of orphanage trafficking in Cambodia, Nepal and Uganda: Summary report*. Law Futures Centre & Better Care Network; Nhep, R., van Doore, K.E. (2023). *Implementing the Legal Framework for the Prosecution of Orphanage trafficking: A Cambodia case study*, Law Futures Centre and Better Care Network.

situational child sex offenders.<sup>13</sup> It is one of the primary ways operators exploiting children for profit generate income, in the form of donations, volunteering fees, and by recruiting volunteers to act as fundraisers.<sup>14</sup> It also incentivizes keeping children in substandard conditions to provoke sympathy and solicit additional donations from voluntourists. It similarly motivates child exploitation through coerced 'orphan performances' conducted for profit.<sup>15</sup>

### Positive measures taken by States at the national and international levels

Recognising the harms of orphanage voluntourism, and its links to the trafficking and exploitation of children, States are increasingly enacting measures to discourage and/or curtail the practice. In the context of the 2019 UNGA Rights of the Child Resolution, advocacy efforts culminated in a commitment made by States to take appropriate measures to prevent and address 'the harms of volunteering programmes in orphanages, including in the context of tourism, which can lead to trafficking and exploitation'.<sup>16</sup>

Numerous sending country governments have introduced measures to discourage their citizens' involvement in orphanage tourism. Countries including Australia, the UK, USA, and The Netherlands have issued travel advisories discouraging their citizens from involvement in orphanage tourism. The UK Anti Modern Slavery Unit of Border Force and the Association of British Travel Agents (ABTA) partners with Hope and Homes for Children to raise awareness amongst travellers and discourage the practice.<sup>17</sup>

Australia has taken steps to regulate charities' engagement with orphanage tourism and volunteering, including restricting access to government funding and introducing regulatory measures for charities with overseas activities. Residential care for children, overseas volunteering, and child sponsorship are recognised as high-risk activities under the regulation, and charities are required to meet minimum safeguarding requirements and standards, as set out in both Australian and host country laws. This effectively makes support for unregistered overseas institutions an ineligible activity for Australian charities, including churches. Australia acknowledges orphanage trafficking as a reportable type of modern slavery under the Modern Slavery Act 2018, with orphanage voluntourism as a sector-based risk factor.

Governments in several 'receiving countries' have taken positive action to reorient their tourism industries towards a child-rights centered approach. The Fiji Ministry of Trade, Co-operatives, Small and Medium Enterprises established a [Code of Conduct for Tourism Service Providers](#) as minimum standards, and developed the community-based [Child Safe Tourism Toolkit and website](#) to strengthen child safety measures within tourism activities. In collaboration with ChildSafe and Bahay Tuluyan, the Philippines Department of Tourism launched a campaign targeting tourism operators and committed to introducing a system for

<sup>13</sup> ECPACT. (2016). *Global Study on Sexual Exploitation of Children in Travel and Tourism*. [https://ecpat.org/wp-content/uploads/2021/08/Ex-Summary-for-Offenders-on-the-Move\\_ENG.pdf](https://ecpat.org/wp-content/uploads/2021/08/Ex-Summary-for-Offenders-on-the-Move_ENG.pdf)

<sup>14</sup> Cheney & Ucembe, No. 1 above; Nhep, R; van Doore, K. (2021). [Impact of COVID on Privately Run Residential Care Institutions](#). Better Care Network.

<sup>15</sup> Miller, A., & Beazley, H. (2021). 'We have to make the tourists happy'; orphanage tourism in Siem Reap, Cambodia through the children's own voices. *Children's Geographies*, 1-13. <https://doi.org/10.1080/14733285.2021.1913481>

<sup>16</sup> A/Res/74/133, Art 35(t)

<sup>17</sup> [#EndOrphanageTourism – campaign against child trafficking and slavery in orphanages - Hope and Homes](#)

recognising child-safe establishments. The campaign raised awareness of the dangers of orphanage tourism and orphanage volunteering. Colombia has legislated to protect children from negative impacts related to travel and tourism development. The 2009 Law requires all travel and tourism companies to adopt codes of conduct<sup>18</sup> for the protection of children from sexual exploitation. Additionally, the national policy (2018-2028) establishes concrete requirements for the prevention and eradication of sexual exploitation of children.<sup>19</sup>

Within the volunteering sector, some governments have introduced legislation to safeguard children in contact with volunteers. Peru prevents people (Peruvians and foreigners) from volunteering if they have a criminal record for crimes committed against sexual freedom.<sup>20</sup> France incorporated two new articles into the Programming Law on Solidarity Development and the Fight Against Global Inequalities (2021). Article 9 requires background checks for all volunteers and trainees intending to work with minors overseas. Article 8 classifies the categorizing of paid for and for profit voluntourism activities as 'voluntary work' or 'volunteer', to evade rules imposed on tourism companies, as an act of fraud that falls within the meaning of the Civil Code. This article will potentially curtail the practices of voluntourism companies who falsely advertise for profit orphanage tourism products as volunteer work for the benefit of children.<sup>21</sup>

