

Sharing

our Common Resources



a guide to CWM's programmes and grants

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Foreword

CWM is a global partnership of churches committed to partnership in the work and witness of Christian mission. In this process CWM shares resources of money, people, skills and insights. The practice of holding resources for mission in common is therefore deeply embedded in the family and communal ethos of CWM.

Since its inception in 1977 the organisation has subscribed to the view that “to share in international mission every church is both a receiver of help and a giver of its talents” and upheld the principle whereby each member church may receive in accordance with its need and give in accordance with its means.

This guide holds to these fundamental principles, and provides a more comprehensive reference and guideline to the churches as to the protocol and procedures within CWM for accessing common resources to initiate, promote or enhance their mission and ministry activities.

All applications should be sent to the CWM general secretary so that work can be coordinated, responses sent out and applications processed in accordance with the published dates and procedures. This work is facilitated by a Programme Management Group, which is based at Ipalo House and is made up of staff. This group meets regularly to consider all applications for resources, and to prepare the applications for presentation to the CWM Trustee Body meetings.

Des van der Water
CWM general secretary



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Foreword

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Sharing our Common Resources

As a partnership of churches in mission CWM seeks to support its members in their mission endeavours. Because we believe that mission is contextual this means that between us – and even within our own settings – there are many different mission emphases. This is reflected in our member mission programme priorities:

- Evangelism and church planting
- Capacity building / human resource development
- Social service (including health, caring for people, water)
- Children and youth
- Infrastructure
- Church renewal (including worship and Christian education)
- Communication
- Gender issues and women's empowerment
- Political, economic, ecological and social justice
- Economic development
- Education
- Community building
- Ecumenical ventures and partnerships
- Identity issues, Christianity and culture
- Family
- Stewardship

The combined insight and expertise this gives us is perhaps our greatest resource as we journey together in God's mission.

Each member church both contributes to and receives from our common resources in very practical ways, usually expressed in the form of resources of people, money and ideas.

How it works

Our programmes are primarily organised around developing and supporting our members' mission priorities. In simple terms it can be expressed like this:

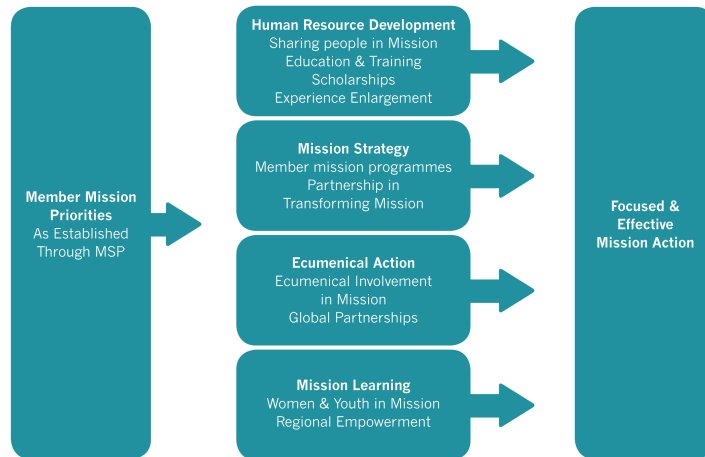


Figure 0.1: Supporting mission priorities

As Figure 0.1 illustrates, our focus is on supporting member mission priorities as established through their mission programme applications. In doing so we bring together a number of elements:

- Human resource development and mission learning, which focus on capacity building, and
- Mission strategy and ecumenical action, which focus on implementation.

What do we need?

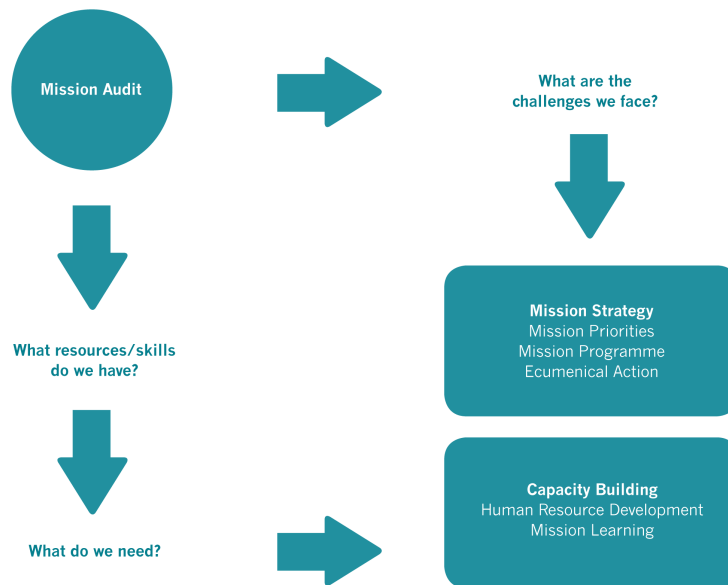


Figure 0.2: Implementation of mission strategies

As Figure 0.2 shows, the development and implementation of mission strategies and capacity building are intimately linked. If we are to be effective in what we do, we need to hold the two together so that individually and collectively we are building capacity to respond to the challenges we face. In this spirit, regional roundtable meetings, where we gather each year to reflect on progress in our mission programmes, emphasise learning from experience and from each other so that we can keep on developing and improving the life and witness of our churches.

Included in this learning is theological reflection, asking what is God is saying to us through our experience and the changing circumstances in which we find ourselves, and the more challenging question of how God might be calling us to change how we work and what we do.

In all this our focus is on developing effective mission strategies that enable us to have a real and sustainable impact on the peoples we serve throughout the world as partners together in God's mission.

One thing that is not reflected in these diagrams, but which is one of the real challenges that we face, is that sometimes events occur that upset our best laid plans – most frequently natural disasters, such as hurricanes or earthquakes – and for this CWM provides Solidarity and Action support. In such circumstances we can expect an impact on a member's mission priorities and our approach, working together allows for this.

In the following pages you will find more details of each of the programmes and how your church can access them.

You can also call upon the staff in Ipalo House to help you. Indeed, it is usually very beneficial to begin your enquiries with one of the relevant members of staff, the names of which are given on the [CWM website](#).

Philip Woods – Executive secretary for mission programme

Part I

Personnel Sharing and Human Resource
Development

This part includes programmes whose primary purpose is to assist member churches with personnel sharing and human resource development as they build capacity.

Programme	Staff Contact
Sharing People in Mission	Executive secretary for personnel and training
Scholarships	Executive secretary for personnel and training
Leadership Development	Executive secretary for personnel and training
Experience Enlargement	Executive secretary for personnel and training
Face to Face	Executive secretary for personnel and training
A New Face	Executive secretary for personnel and training
Training in Mission	Executive secretary for mission education

Find contact details on the [CWM website](#).

In determining their mission priorities, churches will be aware of their needs for capacity building, enabling them to better address the challenges they face and/or build a new generation of informed and competent church leaders. All these programmes are aimed at supporting them in this.

1

Missionary **sharing**

Personnel Sharing and Human Resource Development

This programme facilitates the sharing of both long-term and short-term missionaries. Sharing people in mission this way enables churches to

- Acquire people with skills they are lacking
- Learn new skills from other people
- Meet a short-term specific need
- Equip their people with skills and insights learnt from service with another church.

While people offering for service will always have skills and insights to share, they also need to be open to the fact that working in another context they will also be learners, benefiting from the rich insights and experiences of those among whom they live and work. In this way experience is shared within our community of churches and members are supported in their mission priorities.

1.1 Who does what?

There are four main parties normally involved in setting up a missionary appointment facilitated by CWM. They are: CWM; the missionary's sending church; the church receiving the missionary; the missionary and the missionary's family. This list summarises the responsibilities and involvement of each party for the long-term missionary programme.

1.1.1 Recruitment and selection

The sending church is responsible, through the appropriate committee, for recruitment and selection of their own missionary candidates. The details are sent to the receiving church through CWM. CWM informs member churches of existing vacancies or needs and assists in matching requests with offers.

1.1.2 Appointment

The receiving church invites the missionary and makes the appointment according to its terms of service.

The missionary accepts the invitation for the appointment in writing.

The missionary then becomes one of the employees of the receiving churches during his or her term of service.

In conjunction with the sending and receiving churches CWM produces a memorandum of understanding between all four parties involved in each missionary appointment, which seeks to clarify the arrangements and responsibilities for that particular appointment.

1.1.3 Pre-service training and orientation

The sending church makes arrangements for pre-service training in consultation with the receiving church and CWM.

Each missionary candidate is required to study the training modules prepared by CWM.

CWM can provide financial assistance and arrange for missionary training.

The receiving church makes arrangements for orientation on arrival. This includes language study if necessary.

1.1.4 Travel arrangements

Travel arrangements are normally made by the sending church on appointment and by the receiving church when the missionary goes on home leave, or returns home after the termination of service.

CWM provides for the travel costs of missionaries where this has been agreed before a missionary appointment is made and therefore reimburses the church, or sends beforehand the required travel costs.

CWM provides travel insurance cover for missionaries and their families travelling to and from their places of service.

For long-term missionary service CWM pays the costs of transporting some extra baggage to and from the missionary's place of service. The amount of extra baggage is stipulated in CWM's guidelines on page 118.

In exceptional cases, CWM may be asked to make the travel arrangements and to send the relevant tickets to the missionary.

The missionary, in consultation with CWM and his or her church (sending church or receiving church according to the case), may make his or her own arrangements. CWM will reimburse for the direct route fares.

1.1.5 Personnel matters during the term of service

The missionary is expected to consult the receiving church officers for all matters relating to the work. The sending church and CWM are to be informed and will take any necessary action.

Churches are advised to deal with personnel matters through a personnel committee and to appoint somebody to be the person in charge of the missionary and his or her family (ie pastoral care, settling down etc).

In times of crisis, the sending church and CWM should be contacted at once (eg emergency, accident).

Missionary book allowance: Missionaries receive a book allowance each year.

1.2 Missionary experience

Missionaries are on the frontiers in mission. They are expected to share news and stories of their work and faith experience in a creative way at least every six months with CWM (and with sending and receiving churches), to provide information for informed prayer and to encourage others.

1.2.1 Home leave

Between a year and six months before the home leave is due, the missionary is expected to draw the attention of the receiving church to:

- Discussing whether she or he may return for a further term of service after home leave or terminate his or her service
- Suggesting dates of home leave
- Deciding about study leave, if applicable
- Making travel arrangements (there is a prescribed travel form which needs to be filled in by the church or by the missionary and sent to CWM).

The sending church and CWM are to be informed as soon as possible of any decision regarding home leave and take the necessary action.

The sending church in consultation with the missionary makes arrangements for:

- Accommodation during home leave
- Medicals
- Any programme of deputation work
- Payment of salary during leave (or as agreed between the sending church and the missionary)
- Study leave arrangements are to be discussed by both churches and CWM with the missionary, and acted upon accordingly.

1.2.2 Children's education

Missionaries are normally responsible for their children's education. The sending church with the receiving church, in consultation with the parents, agrees about where the children are to be educated; in the place of service or in the home country. Only under very special circumstances can the location be elsewhere (in day or boarding school or with a correspondence school). If there are financial implications CWM should be consulted well in advance.

If children are educated in the home country away from the parents, the sending church, in consultation with CWM, deals with the education costs and the travel of children to visit parents during the holidays.

If children are educated in the place of work, the receiving church in consultation with the parents will deal with the arrangements for education and, if appropriate, CWM will reimburse part of the education costs.

1.2.3 Financial support

The receiving church fixes the rate of salary and pays the salary accordingly. The sending church and CWM are to be consulted.

When revising the missionary's salary, the receiving church may consult the sending church and CWM. CWM recommends the revision of salary each year.

