



*Church-to-Church Partnership Handbook*

Revised August 2014

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## Section 1: INTRODUCTION TO WORLD ORPHANS

### I. Brief History: Looking Back, Moving Forward

World Orphans was founded in 1993 when a group of friends started a foundation to answer God's call to rescue orphaned and abandoned children.

The first church-based children's home was built just outside Nicaragua's capital city of Managua. Throughout that first year, WO partnered to build 18 other homes in 9 countries. Between 1994 and 2006, WO continued to partner with churches all across the world to help build over 500 homes throughout 45 countries and spanning 5 continents.

In 2007, World Orphans transitioned from a private foundation to a non-profit organization (501c3). The ministry implemented new project guidelines and due diligence processes to focus on identifying international church partnerships through established mission agencies and other Christian organizations. Through prayer and planning, WO turned its focus on key cities to care for orphans and help spread the Gospel. From 2007-present, WO has grown in our understanding of the role of partnership in church-based orphan care and the importance of partnering churches from the US with international churches that serve on the frontlines of extreme poverty. We are constantly looking to develop a more wholistic approach to ministry – realizing the importance of caring for the physical, mental, emotional, and spiritual needs of each child. In addition, WO has seen the importance of each child living in a home with a family; therefore, we have continually invested in our Home-Based Care model of orphan care where children no longer have to live in institutional homes. **Today, our growth is focused on expansion in Haiti, Ethiopia, Iraq, Cambodia, Guatemala, and India, while continuing to strengthen the 50 projects throughout the 14 countries that we serve.**



## II. Who We Are: Our Vision and Mission

Our Vision: **To empower the church to care for orphans – until they all have homes!**

Our Mission: **We equip, inspire, and mobilize the church to care for orphans and vulnerable children. Churches engaged. Children restored. Communities transformed by the Gospel of Christ.**

### Expanding on the Mission...

#### **“Equip the church”**

- ❖ We provide structure and organization for church-based orphan care.
- ❖ We provide training and resources for team discipleship and mobilization.
- ❖ We increase capacity and opportunities for the church to engage in global orphan care.

#### **“Inspire the church”**

- ❖ We create relational opportunities for global churches to share resources and serve alongside one another.
- ❖ We inspire people to get engaged in missional opportunities.
- ❖ We cultivate a culture of cross-cultural learning through partnership, generosity, and hospitality.

#### **“Mobilize the church”**

- ❖ We position churches on the frontlines of the global orphan crisis.
- ❖ We provide opportunities to answer the call to visit and defend the orphan.
- ❖ We offer unique ways to expand church involvement in missions and orphan care.

Our Distinctives: **We are committed to the local church, to church-to-church partnerships, and to the wholistic care of children in families.**

### III. Wholistic Care: Family Preservation and Empowerment

One of the most distinctive and vital parts of World Orphans is our mission to not only see children rescued, but also to ensure that the whole child is cared for and restored. Our primary method of doing that is through our wholistic, Home-Based Care (HBC) model, which supports, encourages and monitors orphans and vulnerable children and helps preserve, strengthen, and empower families. Here's a brief glimpse into how World Orphans (WO) performs due diligence on the international side:

1. **LEARN** – WO values learning about the country and culture.
2. **RELATIONSHIPS** - WO cultivates relationships with the locals.
3. **LOCAL CHURCH** - WO engages the local church and leadership.
4. **PARTNER** - WO partners with credible, local churches that display a similar vision, passion, and history of orphan care.
5. **TRAIN** - WO trains HBC teams that consist of 4-5 volunteers from the local church.
6. **CHILD SELECTION** - The HBC team selects the children who best fit the nature of the program, based on the greatest need and level of vulnerability.
7. **VISITATION** - The HBC team conducts frequent visits to the homes of the children to establish and strengthen relationships, to disciple the families, and to monitor the needs of the children in the program.

Our Wholistic Care team is also responsible to carry out our vision to ensure that the needs of the children are met– **physically, mentally, emotionally, and spiritually**. Included in that is the preparation, coordination, and execution of our International Training Conferences that serve the needs of our church partners, pastors, and caregivers. Through these conferences and seminars, as well as continual relationship building with our international church partners, we are able to provide guidance, resources, and encouragement to our partners when needed.