Destination country governments are progressively recognising orphanages as venues for the sexual exploitation of children in travel and tourism (SECTT). In 2005, The Cambodia Ministry of Tourism signed an agreement with Friends International to implement the 'Protecting the Rights of the Child in Tourism' program, which focused on training tourism services groups on the risks to children associated with orphanage tourism.<sup>22</sup> The APEC Tourism Working Group released [Voluntourism Best Practices in the Asia Pacific Region](#) in 2018, to promote sustainable tourism initiatives. The best practice principles explicitly discourage orphanage voluntourism in member economies' tourism sectors.

### Positive measures taken by Civil Society, NGO stakeholders and Business-led responses

Child protection civil society organisations and coalitions have been at the forefront of measures to end orphanage voluntourism to protect children from unnecessary institutionalisation and the risk of trafficking and exploitation. In 2013, Better Care Network (BCN) and Save the Children UK launched a major interagency, cross-sectoral initiative addressing orphanage tourism and volunteering, Better

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<sup>18</sup> For more information about national codes of conduct for child protection in travel and tourism consult The Americas – Overview of Child Protection Standards for Travel and Tourism <https://ecpat.org/resource/the-americas-first-overview-on-child-protection-standards-to-make-travel-and-tourism-free-from-sexual-exploitation/>

<sup>19</sup> Declaration and Call for Action for the Protection of Children in Travel and Tourism - International Summit Bogota', *Global Study on sexual exploitation of children in travel and tourism*, <<https://www.protectingchildrenintourism.org/resource/declaration-and-call-for-action-for-the-protection-of-children-in-travel-and-tourism-international-summit-bogota-2018/>>

<sup>20</sup> Perú – Lista de verificación legal: intervenciones jurídicas claves en la protección de niños, niñas y adolescentes contra la explotación sexual en el contexto de viajes y turismo [www.ecpat.org/country/peru](http://www.ecpat.org/country/peru)

<sup>21</sup> LOP-DSLIM <https://www.legifrance.gouv.fr/jorf/id/JORFTEXT000043898536>

<sup>22</sup> Ministry of Tourism, 2007. Strategic Plan 2007-2009 on the Promotion of Child Safe Tourism to Prevent Trafficking in Children and Women for Labour and Sexual exploitation in the Tourism Industry in Cambodia

Volunteering Better Care.<sup>23</sup> Later renamed ReThink Orphanages (RTO), the initiative brought together advocates from across the child protection, education, media, volunteering, tourism, and the faith sector to foster coordinated member-led action. This has resulted in numerous campaigns, high-level advocacy, research, the development of tools and standards, and sector-specific engagement and awareness raising. Country-level RTO hubs formed in Australia, the EU, the UK, and the US to focus advocacy efforts on major sending-country governments. In the UK, working group members' engagement with the government influenced UK Aid's decision to make orphanages and all forms of children's institutions ineligible for funding. Collaboration between ECPAT, BCN and RTO members resulted in the incorporation of orphanage tourism in the SECTT agenda, commencing with inclusion in The Code, a wide-reaching, multi-stakeholder initiative to prevent SECTT.<sup>24</sup> This was followed by the [Global Study on Sexual Exploitation of Children in Travel and Tourism](#), conducted by an ECPAT-led high-level task force including the then-Secretary General of the WTO, which documented the risk of child sexual exploitation associated with orphanage tourism. The study informed discussion during the 2017 WTO follow-up expert meeting in Madrid.

Civil society organisations have launched campaigns to discourage orphanage tourism, targeting a range of different sectors and demographics. Campaigns include '[Rethinking Volunteering in Orphanages](#)' to stop unethical missions trips, led by Australian churches; Lumos' '[Helping not Helping](#)' campaign launched at One Young World in 2019; Friends International's ChildSafe Movement's '[Children are not Tourist Attractions](#)', [World Vision's Child Safe Tourism](#) campaign, and the RTO docu-film '[The Love You Give](#)'. CSOs have also led the development of several tourism, voluntourism, and volunteering standards that have been effectively used by industry and governments to curtail orphanage voluntourism. Examples include the [Forum's Global Standard for Volunteering for Development](#), which prohibits members from facilitating visiting or volunteering in orphanages and voluntourism activities in conjunction with orphanages, and [The Code Voluntourism Policy](#), which requires Code members to exclude visits to orphanages. G Adventures, a major global tour operator, partnered with Planeterra Foundation and Friends International's ChildSafe Movement to develop the [Child Welfare and the Travel Industry: Good Practice Guidelines](#). In addition, BCN formed the Orphanage Divestment Action Group (ODAG) in 2019 and developed '[Is Your Business Doing the Right Thing for Children?](#)', outlining pathways for travel and volunteering organisations to responsibly divest from partnerships and products involving orphanages.