The sending church is responsible for all the costs involved in pre-service such as training, medicals, obtaining passports and visas and appointment allowances.

The sending church, in consultation with the missionary, will make sure that arrangements for superannuation, pension, provident funds, national insurance etc are taken care of during the time the missionary is away from home.

CWM may be approached for assistance where churches feel they cannot meet the conditions described above. Each case is dealt with individually.

1.2.4 Evaluation

The receiving church will arrange for an annual evaluation of the work and general care of the missionary and inform the sending church and CWM. It will also discuss and evaluate in this context, the process of building relationships between the partner churches.

1.3 Selection procedure

How do the churches select? It varies. Some churches have elaborate procedures while others have none. CWM realises the need for a checklist on selection procedures, which can be of some help to member churches. CWM is aware that there cannot be a single blueprint for all churches. This document is an attempt to point out key factors to which a church must give serious attention by using their own skilled people and setting their own methods.

1.3.1 Church's commitment

As the church decides to send and receive missionaries it is appropriate that the church leaders have taken time to look through the implications, which will require the church's administrative time and financial and pastoral commitments.

The church should decide:

- Which church officer and which church committee will be responsible for the sending and receiving of missionaries.
- Who will be the contact person with partner churches and CWM.
- Who will provide administrative back-up and constant links with the missionaries on behalf of the church.
- A fund set aside to meet basic expenses related to missionary sharing will be very helpful.

The church committee should study the church's policy on personnel sharing, CWM guidelines and any other material, which can help them. The church committee should either adopt CWM's guidelines or write their own guidelines and share these with CWM. The idea is that the church should have a simple document to refer to which sets out the church's own procedure, commitments and authority over its missionaries.

1.3.2 Recruitment design

The church's own recruitment design may have much to say about what to expect from applicants, for example, how they came to know about the post, what had motivated them, and how knowledgeable they are about what is expected of them. Recruitment design has a bearing on the selection procedure in so far as it informs the committee where to begin.

1.3.3 Selection committee

It is appropriate to have (or to invite as and when required) a selection committee. Usually a group is better at judging the various aspects involved in selection compared to a single person's opinion. The group must be aware of (and preferably have read essential documents on):

- The church's own vision, mission involvement, practice and structures
- The vision, ethos and practice of CWM
- And demonstrate the skills required to make a team of selectors. Different team members may have different areas of competency.

1.3.4 Candidate profile

It is important to consider the family along with the candidate throughout the selection procedure since the family is an important part of the missionary engagement. The committee should assess the spiritual, mental, emotional and physical health, personal characteristics, professional qualifications, motivation and theological stand. The key points to concentrate on will be their faith in God, commitment, trustworthiness, motivation, maturity, stability, crisis management skills, communication skills, family relationships, cross-cultural understanding and adaptability. See the interview checklist on page 124.

1.3.5 Placement match

As far as possible new placements should match with a person's previous and current experience. For example, problems often occur when someone from a rural environment in one country is "dropped" without preparation into an urban environment in another country or vice versa. The committee should give attention to this fact.

1.4 Methods of selection

There is no single method or single event which can ensure that the total selection procedure is foolproof. Churches can develop their own methods which they find suitable. A few suggestions are given below:

In stages

A selection process can begin where the person contacts the local church leader and the recommendation moves through stages to the church headquarters. Thus the local minister or committee, by contacting local people and neighbours, can establish a few facts about the person's faith, motivation, characteristics, relationships etc before recommending the person to the denominational office.

Interview

A face-to-face interview with carefully chosen people in an informal atmosphere is a commonly used method. Formal interviews can be superficial. See the interview checklist on page 124 for guidance.

Residential interview

More and more agencies and churches are using residential interview techniques. In this method the family is invited to come and stay over a period of time (perhaps two days and one night). Various sessions are arranged to meet people individually and the family all together both formally and informally. There are sessions with team exercises and work exercises in which the candidate and family themselves participate in their own assessment. Medical or other tests can also be carried out at the same time.

Missionary placement at home

Selection procedure begins with the initial enquiries and continues through interviews, training and local placement until the person is finally sent. After interviews the person can be sent for training. The training college or tutor will make an input towards the assessment. If the interview results are not fully satisfactory or there is no training or there is a time gap between the interview and the placement the person can be put in a missionary situation in another part of the church or country for a period of two or three months. This provides a taste to the family of what is expected, their judgement on their own ability and a more sure assessment to the selection committee to finally recommend or not to recommend them for overseas service.

Final words

The continuous contact of, and pastoral support by, the home church plays an important role in the success of a missionary placement. However, being human we are imperfect and mistakes can be made in selection, training or placement. There are two basic principles to remember:

No perfect system

There are neither perfect methods of selection nor perfect missionaries. Through selection procedures we make the best use of our accumulated experience and knowledge and leave the rest to the Holy Spirit.

Back home fast

When the placement shows clear signs of failure there is no wiser alternative than to get the person back home fast. Just as there are some missionary experiences which are higher than our hopes, so there will always be some which will be far below our expectation. Lingering only make things more difficult for the missionary and the churches. The causes must be analysed so that they can be dealt with and a recurrence prevented.

2

Short-term **missionary** **appointments**

Personnel Sharing and Human Resource Development

Short-term missionary appointments

Short-term missionary service is normally for two years or less. The calling and expectations for missionaries are basically the same for long and short-term missionary service.

The aims of sharing short-term missionaries through CWM are similar to those of other types of personnel sharing, in summary:

- To enable churches to learn from each other in partnership. Short-term missionaries share themselves, their lives, their faith and their Christian experience. They are a visible reminder of our partnership, the human face of mission and a living link within CWM and between member churches. This kind of sharing should strengthen the mutual relationships between the churches involved
- To provide practical help in specific projects or situations where it might otherwise be difficult to get the job done or to share in specific tasks. In addition to sharing skills, short-term volunteers can bring a different perspective or provide a challenge, which may help those they serve to see their mission or task through different eyes
- To provide a learning experience for the missionary who is called to be sensitive and aware of local culture and context in the place to which she or he is sent. The volunteer should be looking to discern God at work in a different situation and thus grow in his or her own faith and Christian experience. Short-term missionaries can return to enrich their own churches and communities by sharing the new insights gained.

2.1 Who is this programme for?

While it can be for people at any age and stage in life who are committed to sharing themselves (and not just their skills) with others, potential short-termers often fall into one of two groups which could be specifically targeted:

- Young people – who are able to take time out during, or at the end of their studies before they have marriage, family and career commitments and responsibilities
- Newly retired, older people – with grown up families, well-developed skills and plenty of experience, still in good health and without financial problems, who may even be able to contribute financially to the short-term missionary experience themselves.

2.2 Short-term opportunities

Sufficient flexibility has normally proved to be essential in putting all aspects of CWM's personnel sharing programme, including, short-term missionary service, into practice. There are three main types of short-term possibilities with CWM.

2.2.1 Region to region short-term groups

The Personnel and Training unit seeks out, with the churches in one CWM region, a number of possible short-term placements and ensures that accommodation etc is available. The most suitable may be ongoing projects which will not be disadvantaged if a short-termers is not regularly available. A group of short-termers is recruited from a different region, and brought together for a week's residential preparation with the final selection confirmed at the end of the training week. Short-termers are sent out either singly or two-by-two to their projects to serve for a year.

A residential weekend debriefing is arranged on their return. They are encouraged to share their experiences in their local congregations and districts and more widely in their denominational church.

Main target group: Young people

Suggested group size: 10 to 12

Suggested length of service: One year

2.2.2 Short-term teams

Short-term teams can be recruited for specific tasks or in response to specific needs in a member church. For example, a team to carry out a building or renovation scheme at a church, school or hospital; a team to assist churches in one district with worship and evangelism. The team goes to a particular church district, institution or area and can be recruited from another CWM region or church. In this case the mix of skills and the group dynamics of the team is very important to consider.

Target group: Young people, older people or a mixture

Suggested group size: Six to eight

Suggested length of service: Two to four months

2.2.3 Short-term placements

At present there are two placements which receive a short-term missionary each year, for one year. Penrhys, Wales, has had a series of young people from the Church of Jesus Christ in Madagascar. This has led to the building up of a special relationship between Penrhys and Madagascar.

Other opportunities are being developed along these lines.

Main target group: Young people

Suggested number of people: A series of four or five, one each year from the same partner church

Suggested length of service: One year each.

3

Leadership development

Personnel Sharing and Human Resource Development

Leadership Development

This programme facilitates capacity building in churches through offering opportunities for people to undertake short-term, skills orientated training. Such opportunities might be used to:

- Offer financial or management training to a newly-appointed church officer
- Presentation or media skills training
- Project management training.

Applications should enhance the church's leadership capacity in line with its human resource development strategy, enabling it to better pursue its mission priorities.

Maximum grant: £4,000

3.1 Criteria

Churches should assess their available personnel and training capacity, and identify their need within the overall mission policy and thus draw up a plan for leadership development.

The plan should be brought to the knowledge of the trustees through the secretariat against the background of which each application of the church should be evaluated.

Each application should be an integral part of such a plan and relate to one or more particular needs of the church.

The application should indicate that careful thought has been given to selecting the candidates, courses, institutions and other options if they exist.

It should also have been processed through an appropriate committee.

Careful consideration needs to be given to the following points when selecting study centres:

- The centre should be able to provide the required training at both academic and experiential levels.
- The centre should be close to the geographical and cultural area in which the candidate is going to serve.
- The centre should be one where the required goals can be achieved at comparatively low cost.

It is important to ensure that centres of excellence in the South are taken into consideration as well as those in the North.

The application should indicate the commencement and the length of study and the relevant costing and also indicate the financial contribution made by the church applying.

4

Scholarships

Personnel Sharing and Human Resource Development

Scholarships

This programme facilitates advanced learning within and between our members, offering opportunities to gain further education in other contexts. Such opportunities might be used to:

- Build up a theological faculty
- Develop new leaders
- Acquire specific skills for emerging challenges.

Applications for scholarships should arise from a church's human resource development strategy – how they are investing in people's development for the needs and challenges they face – and so should be clear on how the acquired skills and experience will be used by the church in terms of its mission priorities.

4.1 Pastoral and general care

The executive secretary for personnel and training arranges for pastoral and overall care.

CWM member churches are encouraged to share the responsibility of pastoral and general care for scholarship holders who come to study within their geographical region.

The sending church should continue to keep in touch with their scholarship holders.

A relationship of ongoing accountability between church, scholarship holder and CWM will be established.

4.1.1 Spouse and family

The sending church should normally assume the responsibility of the financial and pastoral care for the family of a scholarship holder, if that family is not accompanying the person to the place of study.

If the scholarship programme is for one year or less the family of the scholarship holder does not accompany her or him.

However, consideration should be given for the candidate's family to join her or him for part or all of the programme where the programme is longer than one year; suitable courses are available for a spouse, or there are other good reasons to do so. The financial and pastoral implications need to be discussed with CWM.

4.1.2 Candidature

Normally the age limit should be above 20 and below 50.

Special consideration should be given to youth, women and lay persons.

Attention should be given to the candidature of those who opt for the courses which are not traditionally opted for but are very useful for the churches in the long run, for example property management, law, archives, financial management etc.

A church should not normally recommend a person more than once for a scholarship programme.

4.1.3 Responsibilities of the church from which the scholarship holder comes

- To provide full details of the person selected for a scholarship, and the kind of training needed together with an up to date medical report (using the form supplied by CWM).
- The member church, in submitting scholarship applications to CWM, must indicate clearly their financial and other contributions to the candidate during the study programme. As a minimum, and as with other personnel sharing through CWM, the expectation is that the expenses incurred prior to leaving the country of the scholarship holder – for passport and visa, medical examinations etc – are paid.
- To ensure that provision is made for the family of the scholarship holder during the time she or he is away from the home-country.