Another benefit is the opportunity for our Wholistic Care team to participate in the training of US partnered churches by serving as a resource to prepare team leaders to equip their teams when needed. More specifically, our team can help educate the team leaders in the areas of itinerary planning, pre-trip preparation, and overall team discipleship to ensure that every team we send is prepared for the field.



## Section 2: Church Partnership Philosophy

### I. Biblical Model

World Orphans exists because we believe what Scripture says about the church, the orphan, and the expansion of the Gospel. Having said that, we boast in the fact that we did not invent the model of wholistic, home-based care... we simply found it in the Word of God! The early church of Acts was fortified on the idea of community life, sharing, and spreading the Gospel. In his book *The Rise of Christianity*, sociologist Rodney Stark states,

“Christianity revitalized life in Greco-Roman cities by providing new norms and new kinds of social relationships able to cope with many urgent urban problems. To cities filled with the homeless, Christianity offered charity as well as hope. To cities filled with newcomers and strangers, Christianity offered an immediate basis for attachments. To cities filled with orphans and widows, Christianity provided a new and expanded sense of family. To cities torn by violence and ethnic strife, Christianity offered a new basis for social solidarity. And to cities faced with epidemics, fires, and earthquakes, Christianity offered effective nursing services.”

The early church understood that operating alone was foolish, so as we study their methods, we see community after community investing in one another to change the world. Still today, when churches unite together, communities begin to transform into a living, breathing Kingdom of God.

We also believe that by forming intentional, global church partnerships, we can take advantage of the vast opportunities that God has provided for our generation in terms of technology, ease of travel, and reachability. We can visit, serve, train, and learn from churches all across the world like never before, so to whom much is given, much is required.

The traction and momentum of the global church is ever increasing! Many are referring to this rise of strategic partnerships in the church as a “revolution,” but we tend to believe it is simply a “rebirth.” A rebirth that reflects what the church use to be about... expanding the Kingdom of God through Christ-centered, grace-filled community... through caring for those in need... and through loving others because He first loved us.

## II. Church Partnership Definition

It seems like everyday more books are being written and more non-profits are being formed. With that, it's easy to get lost in translation when it comes to the word '*partnership.*' Even many longstanding organizations and agencies that have blazed the trail in modern missions have begun refocusing their steps towards the idea of partnership. So, perhaps now is a good time to unpack what we mean when we say '*partnership.*'

**Church Partnership: A complementary relationship between two churches guided by a common, Gospel-centered vision and sustained by an equal willingness to learn, to serve, to grow, and to extend grace to one another under the Lordship of Jesus Christ.**

### Decoding Church Partnership...

#### **"Developed through a complementary relationship between two churches"**

- ❖ Implemented in a mutual, non-paternalistic relationship with equal parts
- ❖ Implemented between one US church and one international church, with World Orphans serving as the facilitator

#### **"Guided by a common, Gospel-centered vision"**

- ❖ Committed to Christ, the Gospel, the local church, and church partnership
- ❖ Committed to the wholistic care of children in families

#### **"Sustained by an equal willingness to learn, to grow, and to extend grace to one another"**

- ❖ Guided by the belief that the local church knows what is best for their community
- ❖ Guided by the understanding that the body of Christ is made up of many parts, each with something to contribute

#### **"Surrendered to the Lordship of Jesus Christ"**

- ❖ Committed to surrendering the ownership and authority of the partnership to Christ
- ❖ Committed to role of servant

### **III. Ten Values of World Orphans Church Partnerships**

#### **1. Relationship Over Resources**

Many people assume the key focal point of church partnership is the transferring or sharing of resources. Although sharing resources is a valued and integral part of our partnerships, it isn't our primary focus. A true partnership implies the building and nurturing of a relationship over a period of time that transcends the collaboration on any particular project. When the relationship is valued above all, it allows for mutual participation, transformation, and equal participation.