These efforts have led numerous for-profit voluntourism providers to divest of orphanage tourism and voluntourism, including some of the largest providers such as World Challenge, Intrepid, Projects Abroad, Outlook Expeditions, and IVHQ.

Despite the growing momentum and positive steps taken by government, CSOs and private sector responses, orphanage voluntourism persists and remains a significant risk for children in countries where

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23 <https://bettercarenetwork.org/about-bcn/what-we-do/organizations-working-on-childrens-care/better-volunteering-better-care#:~:text=What%20They%20Do&text=Global-,Better%20Volunteering%2C%20Better%20Care%20was%20an%20interagency%20initiative%2C%20co%2D,alternatives%20supporting%20children%20and%20families.>

24 <https://thecode.org/about/>

residential care remains prolific. More needs to be done in the development of soft law and the articulation of States' obligations to protect children from trafficking and exploitation through orphanage voluntourism, both within their jurisdiction and extraterritorially.

### Implications for extraterritorial human rights obligations<sup>25</sup>

States have made a commitment to phase out the use of institutional care, with binding obligations to prevent unnecessary separation of children from their families and protect children from trafficking and exploitation.<sup>26</sup> Yet national efforts to deinstitutionalize care systems and protect children from abuse and exploitation are being undermined by the sheer 'scale of foreign funding and orphanage voluntourism propping up the institutional model of care'.<sup>27</sup> Countries where institutions remain prolific often have poor regulatory systems and limited capacity to address the flow of international funding and volunteers, which often dwarfs national resources allocated to prioritise appropriate community and family-based care services. In such contexts, foreign funding (including funding solicited through voluntourism activities) directly undermines the efforts of States to implement international standards for children in care—and child protection more broadly.<sup>28</sup> Countries that send volunteers, visitors, and funding to overseas institutions may be linked to the infringement of child rights via the conduct of their citizens, permanent residents, and the overseas activities of their domestically registered entities<sup>29</sup>. It is therefore incumbent upon States to consider their extraterritorial human rights obligations to children in this context.

As with all human rights obligations, extraterritorial human rights obligations can be examined using the tripartite classification of obligations: to respect, protect, and fulfil. Most relevant to the issue of voluntourism and its links to child institutionalisation, orphanage trafficking, and exploitation are the extraterritorial obligations to 'respect' and to 'protect'.

### *Extraterritorial obligation to 'respect'*

The extraterritorial obligation to 'respect' is concerned with the actions or omissions of States and the effects of such actions or omissions on the enjoyment of human rights of individuals who are outside of the jurisdiction of the 'acting' State. With respect to the rights of children outside of parental care or at risk of separation or institutionalisation, this obligation should be considered by States parties in the context of their Official Development Assistance (ODA) programs. In General Comment 5, paragraph J, the CRC

<sup>25</sup> This section contains an excerpt from the [ReThink Orphanages Submission to the CRC Committee Day of General Discussion 2021](#).

<sup>26</sup> *UN Doc A/Res/74/133*.

<sup>27</sup> Cheney & Ucembe (2019), No. 1 above; van Doore, K. E., & Nhep, R. (2023). Orphanage Trafficking and the Sustainable Development Goals. *Institutionalised Children Explorations and Beyond*, 10(1), 76–84. <https://doi.org/10.1177/23493003231155989>

<sup>28</sup> Cheney, K. E., & Rotabi, K. S. (2017). Addicted to Orphans: How the Global Orphan Industrial Complex Jeopardizes Local Child Protection Systems. In C. Harker & K. Hörschelmann (Eds.), *Conflict, Violence and Peace* (pp. 89–107). Springer Singapore. [https://doi.org/10.1007/978-981-287-038-4\\_3](https://doi.org/10.1007/978-981-287-038-4_3)

<sup>29</sup> van Doore, KE, 'Please stop Australians coming here': Orphanage Tourism, Child Rights and the Australian Response, *Court of Conscience* (2020) 14

Committee advises States parties that the CRC ‘should form the framework for international development assistance related directly or indirectly to children and that programmes of donor States should be rights-based’.<sup>30</sup> This statement points to the obligation of States parties to ‘respect’ child rights.

To meet the obligation to ‘respect’, governments should take appropriate legislative and policy measures to explicitly prohibit the allocation of ODA to the development of new institutions, places of confinement or institutional models of care, consistent with CRPD General Comment No.5, and ensure this is consistently adhered to by all entities and agencies of the State contributing to ODA.<sup>31</sup> ODA projects and grants should be preceded by child rights impact assessments and consider both positive and negative child rights impacts. States parties should prohibit orphanage tourism and volunteering in any state sanctioned or funded volunteering programs, or in any government agency-led or facilitated overseas community engagement initiatives.