- To make full use of the scholarship holder after the period of training. Each member church recommending a person for a CWM scholarship must provide a clear indication of how the candidate is to be used by the church after the completion of their study programme. The scholarship holder should return to the kind of job for which she or he has had specific training. The church should also provide an assessment of the value of the training. Member churches must negotiate with the person receiving a CWM scholarship the time required in service to the church following the completion of the study programme (normally three years).

4.1.4 Responsibilities of CWM

- To ensure that the necessary finance for international travel and the training required is available, and to administer the bursary or scholarship. All factors relating to the scholarship are encompassed in a memorandum of understanding between the candidate, the member church and CWM.
- To ensure that the kind of training given is appropriate and to assess the value of the training after it has been given.
- In cooperation with the member church in the country where the scholarship holder is engaged in study:
 - To ensure that pastoral care is provided
 - To ensure that hospitality is provided during vacations and opportunities are provided for engaging in the life of the local churches.

4.1.5 Responsibilities of the scholarship holder

- To make the best possible use of the study time available to try and do well in the prescribed course of study.
- To share something of their own church life, culture and faith with their host church or institution.
- To be prepared to share as much as possible of what they have gained from their experience with their own church on their return.
- To keep contact with the home church and appropriate CWM staff.
- To submit a report of their study and evaluation to the sending church and CWM.
- To keep continued contact with CWM.

4.2 Schemes of study programmes

The following schemes of study programmes are suggested for consideration.

- Theological studies and special skills
Such studies up to the first degree level should normally be undertaken within the nation. Only in special circumstances should an institution abroad be considered, preferably one within the region.

- Higher studies and experience
This should include studies beyond first degree, specialisation in one field or another, or short study programmes related to experience enlargement such as exchange of theological teachers and students. The candidate should have completed the first level of study and should have considerable work experience.
- Promotion of skills in groups
If a church decides to promote the skills of church related workers in a particular field or promote awareness on an international issue as a mission priority through organising short-term courses locally, such proposals should be supported by providing personnel or financial assistance. The local church should contribute a certain percentage of their own resources.

4.3 Operational mechanism

The application should be made on CWM's prescribed application form and addressed to the executive secretary for personnel and training.

Applications should be made as early as possible before the commencement of the study programme. Scholarship applications are considered by the Trustee Body or the Officers Group and must be submitted by the respective deadlines. For applications to be considered in June – submission by 15 January. For applications to be considered in November – submission by 15 July.

A medical examination must be completed before final processing of the award.

The Personnel and Training unit processes the application. The unit will look at the overall planning of the programme and the financial aspects and where applicable, draw up a study programme agreed by the church and candidate. The executive secretary for personnel and training through the project management group, will incorporate the application into the project applications and place it before the Trustee Body or Officers Group for approval.

Approved applications are administered through the executive secretary for personnel and training.

5

Experience Enlargement

Personnel Sharing and Human Resource Development

Experience Enlargement

This programme facilitates visits between churches, enabling the sharing of experience and exposure to new situations. Such visits might be used to:

- Learn about a particular programme or activity in another church with a view to implementing something similar in one's own context
- Share ideas and offer opportunities for mutual learning between churches as part of an exchange programme
- Promote solidarity between churches.

Experience enlargement grants are made towards the cost of international travel and should assist churches in the development and implementation of their mission priorities and/or building up our identity as a community of churches in mission.

Maximum grant: £4,000

5.1 Practical guidelines

5.1.1 Preparation

Adequate time must be allowed for mutual agreement about objectives, size and constitution of group (if a group), duration, programme and preparation of participants.

Sufficient correspondence, exchange of views and information must take place between the sending and host churches.

Copies of all important correspondence must be sent to CWM.

The host church is expected to issue a formal invitation letter and provide a detailed plan of visitation in consultation with the sending church.

The sending church should provide orientation for visitors prior to the visit to enable them to learn enough about:

- Their own church, country and culture
- Host church, country and culture
- CWM – its vision, activities and structure.

Audio-visual aids, written material and persons, such as overseas guests and people who have already had an experience, can be useful for this purpose.

5.1.2 Finance

It is expected that the expenses incurred at home on orientation, local travel, accommodation, visa, passport and the care of the visitor's family are the responsibility of the sending church. The visitors can share in these costs. However, a letter confirming that all the above mentioned requirements are taken care of, along with the acceptance of the host's invitation is important. A copy should be sent to CWM.

The host church is expected to receive the visitors, provide hospitality, accommodation and arrange for the local travel. In most cases, the host church is expected to meet the cost. In cases of long journeys within the country and in cases where it is difficult for a host church to meet such costs, assistance can be sought from the sending church or CWM. In all cases a budget must be prepared and sent to the sending church and to CWM.

Where the sending church is not able to meet full or part of the international travel of the visitors, they should apply for assistance from the Experience Enlargement fund.

5.1.3 Travel

The dates and length of visitation should be decided by the sending church in consultation with the host church and CWM.

It should be made clear as to who is arranging the travel. Itineraries of all visitors should be provided to both the host church and CWM in advance. Assistance from CWM can be sought where there are difficulties in arranging travel.

Enquiry should be made in good time about the necessity for visas.

5.1.4 Insurance policy

All those who travel on the business of CWM are covered by CWM's general travel insurance policy on page 97.

5.1.5 How to apply

Applications for Experience Enlargement must be made by the sending church and supported by the host. It is presumed that initial negotiations may take place between the churches and/or with the help of CWM before the application is made.

The application is addressed to CWM on the prescribed form well in advance, preferably six months before the date of visitation, to allow sufficient time for processing, consultation and preparation.

All the details on the form must be completed as far as possible. Extra sheets can be attached if more information is available and helpful to process the application and is not included on the prescribed form.

Please write to the executive secretary for personnel and training for any further advice.

5.2 Intensive Experience Enlargement workshops

From time to time, CWM arranges particular workshops, either globally or regionally. Usually churches are invited to select participants, as the topics are very specific. For example there have been workshops on community development, church administration and finance and communications. CWM has also worked with the Africa region on a training of trainers programme conducted as a two-week course.

Check the [CWM website](#) for details of upcoming workshops.

6

Face to Face

Personnel Sharing and Human Resource Development

Face to Face

This programme exposes students to a context other than their own to stimulate theological reflection, encourage sensitivity to people of other cultures and motivate people to involvement in mission. Such exposure might be used to:

- Enlarge the horizons of theological students as part of a church's capacity building strategy
- Deepen students' theological insights
- Equip someone for multicultural ministry.

Applications should seek to enhance the church's capacity in line with its human resource development strategy, enabling it to better pursue its mission priorities.

6.1 Expectations

- Students are expected to be able to participate competently in English.
- Students must apply to participate in this programme on the prescribed CWM application form by the due date. Your denomination's general secretary must endorse applications.
- Students must agree to be under the direction of host college staff for the duration of the programme and to participate fully in the activities arranged by the host college.
- Students must arrange their own passports and visas to attend the course.
- Students should possess a good working knowledge of their own country, culture and church life and be prepared to share this with other participants and with the host college community.
- Participation in the course presupposes a willingness to live and work with students from other cultures and to participate in community activities such as worship, shared meals and other common responsibilities, which contribute to creating a harmonious group, experience.

Who is this programme for?

Ordinands – that is, those preparing for ministry but not yet ordained by their church.

6.2 Recruitment and selection

Places on this programme are strictly limited and applications received after the advertised deadline (check the [CWM website](#) for latest details) will not be considered.

Candidates should indicate which programme (Pacific, India, or Zambia) they are applying for.

Selection is made by the staff of the Personnel and Training unit and will try to reflect regional and gender balances.

What costs does CWM meet?

CWM will arrange and pay for the student's international travel. CWM pays the colleges for the student's accommodation and food and gives a small pocket money allowance to the students to cover the placement period. CWM will pay local travel costs to and from the placements (ie from the college). CWM awards a certificate of participation for each student in the programme. Students will be responsible for their own spending money above the pocket money allowance provided by CWM.

6.3 Course content

Each college has prepared a programme that reflects its own cultural and theological context. There are resources available to students as background material for preparation in the programme and these are sent to participants before the commencement of the course.

7

A New Face

Personnel Sharing and Human Resource Development

A New Face

This is a seven-week programme of cross-cultural exposure for those in ministry, introducing clergy to ministry in a different context to their own to stimulate theological reflection and to gain a cross-cultural perspective. Such exposure might be used to:

- Enable someone to work (or develop their work) in a multicultural context
- Prepare people to work with a church's international partners
- Equip someone to work as a missionary.

Applications should seek to enhance the church's capacity in line with its human resource development strategy, enabling it to better pursue its mission priorities.

A group of up to 10 clergy will spend seven weeks either in Jamaica hosted by the United Church in Jamaica and the Cayman Islands, or in Guyana hosted by the Guyana Congregational Union.

During this time there will be one week of orientation, then a placement with a local congregation and finally a one-week evaluation and debriefing where participants can process and reflect on their experiences.

While the programme is not designed to form part of any formal academic course, it is expected that each participant will complete a report that critically reflects on his or her experiences.

7.1 Hosts responsibilities

- The host church will appoint course coordinators who will accept overall responsibility for the group and assist in finding satisfactory placements.
- The hosts will arrange the orientation programme and this will involve an introduction to the host nation's faith and culture. This teaching will be experiential and interactive and may involve visits to places of interest, dance, drama, videos and other medium that will help the students experience the host context, as well as classroom-based teaching. The churches will also arrange the placements with different congregations in situations where it will be expected that programme participants take part in worship and share in ministry in a local context.
- The host church will coordinate the evaluation and debriefing week. The debriefing may address issues such as: What was different from my own context? What have I learned about relating to people of other cultures? What did I find difficult or unexpected? What did I enjoy most? Each participant will be invited to make a presentation to the group, which addresses these broad areas.
- The host church will arrange to meet participants at the airport on their arrival into the country and take them back to the airport for their return journey. The church will provide the appropriate accommodation for the group. CWM will confirm the numbers of men and women in the group and then the appropriate accommodation will be confirmed.

7.2 CWM responsibilities

- CWM will promote the programme through its member churches and be responsible for the selection of participants in the programme.
- CWM will arrange and pay for participant's international travel (however participants can arrange their own travel and be reimbursed by CWM after authorisation has been made by CWM for the participant to confirm the booking). CWM will pay the host church accommodation and food costs incurred and give a small pocket money allowance to the participants to cover the "placement" period. CWM will pay local travel costs to and from the placement.
- CWM will award a certificate of participation for each person in the programme.

7.3 Participant responsibilities

- Participants are expected to be able to participate competently in English and participate for the full duration of the programme.
- Participants must apply to participate in this programme on the prescribed CWM application form by the due date. The denomination's general secretary must endorse applications.
- Participants will be responsible for their own spending money above the pocket money allowance provided by CWM.
- Participants must agree to be under the direction of the host church staff for the full duration of the programme and to participate fully in the activities arranged by the host church.
- To attend the programme, participants must arrange their own passports, visas for Jamaica as well as transit visas where necessary. This needs to be done well in advance of travel (no less than two months prior to travel). Where you are not able to apply for visas in your country you will need to apply by courier or through a travel agent at your expense. Possibly your church can assist with these costs.
- Participants should possess a good working knowledge of their own country, culture and church life and be prepared to share this with other participants and with the host community. Participation in the course presupposes a willingness to live and work with people from other cultures and to participate in community activities such as worship, shared meals and other common responsibilities, which contribute to creating a harmonious group experience.
- Participants are responsible for paying their own routine medical needs such as prescriptions, dental care etc. Participants travelling on behalf of CWM will have insurance cover. However in the event of a serious medical emergency, the insurance company will need to be contacted directly, to claim any insurance. Failing to do this insurance will not be obtainable. All receipts and a doctor's report will need to be produced.