#### **2. Equality Over Superiority**

Many partnerships diffuse over time because of paternalism. True equality in partnerships allows each of the partners to function from a place of strength rather than weakness. Each partner should feel that they have a role to play and a service that needs to be provided to benefit the partnership as a whole. Healthy partnerships intentionally incorporate opportunities for dialogue, planning, assessing, challenging, and reflecting together, in order to not fall into the "superior vs. inferior" trap.

#### **3. Reciprocity Over Control**

True relationship is reciprocal, a constant give and take. It is vital in cross-cultural partnerships to understand that we all have 'poverties' that need to be addressed... they just wear different masks. Some poverties are dirty and reside in shacks, whereas other poverties might be overly clean and hiding in mansions. Fortunately, our poverties are an invitation to another to share their gift, thereby affirming their value and contribution. This requires a spirit of humility, recognizing that we are interdependent and in need of each other.

#### **4. Learning Over Teaching**

If we are conscious to focus on the relationship, ask open-ended questions, and learn from our partner, we will often find that they will invite us in to see and understand their reality... their joys and celebrations as well as their sorrows and struggles. These open relationships will often lead us to discover the structures and systems that often trap people in poverty and injustice all throughout the world. Discoveries like that will often challenge us to confront our own role and contribution to this injustice, whether through our inaction or more actively through our consumer choices, our levels of consumption, etc. Just as Christ came to make all things new, we too are called to work to change those systems, and even our own personal habits, for the sake of those we have come to know and love (and others who share the same challenges).

## **5. One Body Over One Part**

Church partnerships call us deeper into the image of the Church as one Body united in Christ, with many unique parts offering different gifts. As we come to know our cross-cultural partners, we learn new ways of understanding the Scriptures, and we see new models of participating in community. We experience our oneness in Christ, while simultaneously seeing the world through God's eyes and our role in cross-cultural community... not only with our church partner, but also with the wide stretched arms of the global church.

## **6. Affirming Dignity Over Serving Needs**

Truth be told, serving others is NOT our primary calling at World Orphans; rather, we're called to follow and imitate Christ, and in doing that, we discover three things: Who am I, How can I best serve others, and How can I best be served. Duane Elmer, author of *Cross-cultural Servanthood*, defines serving as *the ability to relate to people in such a way that their dignity as human beings is affirmed, leaving them more empowered and equipped to live God-glorifying lives*. One of the most vital attributes that drives churches to partnership is the desire to serve those in need. At first glimpse, "those in need" appear to be those living in extreme poverty – the impoverished, the orphaned, the vulnerable. But it doesn't take long to realize that needs exist in America as well. Despite severely limited resources, the love displayed by our international church partners on their respective communities constantly inspires our US church partners to love more, worship more, and even serve more locally... affirming dignity in all those they serve.

## **7. Accountability Over Intentions**

Mary Lederleitner, author of *Cross-Cultural Partnerships*, wisely states, "Good intentions are not good enough to ensure good outcomes in cross-cultural partnerships." For that very purpose, World Orphans does its due diligence to determine which churches qualify for our partnerships. Building relationships and trust over time, while implementing financial systems to ensure fiscal responsibility, we are able to filter out a lot of the major issues that frequently invade partnerships. In addition, we have many guidelines set up to ensure healthy communication throughout the partnership.

## 8. Healthy Dependency Over Unhealthy Dependency

One of the greatest fears in entering into a church partnership where one church lacks necessary resources is the fear of creating dependency. Unfortunately, that fear often paralyzes the American church and lulls us into a state of apathy where many refuse to get involved in partnership altogether. Martin Luther King, Jr. boldly challenged this state of paralysis by saying, "We will have to repent in this generation not merely for the vitriolic words and actions of the bad people, but for the appalling silence of the good people." At World Orphans, we have wrestled with 'dependency' and, with the help of Daniel Rickett's book *Building Strategic Relationships*, have come to separate the issue into two distinct categories:

- ❖ Healthy Dependency (interdependence)
  - Partners understand their reciprocal roles and responsibilities.
  - Partners enter the relationship with a clear vision of what each has to offer and gain.
  - Partners maintain independence and capacity to instruct, correct, or refuse the other.
  - Partners honor and guard the unique, divine calling of the other.
  - Partners conduct themselves in a manner that safeguards the other's integrity.
  - Partners understand that the Lordship of the partnership rests in the hands of Jesus Christ and doesn't seek to rob God.
  