### *Extraterritorial obligation to ‘protect’*

The obligation to ‘protect’ is concerned with States parties’ regulation of the extraterritorial conduct of domiciled non-state actors, including entities and individuals. Whilst States are not required under international law to regulate the full extent of extraterritorial conduct of non-state actors, governments do have a duty to take steps to prevent their citizen, residents, and domiciled entities from violating human rights.<sup>32</sup>

This obligation is of utmost relevance in curtailing demand-side drivers of child trafficking and exploitation in residential care, including foreign funding and orphanage tourism; however, it has yet to be called upon for this purpose. By invoking donor States’ extraterritorial obligations to ‘protect’ child rights, responsibility for regulating the extraterritorial conduct of non-state actors to prevent child rights infringements can be shared by donor/contributing countries under the framework of international cooperation. This is consistent with the CRC Committee’s affirmation in General Comment 5 of the shared responsibility for implementation and the obligation of ratifying States ‘not only to implement it within their jurisdiction, but to also contribute, through international cooperation, to global implementation’.<sup>33</sup>

To reinforce extraterritorial human rights obligations, States should be required to report on measures taken to respect and protect the rights of children outside of their geographical jurisdiction under relevant treaty body reporting and monitoring frameworks. This should include action taken to curtail their citizens, permanent residents, and domiciled entities’ involvement in orphanage tourism, volunteering, and funding of overseas orphanages in contravention of State party child rights obligations.<sup>34</sup>

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<sup>30</sup> UN Committee on the Rights of the Child (CRC), *General comment no. 5* (2003): *General measures of implementation of the Convention on the Rights of the Child*, 27 November 2003, CRC/GC/2003/5.

<sup>31</sup> UN Committee on the Rights of Persons with Disabilities (CRPD) *General Comment No. 5* (2017): *Living independently and being included in the community*, CRPD/C/GC/5, Art 96, October 2017

<sup>32</sup> Skogl, Sigrun, ‘Extraterritorial obligations and the obligation to protect’ *Netherlands Yearbook of International Law* 2016, 217-244.

<sup>33</sup> CRC Committee General Comment 5, above n 15.

<sup>34</sup> See RO DGD submission for further recommendations on extra territorial obligations (n.25)



## Gaps, challenges, and recommendations

Many gaps and challenges continue to pose barriers to the elimination of orphanage tourism and to addressing the associated issues of orphanage trafficking and exploitation. These include:

- lack of voluntourism sector regulation in both sending and receiving countries
- lack of orphanage voluntourism prohibitions and unskilled volunteering in child protection and alternative care regulations
- lack of mandatory child protection standards for the tourism and voluntourism sectors, including prohibition of orphanage tourism and voluntourism
- insufficient regulation of the not-for-profit sector, particularly charities' overseas activities
- awareness gaps regarding orphanage tourism's harms, especially in non-English speaking countries
- gaps and weak child protection laws and regulations in countries where orphanage tourism and trafficking occur
- gaps in countries' domestic and transnational child trafficking laws, preventing the prosecution of orphanage trafficking crimes. Gaps include the explicit inclusion of profit as a purpose of the recruitment, transfer, or receipt of a child into a residential care facility, or an articulation of profit in this context as a form of exploitation

Recognising these gaps, and to support States to implement commitment 35(t) of the 2019 UNGA Rights of the Child Resolution<sup>35</sup> and recommendation D.1 made by the CRC Committee in the 2021 DGD Outcomes Report,<sup>36</sup> a global expert task force was established in 2022 under the [Transforming Children's Care Collaborative](#). Comprised of 26 subject-matter experts drawn from academia, child protection, and the volunteering sector, the task force drafted a thematic brief on Orphanage Tourism, Voluntourism and Trafficking that presents a holistic strategy for governments and policymakers to eliminate orphanage voluntourism and combat orphanage trafficking and exploitation. It contains a comprehensive suite of recommendations relevant to both sending and receiving countries. It underwent an extensive external review process and represents the consensus position of the Rethink Orphanages Global Community.

Please see the [Thematic Brief on Orphanage Tourism, Voluntourism and Trafficking](#) in the Annex for a comprehensive suite of recommendations to support this submission.

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<sup>35</sup> UN Doc A/Res/74/133.

<sup>36</sup> CRC Committee DGD Outcomes report 2022



This submission was written by the following members of Rethink Orphanages on behalf of the Steering Group and global network. For more information, please contact [rebeccanhep@bettercarenetwork.org](mailto:rebeccanhep@bettercarenetwork.org)

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