8

Training in Mission

Personnel Sharing and Human Resource Development

This programme facilitates future leadership development through offering the opportunity each year to 12s young people over the age of 18 to spend 10 months together as a group in two CWM regions learning about mission both theoretically and practically as they share in classes, exposure visits, projects and hands-on work in various contexts. This opportunity might be used to:

- Develop future leaders (three former TIM students serve as general secretaries of CWM member churches)
- Encourage talented young people to offer their skills in the service of the church and God's mission
- Enhance the skills and experience of young leaders.

Applications should enhance the church's leadership capacity in line with its human resource development strategy, enabling it to better pursue its mission priorities.

Applicants should be 18 to 30 years old at the start of the programme, which runs from February to December each year.

8.1 Participants

Training in Mission participants should have the following qualities:

- Interested in exploring mission issues in an international and multicultural context
- Committed and active member of a CWM member church
- Able to relate well with others
- Mature enough to cope with stress
- Able to spend 10 months away from home
- Aged 18 to 30, single, and not an ordained minister
- Committed to sharing experiences on returning home
- With some experience of project work through voluntary or paid involvement in church programmes or with secular NGOs
- Ideally they should also have completed high school and preferably other further training
- Participants must be proficient in English as this is the language of communication for the TIM programme.

8.2 Selection of participants

All CWM member churches are invited to submit up to three applications for the Training in Mission programme each year. Each church has its own internal selection procedure and all applications must be endorsed by the general secretary of the sending CWM member church.

CWM also invites some of its ecumenical partner organisations to submit applications for the TIM programme.

Applications should be received by 15 May for the programme beginning the following year. Selection will then be made by the Mission Education unit of CWM with the aim of achieving a balance of gender and regional representation as far as possible. The details of selection and progress of the TIM programme will be reported to the Trustee Body every year.

8.3 Roles and responsibilities

8.3.1 Ipalo House

The Training in Mission programme is administered by the Mission Education unit of CWM at Ipalo House.

The executive secretary for mission education supported by the programme assistant has overall responsibility for the Training in Mission programme.

Specifically the Mission Education unit is responsible for:

- Design and delivery of the programme

- Approval of budgets, reviewing financial statements and provision of funds for the programme
- Inviting nominations and selection of participants
- Arranging and funding travel and insurance for participants
- Providing participants with background and preparatory materials about the programme
- Approval of programme outlines with particular reference to placements, holidays and retreats
- Orientation and evaluation phases of the programme
- Evaluation of the participants' progress, certification, and submitting final confidential reports to participants' sending churches and organisations
- Setting and implementing the TIM code of conduct, including ultimate responsibility for matters of discipline
- Approval and confirmation of appointment of TIM programme coordinators
- Evaluation of the TIM programme as a whole and making recommendations for relocation or other developments (at the request of and in conjunction with the CWM Trustee Body).

Furthermore the Mission Education unit provides support to:

- Programme coordinators and local joint management committees in relation to the delivery of the programme
- TIM participants in their progress through the training programme.

8.4 Expectations of participants

The TIM programme is not just another youth training programme. It seeks to offer a radical alternative to the mission formation of young adults. The following expectations are associated with participating in the programme:

- Participants are to be the visible expression of God's calling of every Christian to be "sent-out" as witnesses to the risen Christ in the world.
- Participants are to witness to the new humanity in Christ by taking action to break down cultural, racial, linguistic and other barriers. They are called to a lifestyle that is shaped by more than one culture and tradition.
- Participants are to be living examples of partnership in mission, the principle upon which CWM is founded, by:
 - Challenging and enriching the lives and mission of other partners in mission
 - Being responsible for and accountable to one another.

See also the Training in Mission Guidance on page 129 and the Code of Conduct on page 132.

Part II

Mission Strategy

This part includes programmes whose primary purpose is to assist member churches with the development and support of their mission programmes.

Programme	Staff Contact
Mission Support Programme	Executive secretary for mission programme
Partnership in Transforming Mission	Executive secretary for mission programme

Find contact details on the [CWM website](#).

These two programmes centre on the support and development of member's mission programmes. These are the three to five year (or longer) programmes that seek to implement a church's mission priorities.

Working with churches individually and through the annual regional roundtable meetings CWM staff assist and support members in the development, monitoring and evaluation of their mission programmes.

9

Mission support Programme

Mission Strategy

This programme offers support to member churches in the implementation of their mission priorities. Providing funding assistance over a three to five year period and accompaniment through the annual regional roundtable meeting, it seeks to support the strategic mission programmes of our members. This enables churches to:

- Develop a particular aspect of their life and witness
- Learn from each other through the annual regional roundtables
- Reflect on their programmes and mission priorities in the light of experience and changing circumstances at regular intervals.

Applications should be developed in conjunction with the Mission Programme unit (which can arrange for advice and technical assistance in the preparation of a mission programme) and build on the church's assessment of its current situation (capacities and challenges). When a mission programme proposal is ready for submission it should be presented to the regional roundtable meeting to draw on the experience and insights of other churches before its consideration by the Programme Management Group and the Trustee Body.

9.1 Introduction

In 1998 CWM introduced the Mission Programme Support Fund (MPSF), setting aside funds to support the mission programmes of its member churches. The first round of the programme ran from 1998 to 2001 (MPSF1) and the second round from 2002 to 2005 (MPSF2). In 2006 the programme was completely revised and renamed Mission Support Programme (MSP), in recognition that CWM's main function was to encourage and support its member churches in their mission work.

The funding for each round of the programme is ring-fenced (that is, it cannot be used for other purposes) and so no matter which stage churches are at (MPSF1, MPSF2 or MSP) the funding allocation available to them for each phase of the programme is secure.

The guidelines that follow apply whether a church is seeking MPSF1, MPSF2 or MSP support.

9.2 Broad principles and overview

The programme is primarily about support; how CWM's resources of people, money and ideas can be used to assist a member church with its mission programme.

This support is offered in the following ways:

- Through assistance from the Mission Programme unit, including among other things, help with mission consultations, assistance with applications and advice on monitoring and evaluation
- Through the annual Regional Roundtable meeting, where churches from the same region come together to report on how their mission programmes are going, learn from each other's experience, and mutually support, challenge and encourage each other
- Through MPSF/MSP funding
- Through the sharing of mission personnel (facilitated by the Personnel and Training unit)
- Through the sharing of ideas, where churches with similar interests and concerns are brought together to learn from each other and/or our ecumenical partners.

The expectation is that programmes last between three and five years, and that one round of support leads to the next. That is the lessons learnt from the evaluation of the current mission programme are used to help develop the next mission programme.

At its simplest the cycle can be viewed as follows:

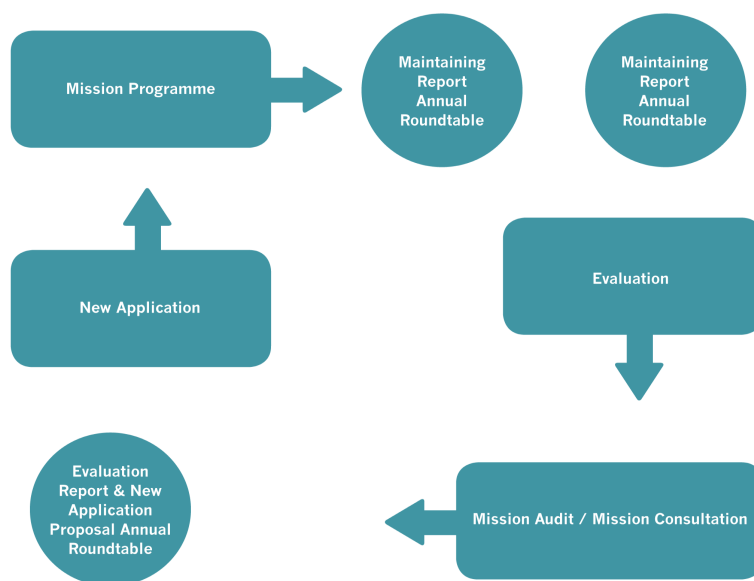


Figure 9.1: The Mission Programme cycle

The following sections offer guidance on the various stages of the MSP process:

- Mission planning on this page
- Making an MSP application on page 55
- Regional roundtable reporting (monitoring) on page 57
- Making changes (re-designation requests) on page 58
- Evaluation on page 58.

9.3 Mission planning

A mission programme builds on several factors:

- Assessments of existing work and what is being learnt from it
- Reading the signs of the times – what is happening around us and how do we understand it in the context of our faith
- Recognising what resources (people, skills, infrastructure, money, etc) are available and what is lacking.

Taking into account all these things you can begin to shape a programme and a plan for how to carry it out. This is best done by seeking input from all the people who might have an interest in what you are doing – church members, ministers, leaders, local communities. The list will depend on your context and the type of programme you are considering (eg

whether it is local or national in scope), but involving all the key stakeholders from the beginning will help you discover more of the issues that need to be taken into account as you develop your programme.

9.3.1 Mission consultation

One of the best ways to do this is to hold a mission consultation that brings together all interested parties. The Mission Programme unit can assist with this in a number of ways as follows:

- Advice on how to organise a mission consultation
- Providing an external facilitator (someone from another church or a member of CWM staff)
- Assistance with the cost of the consultation (up to £3,000 from the church's MPSF/MSP allocation).

For a mission consultation to be successful it is important that it is well prepared, with the participants and/or some designated individuals or church committees having already explored the factors outlined above in more detail, as follows:

Learning from experience

What have we learnt from our MPSF/MSP evaluation? Which of our existing activities is working well? Why? What are the problems we face? How could we address them? What could we improve and how? What is not working and should we stop doing it? Or could we do it differently? How? Are we achieving what we believe God is calling us to do? If not, why not?

Reading the signs of the times

How is our world changing? What does it mean to follow Jesus in this world? How does our faith speak to events around us? Where is the reign of God apparent and where is it missing? What can we learn from this and what should we be doing?

Resources audit

What people, funds and facilities do we have access to? What will we have in five years time? Are they adequate for the situation we face? If not, what do we need and how could we acquire them? What is our plan to maintain and develop our capabilities?



Figure 9.2: Managing resources

In this process experience and resources are the foundational elements, while reading the signs of the times (Following Jesus in our context) seeks to apply the critical element of discernment – what is our faith calling us to at this time?

Mission is all about moving beyond our comfort zones and living out our faith in the world at large – how is our mission programme going to help us do this?

How we answer these questions and the many other questions that will arise as we reflect on all these factors will almost certainly reveal more than can reasonably be undertaken. It is therefore very important to prioritise what you are going to do and to focus in on those priorities.

9.4 Making an MSP application

Having completed an evaluation of your existing MPSF/MSP programme (see below) and engaged in a process to plan your next mission programme (above) you will be ready to submit your next MPSF/MSP application. Its initial presentation should be to the regional roundtable meeting.

If the regional roundtable meeting supports the application then the Mission Programme unit staff will process the application with a view to bringing it to the next available Trustee or Officers meeting in which such application requests can be considered¹. If a roundtable withholds support and a member body nonetheless wishes to submit its application then the church may do so through the Mission Programme unit.

¹ normally the cut-off point for papers and applications for such a meeting is two months ahead of the meeting

All MPSF/MSP applications are considered by the Programme Management Group (cross-unit staff group), ahead of presentation to the Trustees or Officers, so that any potential issues can be addressed before a formal decision on the application is made by the Trustees.