- ❖ Unhealthy Dependency
  - Partners miscommunicate expectations, commitments, and goals; have no clear vision.
  - Partners ignore reciprocity and responsibility.
  - Partners prioritize and emphasize the exchange of funds over the complementary contributions that each other make.
  - Partners work with a ministry that doesn't have a governing body or long-standing credibility.
  - Partners send funds directly to an individual without establishing accountability measures.
  - Partners give resources based solely on need, instead of building dignity, enhancing responsibility, and expanding results.
  - Partners underwrite 100% of the partnered ministry's need.

## **9. Increase Capacity Over Increase Charity**

Capacity issues raise similar dilemmas as dependency, but they focus more on the intent of the US church. John Perkins said, "Acts of charity can be dangerous because givers can feel good about actions that actually accomplish very little, or even create unhealthy dependency. Overcoming an attitude of charity is a difficult task because it requires givers to demand more of themselves than good will." Robert Lupton, in his book *Toxic Charity*, warns us of this by saying, "We miss the big picture because we view aid through the narrow lens of the needs of our organization or church, focusing on what will benefit our team the most, and neglecting the best interests of those we serve." World Orphans avoids this misstep by highlighting the work of the local church, empowering our partners, and improving the life of those we serve.

## **10. Economic Empowerment Over Project Sustainability**

Arguably, one of the most talked about topics in missions these days is sustainability. Sustainability ensures that people are helped for the long term. For that reason, we are passionate about sustainability. However, our model is not conducive to overall project sustainability due to the simple fact that as children leave the program (often due to moving out of the area), they are replaced with other children in need. Therefore, rather than focus our efforts on finding sustainable options for the overall project, we focus our energy and research on the economic empowerment of our caregivers. Through the benefits of church partnership, we are able to work with many people within the US church and international church partners who have special skills and talents in the areas of economics, business, and other methods of development. The challenge is often in implementing plans cross-culturally without forcing ideas on locals. Because of that, World Orphans is sensitive and cautious regarding all economic empowerment projects and requires that all planning be proposed to the Senior Director of Projects.



## II. Partnership Commitments

### US Church Commitments

- ❖ **US CHURCH** commits to pray for the partnership, the children, and the surrounding community. In addition, the **US CHURCH** commits to mobilize its members through short-term mission teams, to relationally build into the partnership, to identify economic development opportunities, and to strengthen the **INTERNATIONAL CHURCH** over the term of the relationship.
- ❖ **US CHURCH** commits to schedule, plan, and coordinate all short-term missions trips through the World Orphans Mobilization Department.
- ❖ **US CHURCH** agrees to council with World Orphans regarding any and all future project ideas, ministry expansion, and funding decisions.
- ❖ Any and all subsequent funding requests from the **INTERNATIONAL CHURCH** must be forwarded directly to the World Orphans.
- ❖ If the **US CHURCH** is unable to make a scheduled payment, the **US CHURCH** will make every effort to notify World Orphans within 15 days prior to the scheduled payment.

### International Church Commitments

- ❖ **INTERNATIONAL CHURCH**, in cooperation with World Orphans and the **US CHURCH**, will host short-term mission teams. All parties will agree upon the timeframe, itinerary, and outreaches for each trip.
- ❖ **INTERNATIONAL CHURCH**, with assistance from the **US CHURCH** and World Orphans, will make an effort to identify, resource, and implement economic development programs in an effort to assist caretakers in providing long-term care.
- ❖ World Orphans encourages communication between the churches: sharing prayer requests, updates, and celebrations, etc. However, the **INTERNATIONAL CHURCH** agrees that it will not make any financial requests directly to **US CHURCH**. All such requests shall be made through World Orphans.
- ❖ **INTERNATIONAL CHURCH** will send World Orphans a monthly accounting of any and all funds received for ongoing operational support.
- ❖ **INTERNATIONAL CHURCH** certifies that no other funding source(s) are being, or will be received, which would create a conflict of interest of the project commitment(s) found in this agreement.

## World Orphans Commitments

- ❖ World Orphans will serve as a partner and mediator between the **US CHURCH** and the **INTERNATIONAL CHURCH** and is committed to fostering a healthy and God-honoring partnership between the churches in a culturally sensitive manner.
- ❖ World Orphans commits to seek the best interest of each church, each child, and each community that we serve.
- ❖ World Orphans will maintain all existing accountability structures and procedures with the **INTERNATIONAL CHURCH** during the term of this relationship and will maintain transparency in all activities related to this partnership.
- ❖ World Orphans will continue to provide training and resources to the **INTERNATIONAL CHURCH** in the areas of wholistic care.
- ❖ World Orphans Mobilization Department will provide oversight and assistance with all short-term trips, ensuring that input is received from all three parties - **US CHURCH**, **INTERNATIONAL CHURCH**, and World Orphans.

## All parties agree and covenant...

- ❖ To uphold integrity, both organizationally and personally.
- ❖ To uphold the intention, terms, and commitments set forth in this Agreement.
- ❖ To serve one another in a manner worthy of our Lord.
- ❖ To support each other to the best of our ability, in accordance with the leading of the Holy Spirit as unto God, with our respective time, our talents, and our God-given resources.

## All parties will value...

- ❖ **Kingdom** (Matt 6:33)... We will seek first His kingdom in all things.
- ❖ **Community** (Hebrews 10:24-25)... As an authentic community of faith, we will cheer each other on.
- ❖ **Truth** (John 17:17)... We will walk in truth and share it with others.
- ❖ **Service** (John 13:12-20)... We will sacrificially serve others to strengthen the church.
- ❖ **Love** (1John 4:7)... We will demonstrate God's love for all people.

## Section 4: Partnership Roles and Responsibilities

### I. World Orphans Staff

#### Church Partnership Director (CPD)

- ❖ Serves as the primary point of contact for communication with US church
- ❖ Develops and facilitates the church partnership
- ❖ Works directly with the US Church Representative to provide updates, reports, strategy development, and information sharing
- ❖ Facilitates and leads short term mission trips, in conjunction with the Mobilization team, for US churches by collaborating with the US and international churches to form budgets, itineraries, and future development plans
- ❖ Assists in pre-trip training, infield discipleship, and post-trip debriefing
- ❖ The CPD's level of involvement is flexible depending on the needs of the partnership and the experience of the churches we serve with. As partnerships grow over time, the role of the CPD may decrease with the understanding that World Orphans will always have value as a mediator and facilitator.

#### Projects Director

- ❖ Assists CPD in providing information from the International church that needs to be relayed to the US Church Representative, and has little or no direct contact with the US Church Representative
- ❖ Performs due diligence on international church selection, project development, monitoring, and evaluation
- ❖ Provides reports from the International church to the US church
- ❖ Provides assessment and guidance to all ministry discussions that require funding above and beyond the covenantal funding agreement (i.e. – Infrastructure improvements or repairs, sustainability options, additional children, etc.)
- ❖ Evaluates and advises on all funding requests from the International church
- ❖ Manages all partnership fund transfers and transactions, while overseeing financial accountability on all international church spending
- ❖ Direct transfer of funds between the US church and International church should be avoided. This is to protect the integrity of both partners and to ensure that third party accountability structures are maintained and implemented.

## II. US Church: Appointing a Church Representative

Each US church that enters into a covenantal church partnership with World Orphans is expected to appoint a US Church Representative who will serve as the primary contact for World Orphans staff. The appointed person does not need to be a staff member from the church; however, they need to be granted permission to act on behalf of the church, in accordance with their church guidelines. Here are the responsibilities...