The application should cover all the following areas:

- Programme background – how the programme came about (including drawing on the lessons from the evaluation of the previous mission programme). Explain the consultation process and the stakeholders involved in formulating the programme. Some basic information on your church (church structure, size, etc) is also helpful.
- Context – what are main issues and challenges facing your society and church? How has the context changed since your last MPSF/MSP application?
- Mission priorities – what are the mission priorities of the church? Are your mission priorities consistent with your contextual challenges?
- Programme objectives and aims – what are the overall aims and objectives of your mission programme? What does this programme aim to achieve?
- Implementation and activities – for each mission priority you should focus on:
 - Description of the project – background information on the project, eg why this project is important, how it came about, description of the context.
 - Aims and objectives – what does the project aim to achieve? What are the objectives of the project?
 - Time frame – when will the project commence and what is the time line for the project (eg two year project)?
 - Target beneficiaries – who are the primary beneficiaries of the project? Will they be involved in the planning, implementation and evaluation of the project?
 - Management – who is involved in overseeing and implementing the project? What is the management structure?
 - Monitoring and evaluation – how will this programme be monitored and evaluated? What indicators will be used to measure the impact of the project? What methods will be used to collect the data (eg surveys, workshops etc).
- Management – who will be responsible for the overall coordination of this mission programme (eg committee, general secretary etc)?
- Capacity – does your church have the capacity (staff, skills, experience, physical infrastructure) to successfully implement this mission programme? If not, what is your plan for building up your capacity? For example, appointment of staff, appointment of missionaries (CWM Personnel and Training unit could help with this), development of theological education, etc. With regards to mission capacity, it will be important to draw on the learning from previous mission programmes.
- Evaluation – what is the evaluation strategy for measuring the impact of this mission programme? What indicators will be used to measure progress and impact?
- Budget – please provide an income and expenditure budget for this mission programme.

9.5 Regional roundtable reporting

The annual monitoring of mission programmes is shared in regional roundtable meetings to enable churches to learn from each other and share their experience together. The regional roundtable meetings are organised by the Mission Programme unit in conjunction with the Regional Mission Enabler and/or regional representative. As well as offering opportunities for mutual learning the meeting also includes workshops to explore issues in greater detail, and an exposure programme in which the host church introduces its context and mission programme through on site visits.

At each annual regional roundtable meeting member churches are required to present a monitoring report on their mission programme. This report should cover the following points:

Overview

This is essentially a summary of the application and so unlikely to change during the course of a programme, but provides important background information for people who are new to the roundtable meeting.

- Programme – please briefly outline the structure of your mission programme (priorities and activities).
- Context – What are the main issues and challenges that affect your society?
- Church – What are the main issues and challenges that affect your church?
- Numbers
 - How much is your MSP/MPSF allocation for this round?
 - How much has been granted for this programme? What (if any) is the remaining balance?
 - How much and when are the instalments due?

Update

This is the church's monitoring report.

- What have you done?
 - What have you done since last year's roundtable?
- What have you received and spent?
 - Please provide a financial breakdown of the funds you have received in the last year and the funds you have spent.
- What have you achieved?
 - What have been your main achievements in the past year?
 - Which of your programmes are doing well and why are they doing well?
- What difficulties have you encountered?

- What challenges and difficulties have you faced during the last year?
- Which programmes are not going as well as you hoped?
- What have you learnt?
 - What have you learnt since last year's roundtable?
 - What have you learnt from the problems you encountered?
 - What do you plan to do differently in the future?
- Issues you would like to discuss
 - Please highlight any issues you would like to discuss further at the roundtable.

Where a church has completed its mission programme its report should be in the form of an evaluation of the programme and presentation of the application for its next mission programme, or alternatively, if it is not yet ready to move on, a report indicating how it has progressed since the last roundtable meeting.

9.6 Making changes (re-designation requests)

As the mission programme is worked upon it is possible that learning from experience will indicate that changes in the programme are required for the work to be effective, or over the course of a programme's duration that circumstances might change necessitating changes to the programme itself. Either way change is possible if agreed in advance, as follows:

- Where the request involves less than £10,000 and follows the framework of the agreed mission programme (ie it is fine-tuning the programme in the light of new evidence or changing circumstances) it should be handled by the Project Management Group.
- Where the request involves more than £10,000 and/or alters the framework of the agreed mission programme it should be processed by the Project Management Group and if felt appropriate referred to the Officers for an email or teleconference decision at the earliest opportunity.
- Or, when it is deemed to fundamentally alter the agreed mission programme framework as to be effectively a whole new request, referred to the next available Trustee or Officers meeting in which such application requests can be considered.

Normally such requests will initially be considered in regional roundtable meetings where they would naturally arise from the annual monitoring report.

9.7 Evaluation

Upon completion of a mission programme it should be evaluated to assess its effectiveness and to identify what has been learnt from it, and how that learning will be incorporated into or otherwise influence your next mission programme.

The evaluation should be organised as follows:

- Mission Programme Overview – general report on mission programme, including mission priorities; how the programme came about; programme time line; objectives of the programme; etc.
- Context – what were the main issues facing your society and church that led to the design of your mission programme?
- Implementation – under each project, programme or mission priority, you should focus on:
 - Description of the project – including aims, objectives, target group, stakeholders involved etc
 - Outcomes – what were the outcomes and impact of the project? How did you measure the impact?
 - Time frame – when did the programme commence, when did it finish?
 - Successes – what went well? Were there any unexpected benefits?
 - Challenges – what challenges and difficulties did you face? What went wrong or did not go to plan?
 - Sustainability – will the project be discontinued or will the project continue beyond this phase. If the project is to continue, how will it continue?
 - Learning – what did you learn from all of the above?
- Capacity – did your church have the capacity (staff, skills, experience, physical infrastructure) to successfully implement and evaluate the mission programme activities? Has the mission programme highlighted gaps in capacity that need to be addressed?
- Finance – provide a financial report of the funds you have received for this mission programme (CWM, your own church and any other sources) and the funds you have spent.
- Overall learning – what did you learn from this mission programme and how will you incorporate this learning into your next mission programme?

Conclusion

CWM recognises that for a variety of reasons churches move at different speeds and all, according to their contexts, face different challenges. As such we are engaged in a journey with one another, which in respect of member mission programmes, the Mission Programme unit seeks to facilitate, primarily through the annual regional roundtable meetings, but also through working with individual churches on the particular challenges they face. The Mission Programme unit staff are therefore available to advise on all aspects of the Mission Support Programme and will be pleased to assist you at any stage of the MSP process.

10

Partnership in Transforming Mission

Mission Strategy

This programme offers members the opportunity to work together developing an experimental response to a new challenge. Requiring at least two members from different regions, it can also involve ecumenical partners and is designed to encourage the exploration of innovative mission initiatives. As such this programme offers members the opportunity to:

- Identify and engage with emerging challenges
- Collaborate with other churches
- Experiment with new responses
- Share their learning and experience with others.

Applications should be developed in conjunction with the Mission Programme unit (which can suggest potential partners, and provide assistance in the preparation of a proposal) and demonstrate the innovative nature of the initiative.

The maximum grant depends on the nature of the project and the number of participating churches, with £25,000 per participating church or ecumenical agency as the guide figure.

In this era of globalisation, issues such as migration, human trafficking and climate change are issues that affect us all. Partnership in Transforming Mission (PTM) is a CWM programme that encourages churches to work together in partnership to mutually develop new approaches to mission at a local level addressing common issues and global challenges.

Principal Aim: To encourage mutual learning and action in transforming mission.

10.1 Objectives

Partnership	Experimentation
Mutuality	Pilot projects
Sharing skills, ideas, experience	New approaches to mission
Ecumenical partners	Creativity and innovation
Strategy	Flexibility and adaptability
Emerging mission issues	Learning
Reading the 'Signs of the Times'	From other churches
Context specific	From ecumenical partners
Global challenges	Cross-regional
Mission not maintenance	Successes and failures
	For future mission programmes

10.2 Criteria

A Partnership in Transforming Mission project must:

- Be built around a shared concern (emerging mission issue)
- Involve at least two CWM churches from different regions
- Bring real transformation within the churches themselves as well as beyond
- Develop an experimental response to an emerging issue with the intention of enabling a larger mission initiative in the future (eg CWM Mission Programme)
- Be multi-year and sustainable with a long-term focus
- Be grounded in the local context (eg congregations and villages).

10.2.1 Who is involved?

- At least two CWM member churches from different regions
- Can involve ecumenical partners
- Can involve CWM regions¹
- Maximum of four mission partners² per Partnership in Transforming Mission project
- A CWM church can be involved in a maximum of three Partnership in Transforming Mission projects.

¹eg CWM Pacific region with another CWM region and/or member churches in another CWM region

²Mission partners: CWM churches, non CWM churches, ecumenical organisations, CWM regions

10.2.2 Resources

- Partnership in Transforming Mission projects should be project-led rather than funding-led
- Partnership in Transforming Mission should be about more than just the sharing of finance
- Partnership in Transforming Mission partners should share their skills, human resources, ideas and experiences
- Partnership in Transforming Mission offers funding on a project-by-project basis
- As a guideline, a Partnership in Transforming Mission project involving four mission partners could receive a total grant of £100,000³
- Similarly, a project involving two mission partners could receive a total grant of £50,000. It is up to the mission partners to decide how this grant is used between the mission partners
- Recognising that the programme is designed to encourage experimentation, funds will be made available more flexibly in stages to support:
 - Initial planning and consultation
 - Consultancy to develop and investigate viability of proposed project (feasibility study)
 - Pilot project, evaluation and any follow-up work to promote what has been learnt.
- While an application should envisage all stages, it is conceivable that after an initial consultation or feasibility study, it might be decided not to proceed further because of what has been learnt, in which case an evaluation would be held to understand why the programme had not proved ultimately feasible.

Examples

- Human trafficking – The Church of Bangladesh, the Church of North India, the Protestant Church in the Netherlands and the United Church in Jamaica and the Cayman Islands are currently investigating the feasibility of a human trafficking Partnership in Transforming Mission project.
- Deportation – The United Church in Jamaica and the Cayman Islands, the Guyana Congregational Union and the United Reformed Church are currently doing research to investigate the feasibility of undertaking a Partnership in Transforming Mission project on deportation.
- Future possible projects – CWM churches in the Pacific have expressed interest in developing a Partnership in Transforming Mission project on the issue of youth suicide. The Presbyterian Church of India and the Presbyterian Church of Myanmar have shown interest in the possibility of a joint Partnership in Transforming Mission project on peace and reconciliation.

³The funding cap of £25,000 per member should be viewed as a guide rather than a rule

10.3 How to apply

For more information or to apply for Partnership in Transforming Mission support you should contact the Mission Programme unit who will help facilitate the process of application with all the parties to the application.

On submission of a programme proposal the Mission Programme unit can assist members find other churches sharing similar concerns and arrange an initial consultation or workshop for the participating churches to develop their proposal for submission to CWM's Trustee Body.

For a proposal to go forward to the Trustee Body it must

- Meet the criteria for the programme on page 62
- Demonstrate how it fits the programme's objectives on page 62
- Show how the project will be monitored and evaluated
- Include an income and expenditure budget, and
- Indicate how, if successful, the work might be taken forward.

All Partnership in Transforming Mission applications are considered by the Programme Management Group (cross-unit staff group), ahead of presentation to the Trustees or Officers, so that any potential issues can be addressed before a formal decision on the application is made by the Trustees.

Part III

Ecumenical Action

This part includes programmes whose primary purpose is to assist member churches and our ecumenical partners with ecumenical initiatives.

Programme	Staff Contact
Ecumenical Involvement	Executive secretary for mission programme
Global Partnership Programme	Executive secretary for mission programme

Find contact details on the [CWM website](#).

Building on our understanding of partnership in mission, CWM encourages and supports ecumenical engagement at all levels. To this end these two programmes give expression to our ecumenical commitment as they invite our members to involve their ecumenical partners in the development and implementation of their mission priorities, and enable CWM globally to engage with other international ecumenical and mission agencies.

11

Ecumenical Involvement

Ecumenical Action

Ecumenical Involvement

This programme offers members the opportunity to engage with ecumenical partners in their context in the working out of their mission priorities. Such an opportunity might be used to:

- Share in another church's or ecumenical agency's initiative
- Share one's own learning with other churches and so develop a larger initiative
- Develop ecumenical responses to emerging challenges
- Draw on the experience and learning of other churches.

Applications should demonstrate the ecumenical nature of the venture and its relationship to the member's mission priorities.

Maximum grant: £10,000

11.1 Mechanism

Most members' mission priorities involve engagement in large and challenging issues. Often it is appropriate to develop this work ecumenically and to that end CWM offers each member the opportunity to apply for one Ecumenical Involvement grant a year, with a maximum grant of £10,000 per application.

Applications should:

- Be based on the member church's mission priorities, and
- Show how the member church is involved.

All Ecumenical Involvement applications are considered by the Programme Management Group (cross-unit staff group), ahead of presentation to the Trustees or Officers, so that any potential issues can be addressed before a formal decision on the application is made by the Trustees.

The application should cover all the following areas:

- Programme background – how the programme came about (including drawing on the lessons from the evaluation of the previous mission and/or Ecumenical Involvement programmes). Explain the consultation process and the stakeholders involved in formulating the programme.
- Mission priorities – what are the mission priorities of the church? How does this programme relate to them?
- Programme objectives and aim – what are the overall aims and objectives of this programme? What does this programme aim to achieve?
- Implementation and activities
 - Timeframe – when will the programme commence and what is the timeline for the programme?
 - Target beneficiaries – who are the primary beneficiaries of the programme? Will they be involved in the planning, implementation and evaluation of the programme?
 - Management – who is involved in overseeing and implementing the programme? What is the management structure?
- Monitoring and evaluation – how will this programme be monitored and evaluated? What indicators will be used to measure the impact of the programme? What methods will be used to collect the data (eg surveys, workshops etc).
- Budget – please provide an income and expenditure budget for this programme.

12

Global partnership Programme

Ecumenical Action

This programme supports CWM's engagement with its ecumenical partners such as the World Council of Churches and the World Communion of Reformed Churches. Through this programme, CWM seeks to engage with and support its ecumenical partners in line with its members' mission priorities, contributing to the development of mission thought and action in the wider church. Such engagement provides opportunities for:

- Wider learning
- Larger initiatives
- Accessing and working with constituencies beyond the CWM membership.

Applications, while considered annually, are usually framed in the form of longer-term partnership agreements between CWM and its global ecumenical partners.

The Global Partnership Programme is the means by which CWM engages with and supports its international ecumenical partners on issues of common strategic interest. It is therefore possible for support through the programme to be expressed in the form of multi-year or annually renewable partnership agreements. As such these grants are often the product of direct negotiations between CWM and its international ecumenical partners. Nonetheless applications still have to be made to enable the Trustees to review and approve such grants.

All Global Partnership Programme applications are considered by the Programme Management Group (cross-unit staff group), ahead of presentation to the Trustees or Officers, so that any potential issues can be addressed before a formal decision on the application is made by the Trustees.

The application should cover all the following areas:

- Programme background – how the programme came about (including drawing on the lessons from the evaluation of previous Global Partnership Programmes and/or other similar programmes carried out by the organisation). Explain the consultation process and the stakeholders involved in formulating the programme.
- Mission priorities – what are the mission priorities of the organisation? How does this programme relate to them?
- Programme objectives and aim – what are the overall aims and objectives of this programme? What does this programme aim to achieve?
- Implementation and activities
 - Timeframe – when will the programme commence and what is the timeline for the programme?
 - Target beneficiaries – who are the primary beneficiaries of the programme? Will they be involved in the planning, implementation and evaluation of the programme?
 - Management – who is involved in overseeing and implementing the programme? What is the management structure?
- Monitoring and evaluation – how will this programme be monitored and evaluated? What indicators will be used to measure the impact of the programme? What methods will be used to collect the data (eg surveys, workshops etc).
- Budget – please provide an income and expenditure budget for this programme.

Part IV

Mission Learning

This part includes programmes whose primary purpose is to assist member churches with mission education and learning.

Programme	Staff Contact
Youth in Mission	Executive secretary for mission education
Women in Mission	Executive secretary for mission education
Mission with Children	Executive secretary for mission education
Regional Empowerment	General secretary

Find contact details on the [CWM website](#).

Mission education and learning takes place in many ways and CWM is keen to support its members develop opportunities to engage with the whole cross-section of their membership and to learn from each other. These programmes are focused on engaging with particular constituencies in our churches, and to support the development of CWM's six regions as enablers of mission thinking and practice in their context.

13

Youth in Mission

This programme encourages churches to involve and engage their youth in the outworking of their mission priorities. As such it offers the opportunity to:

- Introduce a new generation to God's mission and how it is understood in a particular context
- Engage young people in the church's mission programme
- Draw on the insights of young people in the evaluation and/or development of a church's mission programme
- Enable young people to play a fuller part in the life of the church.

Applications should focus on the learning benefits for young people and/or how the church might benefit from learning from its youth.

Maximum grant: £4,000

13.1 Mechanism

To whom should I apply?

Send a request to the CWM general secretary. Applications must be received at least three months before the start of the proposed project or activity.

Who will decide?

The executive secretary for mission education in consultation with the general secretary will decide. One application per CWM church can be made each year. Priority will be given to churches that have not already applied successfully.

14

Women in Mission

This programme encourages churches to involve and engage women in their mission programmes in ways that affirm their contribution to leadership. As such it offers the opportunity to:

- Draw on the insights of women in the evaluation and/or development of a church's mission programme
- Address issues of gender inequality in the church and society
- Give voice to women's spirituality and theology
- Empower women who feel marginalised.

Applications should focus on empowering and learning from women and how this will enrich the church's life and witness and/or enable it to address issues of gender inequality.

Maximum grant: £4,000

14.1 Mechanism

To whom should I apply?

Send a request to the CWM general secretary. Applications must be received at least three months before the start of the proposed project or activity.

Who will decide?

The executive secretary for mission education in consultation with the general secretary will decide. One application per CWM church can be made each year. Priority will be given to churches that have not already applied successfully.

A report on the initiative is required by the CWM Trustee Body.

15

Mission with Children

This programme encourages churches to engage with children (and families) as part of their mission priorities. As such it offers the opportunity to:

- Develop the church as a family-friendly community
- Recognise the gifts and insights of children
- Address issues of injustice facing children.

Applications should focus on how the church is reaching out to children and/or meeting their needs.

Maximum grant: £4,000

16

Regional Empowerment

This programme supports the development of CWM's six regions as centres of mutual learning and support. As such it offers members the opportunity to:

- Learn from one another
- Involve other ecumenical partners in CWM at the regional level
- Develop common programmes together
- Address regional challenges.

Applications for regional support are developed by the region in consultation with CWM global and normally cover five-year periods, enabling the employment of staff such as a regional mission enabler to coordinate and develop regional events.

16.1 Overall principles

The Regional Empowerment Programme is evaluated on a five-yearly basis by the Trustees. This evaluation assesses progress against all the regions' own themes, as well as progress against the two intervening CWM Assembly themes.

Regional empowerment, as a concept, is not defined by funding, but by relationships and impact assessment. The five-yearly review will therefore assess whether the Regional Empowerment Programme (and associated funding) continues to be an effective way of coordinating CWM's mission impact.

CWM funding for the Regional Empowerment Programme is planned within the CWM five-yearly planning cycles, alongside Mission Support Programme (MSP). The total sum that it is possible to set aside for both programmes in future, and the split between them, will be assessed at those intervals. Budgeted funds will be set aside on an annual basis to cumulatively fulfil these commitments as they arise. Regional Empowerment Programme funding applications from individual regions are considered by the Trustees at their regular meetings, following preliminary review by the Programme Management Group.

Deadline submission dates are the same as those for Mission Support Programme on page 55.

Funding under the Regional Empowerment Programme is issued in one instalment unless the application indicates otherwise. Finance is made available once evaluation and stewardship requirements of former stages are complete and an application for the next stage has been approved by the Trustee Body.

16.1.1 Allocation of funds between regions

The total sum set aside for regions for a five-year period of Regional Empowerment Programme will initially be split in proportion to the number of member churches in a region. The proportional amount attributed to the region would be the maximum for which a region could apply.

16.1.2 The necessity of momentum

A region must complete and evaluate its progress against its objectives for the previous cycle of Regional Empowerment Programme funding before the Programme Management Group can process an application for further funding provision.

Stewardship and accountability requirements must also have been met in order for a region to be eligible to make a future funding application. It is anticipated that 80 per cent of resources from a previous tranche of funding will need to have been used before an application for a further tranche is made.

This enables continuity of activity during the period of application. Any previous funds unspent at the point of an application being made will need to be included in the planning, monitoring and evaluation of later tranches, to ensure stewardship and transparency. Should a region seriously struggle with momentum for any reason, there is a presumption that funds will not accumulate indefinitely awaiting an application from a specific region. After a specified five-year period, unissued funds will be forfeited and used for other strategic priorities of CWM.

In this way, all regions would be treated fairly (in that all regions had had the opportunity to apply) but if a region does not use that opportunity and cumulative delays mount up to a five-year period, the region forfeits the right to benefit from that five-year allocation and simply moves on to the next five-year period of eligibility.

16.1.3 Essential infrastructure

To receive and operate allocations for each region, the following need to be in place for stewardship and accountability purposes: The region must have a legal constitution in place, appropriate to its context, setting out arrangements for the governance, stewardship and accountability of the regional organisation. The region must include both male and female genders and youth delegates in the governance decision-making processes of the region.

This principle of inclusion, and how it is implemented, should be set out in the region's constitution. The constitution must include a clause for reversion of funds to CWM, should the regional organisation need to be wound up for any reason. The funds would then be held in trust, until the region could find a way of moving forward again.

Should a revision to the region's constitution or memorandum of understanding be made by the region's trustees, care must be taken to ensure that the change does not contravene the principles contained in this document. Proposed changes can be discussed with CWM staff in advance.

A copy of the final revised constitution and memorandum of understanding of the region needs to be sent to the CWM secretariat as a record. The regional organisation must have a dedicated bank account with a reputable bank to which Ipalo House can transfer allocated amounts. The region may entrust a CWM constituent body or a trusted independent organisation in the region to receive and manage the fund allocation, according to a formal memorandum of understanding made by the region with that body.

A reputable firm of accountants must audit the regional empowerment programme allocation annually and the report and financial statements need to be sent to Ipalo House on an annual basis. Any accounting weaknesses identified by audits need to be addressed by the region as soon as possible.

At every CWM Trustee Body meeting, the regional representative should submit a report of regional programme activities undertaken, in progress and planned, following current guidance for such reports. Periodic planning, monitoring, evaluation and communication need to be undertaken.

16.2 Operating principles

All regional meetings and programmes are the responsibility, both programmatically and financially, of the regions themselves.

All regional programmes must reflect the object of CWM, namely, to spread abroad the knowledge of Christ in word and action. The regional programmes should reflect the mission priorities of the region.

While the region's priorities may not align wholly with the CWM triennial mission themes, planning and evaluation of the region's activity need to take the themes into account, and

the region should report specifically upon those programmes, which are intended to align with the triennial themes, so that CWM as a whole can conduct impact assessment of those themes.

Individual regional programmes may be run jointly by the churches in the region, as for example the HIV and AIDS programme in the Africa region, or be entrusted to one or two churches to run on behalf of the whole region, with firm arrangements being made for the learning to be shared with the rest of the region, at all stages of planning, monitoring, evaluation and communication.