### US Church Representative

- ❖ Serves as the primary point of contact for communication with World Orphans
- ❖ Contributes in building and strengthening the relationship with their church, World Orphans, and the international church in a direct manner
- ❖ Promotes, recruits, and leads short term teams onto the mission field to visit their church partner (minimum one trip/year, if possible)
- ❖ Keeps a compelling vision before their church leadership and strives to enlist the involvement of the entire congregation
- ❖ Maintains active communication with the international church partner through email, phone, Skype, social media, etc., when applicable (this is often dependent on language barriers)
- ❖ Shares all vital information with World Orphans so that all parties can be kept up to date on the health of the partnership
- ❖ Communicates all pertinent information from World Orphans to your church leadership, outlining partnership progress, status, and needs
- ❖ Sends general prayer requests and church news to church partner
- ❖ **IMPORTANT:** US Church Rep agrees to include World Orphans in ministry funding decisions that exceed regular, agreed upon partnership funding. This will help us maintain our existing accountability structures while not creating unhealthy dependency.

### Questions to Monitor and Evaluate Your Church Partnership

- ❖ Are we contributing to the mutual growth and development of both churches? Are we helping build one another's capacity, or are we simply relieving needs?
- ❖ Are we fostering a relationship that encourages us each to initiate change in our community for the sake of the Gospel of Christ?
- ❖ Do we see indicators that both parties will emerge from the relationship stronger and more effective than we were prior to the partnership?
- ❖ Is our US Church Rep and church leadership doing a thorough job of communicating with our church body about the partnership?

### III. Communication Expectations: Addressing the FAQs

**Q:** What are the guidelines for communicating within the partnership?

**A:** Communication guidelines are subjective for every partnership; however, here is the typical flow of communication...

- ❖ In the beginning, the World Orphans CPD will initiate the communication until norms and standards are established with the international pastor or World Orphans Country Director.
- ❖ Once those norms are established, communication is typically facilitated between the US Church Representative and the pastor or Country Director (often depends on the language barrier).
- ❖ For the safety and health of the partnership, World Orphans must be involved in all financial conversations between church partners.
- ❖ All trip planning must be coordinated through the World Orphans CPD and Mobilization Director.

**Q:** How are relationships formed and nurtured with our international partner?

**A:** Trips are the primary avenue where relationships are formed and nurtured. Communication outside of trips is also encouraged. Over the years, we have seen a strong correlation that reflects the importance of visitation. The more churches get to know each other on visits, the stronger and healthier their partnership becomes.

**Q:** How often can we communicate with the children and caregivers within our partnership?

**A:** Since we are a church partnership program and not a child sponsorship program, communication with specific caregivers and children (outside of trips) is very limited. Our vision and mission leans heavily on the local church to provide the care. The degree to which the US church is able to build relationships with the caregivers and children varies greatly, depending on the ability to build relationships on the trips. The primary relationship to focus on is the growing relationship between the US church and mission teams and the international pastor and staff. Due to a variety of cross-cultural concerns, the US church should maintain flexibility and trust with World Orphans and their international church partner regarding the level of relationship that can be formed with the caregivers and children.

## Section 5: Mobilization and Trips

### I. Purpose of Mobilization

**World Orphans Mobilization:** To mobilize teams onto the mission field in accordance with the Standards of Excellence in Short Term Missions to equip, inspire and mobilize the church to wholistically care for orphans and vulnerable children.

**World Orphans C2C Partnership Trips:** To strengthen church partnerships by enabling churches to build relationships and serve together in a mutually beneficial capacity.

Over the past few decades, short-term mission trips (STMs) have become a multi-billion dollar industry. In 1989, approximately 120,000 Americans went on STMs. Fast-forward to today; over 2.5 million Americans will go on STMs this year alone, spending close to \$3,000,000,000! With money like that, it often begs the question... would those dollars go farther if we simply sent money over rather than paying to send ourselves? Although the answer is complex, it is highly agreed upon that STMs must provide greater value than simply going somewhere, ministering to the local people, and then leaving with your head held high. In an attempt to meet that challenge, World Orphans has designed an orphan care model focused on a vital component that will set this trip experience apart from many others... *relational church partnerships*.

Relationships are the foundation of a great partnership. The best way to foster a growing relationship with your church partner is to go and visit! The World Orphans Mobilization Department will help you mobilize your church, as well as plan and execute effective partnership trips, so that you can focus on building a lasting relationship with your international church partner. In addition, your World Orphans Church Partnership Director (CPD) will work with your US Church Representative to develop a proper itinerary, training, and discipleship schedule that combines the wisdom, experience, and gifts of World Orphans and your church leadership.

**Please see the World Orphans Team Leader Handbook for further details.**

## II. Best Practices to Avoid Potential Pitfalls

### Best Practices for C2C Partnership Trips

- ❖ Plan trips based on what is best for your international church partner, with a focus on the wholistic care of the church, child, and community.
- ❖ Maintain good communication between the US church, international church, and World Orphans.
- ❖ Plan as far ahead as possible. Typically strategic planning for mobilizing short-term teams will occur at the end of a current trip (so the US and International church can discuss next trip in person) and/or during the fourth quarter in advance of a new calendar year.
- ❖ Be familiar with the World Orphans Team Leader Handbooks, which will provide detailed information on team training, mobilization guidelines, and important deadlines set by World Orphans Mobilization and your CPD.

### Avoiding Potential Pitfalls

Our tendency as fallen people is to want to be Lord over our own lives. Even with the best intentions we can tend to transfer the same “Lordship” attitude to our cross-cultural partners by failing to take a humble posture of service. Philippians 2 reminds us that Christ took the form of a humble servant; therefore, we should model our cross-cultural service with that same spirit.

Potential Pitfalls to be Aware of:

- ❖ US church making plans independent of international church partner and World Orphans.
- ❖ US church displaying (intentionally or unintentionally) an attitude of superiority.
- ❖ US church planning a trip that is convenient and fulfilling for their team members while inadvertently burdening the international church partner and/or not supporting their ministry vision and goals.
- ❖ US church over-promising and under-delivering in terms of future commitments.
- ❖ US church underestimating the effects of cultural differences.
- ❖ US church prioritizing sustainability and development over relationship and capacity.

### III. Roles and Responsibilities of Trip Planning

The World Orphans CPD will work with the US Church Representative and the international church leadership to determine dates that accommodate all three parties. Once dates are finalized for the trip, the CPD will communicate the trip preparation timeline (please see the World Orphans Team Leader Handbook for further details) to the US church Representative and guide them throughout the process. The World Orphans Mobilization Department will be working behind the scenes to ensure all details are gathered and prepared for the trip.

#### Roles and Responsibilities of World Orphans Mobilization Department

- ❖ **Manage applications:** Online applications are required of anyone interested in going on a trip with World Orphans. This allows World Orphans to gather the necessary personal information and authorization required to facilitate travel and be able to care for team members in case of an emergency.
- ❖ **Provide background checks:** Since all of our trips involve time spent with children, all potential team members are required to submit a background check. This is a quick and simple online process, and team members will receive an email from World Orphans Mobilization prompting the background check.
- ❖ **Provide trip insurance:** All team members are required to purchase trip insurance through the World Orphans provider. The cost is factored into the cost of mobilization, and team members will receive an insurance card that will cover them for the duration of the trip.
- ❖ **Manage funding/support raising:**
  - Each trip has a designated code (which World Orphans will communicate to the team) that allows World Orphans to track all trip funds and expenses and provide tax-deductible receipts to anyone who gives towards a trip. All trip funds must include this code.
  - Funding deadlines will be established early on in the trip process. It is important that these deadlines are followed.
  - World Orphans has resources to help and guide team members with the support raising process, including an online fundraising option, support letter templates, and fundraising ideas.
  - Your church will work with the World Orphans Mobilization Department to determine if your team members will raise funds (and submit to World Orphans) individually or if the church will submit funds on behalf of the entire team.