Expenditure from the Regional Empowerment Programme is for programmes, meetings and other expenditure jointly decided upon within the region. The amount is not to be divided out among the churches in the region to meet the individual needs of churches.

Specific needs in individual churches may well be raised in regional meetings. These need to be reflected back to the member church for consideration from other resources, for example under CWM's common and mission programme resources for member churches.

The operation and impact of work that has taken place through the regional empowerment programme needs to be regularly reviewed by the region, both for the benefit of the region and for the benefit of CWM as a whole.

There is a presumption of careful planning, monitoring, evaluation and communication throughout the Regional Empowerment Programme.¹ Strategic planning undertaken by the region will identify the region's priority mission needs and opportunities over a five-year planning period, linking them where possible to the CWM Assembly themes.

Operational planning undertaken by the region will identify ways of addressing the priority mission needs and set out manageable stages of action, at which point meaningful monitoring and evaluation of impact are planned to take place. It is important to plan to take and retain visual images and written records of action or achievements so that they are available for the evaluation and the communication stages.

Evaluation will be made easier if the final evaluation criteria are reviewed at the planning stage, so that all relevant information that will be needed at the end of the process is identified at the outset. Regular monitoring of the programme will need to take place against plan and budget. Any necessary adjustments to actions and budget can then be made. Funds must be used for the purposes for which they are given.

Any significant adjustments involving a change of direction (rather than movements of activity and funds between existing themes) would need to be discussed with the CWM Trustees, via the Programme Monitoring Group, before the change was made.

Evaluation is expected to take place on a regular basis. Evaluation needs to be addressed at the completion of each stage, and a full evaluation is needed at the end of every five-year period. This five year final evaluation must take place in advance of applying for any future tranche of regional empowerment funding. A copy needs to be sent to the CWM secretariat.

It has been found from experience that the inevitable turnover of personnel in regions over a five-year period has led to a lack of records with which to make a final evaluation. Therefore the Trustees of the region are also expected to plan and undertake a mid-term comprehensive evaluation of their regional programme (at two to two-and-a-half year intervals), with written

¹See Evaluating regional empowerment on page 90 for additional information.

reports, lessons learned, and relevant action or budget adjustments identified and implemented for the remainder of the five year period.

A copy needs to be sent to the CWM secretariat.

16.2.1 Communication

Formal opportunities to promote the region's work and achievements and to share learning are likely to include:

- The region's own meetings
- Regional roundtable meetings
- Shared learning promoted at the meetings of other regions
- Regional representative's annual presentation of progress and impact assessment to the CWM Trustees
 - Mid-term and five-year comprehensive evaluation reports sent to Ipalo House
 - Selecting a key achievement to highlight at the CWM Assembly
 - Shared learning promoted at ecumenical meetings or other external forums.

16.2.2 Applying shared learning to future applications for funding

When trustees of the regions are planning future strategic cycles of their work, it is expected that there will be some continuity in priorities and themes from one planning cycle to the next. Plans should therefore be built up using careful evaluation of previous experience and achievements of regional empowerment. The rationale for any change in direction from one planning cycle to the next needs to be explained.

16.2.3 Maintaining interdependence

In order to strengthen the principles of interdependence and accountability, the Officers Group reiterated in June 2008 that while regional empowerment has a broad framework as a basis, the principles of interdependence, accountability and stewardship remain essential: The Officers asked the regional representatives to take a keener interest in accountability and in creating a sense of interdependence on a continual basis in their region, on behalf of the full Trustee Body, as regional representatives were the key link between the regions and the Trustee Body.

It is expected that regions will invite representatives from other regions to their key meetings, for both exchanging of ideas, to hold each other accountable for activity and impact. In the June 2007 Trustee Body statement on regional empowerment there were also expectations of invitations to the regional representative (if not attending in another capacity) and a member of CWM staff.

A region is firmly accountable to the global body for its activity, impact, and appropriate use of resources. The quality, content and timeliness of a region's annual report to the CWM Trustee Body is therefore crucial, as are the mid-term and five-year full evaluations.

A region is accountable to the global CWM body for financial stewardship, in the form of submitted audited accounts and income/expenditure analysis, for family accountability and regulatory compliance reasons.

16.3 Reporting to the Trustee Body

It is not feasible to do a full evaluation every year for a Trustee Body report for each region, and so it is helpful make a distinction between annual minimum reporting requirements and then to encourage regions to share their further learning points so that trustees may incorporate them into their wider planning and decision-making roles.

While the minimum reporting requirements are expected to be in the form of a report to the trustees, additional helpful information might be presented on the day by other means, for example verbal, DVD, website references.

Minimum requirements for the content of a region's annual report to the CWM Trustee Body

- A list of the themes currently being addressed in a region, so that other regions knew which other regions it would be useful to invite/visit and liaise with in cross-regional networking.
- A report of progress in the region's own work during the year, highlighting the learning points, and how this year's progress compares to the region's five-year plan.
- Highlight how the region has applied the CWM Trustee Body's three principles of: depth, coherence, and impact on local congregations.
- Highlight progression from theological reflection, to capacity building, to action. Highlight when the mid-term and full-term evaluations are taking place, and report back key learning points that would be of interest to trustees or would be helpful if shared across regions.
- Explain any need to change direction in mission activity, with advance warning to the CWM secretariat where the reallocation of resources would require Trustee Body approval.
- Provide a cross-reference to the region's five-year plan funding application if a new application is to be considered in the same meeting as the annual report is being tabled.
- Report upon which other regions have been liaised with or visited by own region, and the key points taken back to own region during the year. Indicate any specific hosting of global programmes or joint programmes, and impact of key ecumenical linkages during the year.
- Give feedback on items discussed in the previous year's report to Trustees (for continuity purposes). Report (having liaised with the CWM Secretariat) about any changes in region's constitution.
- Show a two-page financial statement outlining income and expenditure upon the themes. State regional representative's name, mission enabler's name and contact details, and an indication as to the author of the report.

- Also give region's website address (if any). State key dates of regional meetings and events in the future, and any other region's delegate already invited for a future cross-regional visit. (A diary of key events is kept on the CWM website and communication tools such as regional pages on the CWM website are being discussed within the ICT strategy of CWM). Note that the deadline for submitting the region's report to the CWM secretariat for distribution is likely to be at least eight weeks before the Trustee Body meeting, as papers are distributed then, to ensure all trustees receive them in time to read them before setting out for the meeting. It is therefore essential that the necessary parameters for timing and coordination, which would be necessary to achieve a quality document by this deadline, become well established in the region's timetable.

Other types of information that trustees express interest in:

- Giving an indication of initiatives undertaken by the region to address key issues in the region, and what kind of involvement the regional body had. For example, trustees may find it useful to know whether the emphasis comes from the region or from specific member churches on behalf of the region, what governmental or ecumenical bodies are involved. Or how links between member churches and regional and global action are managed.
- Giving information that would help others to know how to pray for a situation.
- Sharing the learning points rather than just reporting that an event has happened (for example, sharing models of alternative economic justice, rather than just reporting that this was discussed).
- Considering whether cross-regional ideas are suitable for Partnership in Transforming Mission programme. This separate CWM programme provides opportunities for two or more regions to experiment with initiatives that might address an issue from different perspectives in different parts of the world. See Partnership in Transforming Mission details on page 60.

16.4 Evaluating regional empowerment

Suggested topics to be covered in an impact evaluation

Briefly describe the instruments of governance and the structures of organisation and supervision within your region, which were instituted with the advent of the Regional Empowerment Programme, or revised thereafter.

- Evaluate the effectiveness of the instruments of governance and structures of the organisation and supervision.
- Indicate the major strengths and weaknesses and what steps could be taken to build on the strengths and minimise the weaknesses.
- Report on whether the region has managed to stay within preferably 5 per cent (and not more than 10 per cent) of its financial resources being spent upon meetings, governance, administration and audit. Show how these parameters can be built into the next application. Identify the mission priorities that the region sought to address in this period.

- Evaluate the appropriateness of these priorities. Say whether they will continue to be the priorities in the next five years, and if not, what change of emphasis in priorities is appropriate. Indicate whether the priorities addressed are seen as addressing a need or making the most of an opportunity.
- Describe the joint mission or ministry projects and programmes embarked upon since receipt of the funding, and make your assessment of their impact both locally and regionally.
- Please illustrate this qualitative text with quantitative supporting information – a financial table summarising the income and expenditure of the fund, either on a multi-annual or cumulative basis (as is most meaningful), covering the period from inception of the fund up until the date of the last financial year-end of the fund. Please list the region's income and expenditure under the headings and activities that the region has used to allocate its fund and indicate any significant change of original plans if this would be helpful to the reader to better understand the plans and achievements of the region. This analysis need not be audited if a clear reconciliation of the closing balance of the fund to the annual audited financial statements of the fund is shown. Please contact the CWM director of finance if you would like to raise any questions about the financial analysis raised in this point.

The effectiveness of the regional empowerment process needs to be measured in terms of the extent to which the Body of Christ within CWM has been built up for ministry and mission in the world, and to what extent interdependence has been built, rather than independence.

Among the CWM churches within your region, indicate to what extent has regional empowerment contributed towards:

- Combined mission or ministry activities and the sharing of material and spiritual resources for ministry and mission
- The incorporation and/or increased of youth and women's participation both within your governance structures and mission or ministry activities
- The strengthening of communication networks and the enhancing of inter-church relationships capacity building of the region to tackle the region's tasks and challenges
- A greater degree of understanding of the different social and church contexts in which CWM member churches work and witness
- Inclusion of ecumenical bodies within the activities of the region so as to build up relationships and potential for greater impact in the region through the widening of the sphere of influence
- How has the work of the region contributed to the 2006 CWM Assembly statement principles of depth, coherence, and impact on the local church? One of the outcomes of regional empowerment must ideally be that the capacity of churches, in any given region, to deal with their own tasks and challenges would have been enhanced
- What has been the benefit of regional empowerment to national churches?

Part V

Solidarity and Action

This part sets out how we support members facing unexpected challenges such as natural disasters or other major catastrophes like extreme civil disturbance or war.

17

Solidarity and Action

As a partnership of churches in mission we support and stand by each other, and so in situations where one of our members finds itself facing particular hardship, most frequently through the ravages of a natural disaster, we will offer immediate support both directly and by inviting our other members to rally round and show their support.

Part VI

Appendices

A

CWM travel insurance – a summary

This summary is a quick reference guide for travellers as to types of cover provided by the CWM travel insurance policy. Please note that this policy summary does not contain the full terms and conditions of the contract of insurance; full details are in the insurance documents which CWM holds.

A.1 Name of insurer

Equity Red Star is the name of the Insurer.

It is managed by Equity Syndicate Management Ltd, which is authorised and regulated by the Financial Services Authority.

Policy No PAT3949/07

A.2 Types of cover

A.2.1 Personal Accident and illness

The policy will pay up to the sum insured for an insured event if an insured person suffers bodily injury during a trip covered by the policy. The period of time for which we pay your claim for temporary total disability or temporary partial disability is up to 104 weeks or other period as agreed. The policy will also pay any medical expenses arising from the temporary total disability, up to 30 per cent of any claim that we pay for that event, but not more than £10,000.

A.2.2 Medical, emergency travel and rescue expenses.

The policy will pay up to £10m for medical expenses, emergency travel expenses and rescue expenses reasonably charged as a result of bodily injury or illness suffered during the time of cover.

A.2.3 Cancelling or cutting short a trip, travel delay and replacement.

The policy will pay up to £5,000 if an insured trip, within the time cover, has to be cancelled, cut short or rearranged as a direct result of any cause outside your or their control. The policy will pay £30 for every hour over six hours the insured person is delayed up to a maximum of £150 if the ship, aircraft or train they are booked to travel on to get to their destination is delayed due to strike, industrial action, poor weather conditions or mechanical breakdown.