- ❖ **Provide cross-cultural preparation:** World Orphans will provide teams with cross-cultural training materials. With extensive experience, World Orphans staff members are equipped to prepare your team for a cross-cultural experience.
- ❖ **Provide discipleship materials:** The World Orphans Team Leader Handbook and website have materials to help your team prepare for the trip.
- ❖ **Provide ministry preparation:** In light of the history and relationship World Orphans has with our international church partners and our philosophy of ministry that has been developed over years of experience, we will provide guidance, training (including Outreach Best Practices), and structure to the trip itinerary and ministry plans that your team has for ministering with your church partner.
- ❖ **Provide structure for in-country trip leadership:** Church Partnership Directors (CPDs) from World Orphans will lead the first trip, including pre-trip training, in-country leadership, and post-trip reporting. Once an experienced US Church Representative is selected, much of the trip leadership will be transitioned to him/her at a mutually agreed upon time. Although the World Orphans CPD and Mobilization Department will continue to be instrumental in trip planning, the US Church Representative will be expected to manage much of the pre-trip training, in-country leadership, and post-trip reporting. To ensure proper training and team leadership on the field, if a US Church Representative cannot go on a future trip, it may be necessary for a World Orphans CPD to lead the team on those designated trips.
- ❖ **Provide structure for in-country logistics (housing, transportation, translation, food, water, etc.):** Initially, these preparations are handled by World Orphans. As with in-country leadership, these responsibilities will increasingly be shared with the US Church Representative as the US church gains experience and the partnership matures.
- ❖ **Prepare emergency response protocol:** The World Orphans CPD will work with the US Church Representative to complete an Emergency Response Protocol report before departing for each trip. The document covers emergency procedures and contact information.
- ❖ **Provide post-trip debriefing:** The World Orphans CPD and/or the US Church Representative will debrief each trip at the end of the time spent in country. The World Orphans Mobilization Department will also touch base with each team member to conduct post-trip follow up surveys. Debriefing

materials are also available for personal and team reflection in the World Orphans Team Member Handbook. It is the responsibility of the US Church Representative to debrief the trip with US church leadership. This debriefing process is vital to the health of World Orphans and each partnership.

### **Roles and Responsibilities of US Church Representative**

- ❖ **Recruit:** Promote the trip and recruit team members.
- ❖ **Manage applications and background checks:** Ensure all team members complete World Orphans forms in a timely manner.
- ❖ **Share budget information:** Work with World Orphans CPD and/or Mobilization Director to form trip budget and communicate that information to your team.
- ❖ **Manage deadlines:** Ensure that the church and/or team members get necessary funds to World Orphans by set deadlines.
- ❖ **Manage travel arrangements:** EITHER purchase plane tickets OR ensure that World Orphans has all necessary team information and timely funding for World Orphans to purchase the airline tickets.
- ❖ **Participate in pre-trip training:** Work with World Orphans CPD to plan and participate in pre-trip planning/training calls.
- ❖ **Participate in post-trip reporting:** Assist World Orphans CPD with all trip reporting. If no World Orphans CPD travels, collect receipts and account for how all cash was spent in country. Work with World Orphans CPD to complete a trip report.
- ❖ **Capture stories:** Report trip details and life transformation stories to the church body and World Orphans.
- ❖ **Participate in post-trip debriefing and follow up:** Work with World Orphans to effectively debrief team members including exploring next steps of involvement.

## IV. Administrative Fees

It's no secret, World Orphans is passionate about the local church. We want to see US churches partner with international churches around the world so that the ultimate goal of gospel expansion can be achieved through the rescue, care, and restoration of orphaned and vulnerable children. We value each and every church that chooses to partner with our ministry. **As a part of our appreciation for our church partners and donors, we find it important to be ECFA accredited and transparent in how we appropriate the funds entrusted to our ministry. For us to be able to implement, sustain, and expand our ministry, we charge a low administrative fee of 10% on all funding transactions, from ongoing partnership funding to mobilization expenses.\*** Additionally, the vast majority of our staff are support-raised so that we can appropriate more of our funds to fulfilling our vision and mission. If you have questions regarding our administrative fees, please feel free to contact the World Orphans Senior Mobilization Director.

\* Note:

1. For more information on how World Orphans spends our resources (which includes your admin fees) please visit our website and view our Annual Report.
2. Occasionally there will be situations where it is necessary for World Orphans to make an exception to our standard fees. In those cases World Orphans will discuss this with the US church partner and reach an agreement before funds are spent.