A.2.4 Personal Liability

The policy will pay up to £2m if you or an insured person becomes legally liable to pay claims for bodily injury to a person, or loss or damage to property, which happens during the time of cover.

A.2.5 Personal Property

The policy will pay up to £2,500, max £1,000 per item to replace or repair the item if an insured person loses, has stolen or damages personal property during the time of cover. The policy will pay up to £1,000 for the reasonable and necessary travel and accommodation costs if the insured person loses or damages their passport, visa, travel tickets or other essential travel documents and has to replace them during the time of cover.

We strongly advise you not to take valuable items when travelling, our policy offers very limited cover for valuable items – if you must take valuables, they must be kept on your person or in your hand-luggage.

A.2.6 Money

The policy will pay up to £3,000 (or £5,000 if more than 21 days) for loss or theft of money or travel tickets, or financial loss suffered as a result of fraudulent use of credit, debit or charge cards during the time of cover, provided all terms of issue of cards complied with.

A.2.7 Legal Expenses

The policy will pay up to £25,000 for legal expenses run up on behalf of the insured person in making a claim for damages against someone else who has caused bodily injury or illness to the insured person during the time of cover outside the UK.

A.2.8 Hijack

The policy will pay £250 for each complete day that an insured person is forcibly or illegally held as a result of a hijack, which starts during the period of insurance. The policy will pay up to £25,000.

A.3 Personal holiday

CWM participants often ask CWM to insure a few additional days for personal “holiday” to stay with family or friends en route or at the destination. A small number of days added onto CWM business travel can be covered if discussed with CWM staff and if CWM staff have confirmed in writing prior to travel in writing (eg email). Such cover is subject to the same terms and conditions as business travel and provided it is in the countries logically on CWM’s business itinerary. If longer extended travel, or travel to countries not part of the logical CWM business itinerary is required; it may be possible to extend the policy, but we cannot guarantee this and we must check with our insurers before you book anything.

Therefore, please discuss with CWM staff any additional time you intend to take, prior to your booking any travel as we need to include additional days in the CWM “travel insured” plan. CWM reserves the right to charge for insurance, on a “cost incurred by CWM” basis, if and when CWM incurs such costs in addition to its normal premiums.

A.4 Significant or unusual exclusions or limitations

Under this insurance there are general definitions and exclusions and other specific definitions and exclusions to some sections that show who and what is insured, or not insured. Subject to policy excesses.

The policy will not cover any claim resulting from:

- Being under the influence of alcohol or non-prescribed drugs or abusing prescribed drugs
- You or an insured person taking part in any criminal act
- Personal accident and illness – subject to certain restrictions – apply to CWM for details if needed.

A.4.1 Medical, emergency travel and rescue expenses

The policy will not cover any claim resulting from:

- An insured person travelling against the advice of a medical practitioner or for the purpose of getting medical treatment or advice abroad or after a terminal prognosis has been given
- Problems relating to pregnancy (details on request from CWM)
- Any persons over the age of 75.

A.4.2 Cancelling or cutting short a trip, travel delay and replacement

The policy will not cover any claim for cancelling or cutting short a trip, or for replacement, resulting from the following.

- If you or an insured person decide not to travel or decide not to continue an insured trip within the time of cover
- If any company (or their agent), acting for your or an insured person, fails to provide transport or accommodation
- Delays under 24 hours relating to industrial action – (details on request from CWM)
- Any claim for cancellation if a ship, aircraft or train is delayed and an insured person fails to check in according to the itinerary supplied unless the failure was due to strike action.

A.4.3 Personal Liability

- Refer to CWM for more details if needed.

A.4.4 Money

The policy will not cover any claim resulting from:

- Any loss of cash worth more than £1,000
- Loss or theft of a credit card, charge card or cash card unless all the terms and conditions under which the card was issued have been kept to
- Any loss due to confiscation or detention by customs or other officials, mistakes, neglect or loss of value; or
- Any loss not reported to the police or appropriate authority
- Any loss of cash while left unattended unless in a locked hotel room, apartment or holiday home, safe or safety deposit box and there is evidence of force
- Any loss of money while in the custody of a carrier.

A.4.5 Legal Expenses

The policy will not cover any claim resulting from:

- Any legal expenses run up without our written permission; or
- Any legal expenses for action against you, us or our agents, travel agents, tour operators, or an insured person's family.

A.4.6 Hijack

The policy will not cover any claim resulting from

- Paying a ransom; or
- You committing any acts which would be considered an offence under English law.

A.5 Procedures for making a travel insurance claim

If any claim occurs you must report it to us as soon as possible.

A.5.1 Medical and emergency claims

In serious medical emergency including a stay in hospital, treatment or change your travel arrangements, please phone CEGA Emergency 24-hour service on +44 (0)1243 621511.

CEGA Assistance MUST be contacted before any decision on medical or emergency travel is taken.

These details are also on the CEGA card, which you may have been given.

Please remember to also report the incident to CWM staff as soon as practical.

Try to have the following information to hand:

- Telephone number you are calling from
- Name and telephone number of the hospital and doctor
- Name of your insurance brokers – Castle Insurance Group Ltd
- Name of CWM's insurers– Equity Red Star
- Name of the policy holder – Council for World Mission.

A.5.2 All other claims

Thefts or losses must be reported to the police. A reference number and any documentary evidence should be obtained from them. In the case of lost baggage (while under the control of the airways company), please obtain written confirmation of the loss or damage from them immediately you become aware of the problem.

Normally they will issue you with a baggage irregularity form, which you will need if your claim is to be successful. With the exception of medical claims dealt with by CEGA, the insurers will require written estimates for replacement or repair. If you have written proof of ownership, please forward to CWM, this may be demanded in any case. The insurers retain the right to offer replacement or repair rather than cash settlements.

A.5.3 In the event of total loss or destruction of any personal property:

- Which is less than three years old and you have the original purchase receipts, the cost of replacement as new will be paid, provided it is substantially the same and not better than the original item when it was new.
- Which is more than three years old or for which no purchase receipts are available, the cost of replacing will be paid, allowing for normal wear, tear and deterioration.

With regard to cancellation, delay or any other claim involving illness, accident etc, please obtain written confirmation or evidence from a doctor.

A.5.4 Time limits

Important: Any claim or likelihood of a claim should be reported to the secretariat at CWM within 48 hours or the claim may not be valid. All documentation is required within 30 days. CWM staff will ask you questions to enable them to complete a claim form on your behalf.

B

Guidelines regarding the terms of missionary service

The guidelines describe the parameters within which CWM normally engages in the sharing of personnel and the assistance which may be available to member churches.

Missionary service through CWM is service of a voluntary nature. CWM does not just fill job vacancies. It responds to the missionary calling of Christians and churches.

Member churches wishing to send or receive personnel through CWM need to agree with each other and with CWM the level and type of assistance in advance on an individual basis. The assistance from CWM, as stated in these guidelines, should not be taken for granted.

CWM reserves the right to decide what type and level of assistance it will provide in each individual case. The provision of assistance in any particular case will not set a precedent for providing the same type or level of assistance in other similar circumstances. CWM reserves the right to interpret these guidelines. Normally this will be the responsibility of the executive secretary for personnel and training.

Within these guidelines “long-term” missionary service refers to service of two years or more and “short-term” service refers to service of less than two years. The guidelines apply in all cases no matter how long the service, but where there is some variation this is noted.

B.1 CWM's vision of sharing people in mission

The mission in which Christians engage is God's mission. God sent God's Son into the world. The risen Christ sent his disciples to continue his ministry in the power of the Holy Spirit. Christians today share in this mission.

The Church, the Body of Christ, is present in all parts of the world. The sharing of people in mission is sharing between churches. As churches engage in diverse ministries they share their resources, both human and material, in Christ's mission. Mission is seen in both giving and receiving, sending and inviting missionaries.

One of the main aims of personnel sharing is to learn from one another in partnership. CWM's founding document, *Sharing in One World Mission* states, “We believe that we become participants in mission not because we hold all the answers and all the truth, but because we are part of the body of Christ. All of us are still searchers. We have glimpsed the glory of God in the face of Jesus Christ, and what we know we love. But there are varieties of Christian experience and of Christian community we have not entered. There are doubtless many ways in which Christ comes to men and women that we have never seen. Therefore, we seek a form of missionary organisation in which we may learn from each other, for in that fellowship we believe that the Holy Spirit speaks to all through each.”

The sharing of people is therefore multi-directional. Every church has something to offer and something to receive. Missionaries go from North to South, South to North, South to South, and North to North.

Churches are de facto missionary churches. Sharing people in mission is one of many expressions of the churches' missionary witness. The missionary personnel are not merely fulfilling their own personal calling but are living signs of the churches' missionary obedience. Within the fellowship of CWM each person so sent is to be an “envoy” of the whole family of CWM though particularly from one member church to another.

This sharing should be “person-oriented”, and not merely “task-oriented”. There is an emphasis on personal character, spirituality and vocation. Each sharing of a missionary should strengthen the mutual relationship between the churches involved.

B.1.1 Home – Abroad – Home

CWM advocates a cycle of “Home – Abroad – Home” for missionaries. This means that the churches will ensure, as far as possible, that the missionary is involved in serving the home church (whether or not he or she is employed by the church) before being sent out to a partner church, and that the missionary returns, after completing their service, to the home church to serve and share experiences. Such a cycle will broaden the learning and help to develop new relationships between the churches. It will help missionaries to retain firm links with their home church and provide space for local leadership to develop.

Those involved in such sharing live out their calling in these ways:

- Each is called to be a visible expression of God’s calling to every Christian to be “sent out” as witnesses to the risen Lord in the world. That is, to bear witness in all they say and do and are to God’s love in Christ and to the salvation accomplished through his living, dying and rising from the dead. Such a person’s crossing of frontiers brings into focus the “sentness” of the whole people of God. This requires giving credible expression to the breaking down of cultural, racial, linguistic and other barriers.
- Each is called to share in God’s mission, that is the coming into being of one new humanity in Christ, within a world where peace, justice and the integrity of creation are manifest.
- Each is called to be sensitive and aware of the culture and context, seeking to discern how God is already at work within the people among whom that person goes to serve.
- Each gives expression to the universality of the church and reaches out to others in solidarity.
- By coming from another culture, language and tradition each should provide a challenge, and thereby enrich the lives and mission of both the sending and receiving churches.
- Each seeks to give tangible expression to the vision of partnership in the gospel by being in mission with and not to those among whom she or he lives and serves.

In this sense such a person, whether called a missionary or not, is the most visible sign of the mutual inter-dependence agreed to by the member churches within CWM.

B.2 Implications of the vision

This understanding of missionary service requires that both the sending church and the receiving church undertake responsibilities and be fully involved in the sharing of people, with CWM being only the facilitator or enabler. CWM is not the employer of the missionaries, but it assists member churches in this multi-directional exchange of people. Thus the sharing of responsibility is a key element in translating the vision into practice.

By “missionary” we refer to those who are sent by one member church to another member church, crossing cultural and geographical boundaries and sharing in the life and work of the receiving church or the institution where she or he is appointed for a given period.

The “sending church” is the constituent body from which the missionary comes, and which has responsibility for candidate procedures, pre-service training, home leave, resettlement and retirement.

The “receiving church” is the constituent body which invites the missionary to join the staff of workers or seconds him or her to a church or ecumenical institution, decides the nature and place of work, arranges orientation on arrival and undertakes the responsibilities for paying the salary and providing pastoral care in the country of service.

The churches are expected to have (or to develop) an appropriate administrative support system to enable them to carry out their own responsibilities, such as:

- Appropriate committees to facilitate and administer the sharing of personnel (including selection, training, salary matters, travel, contract writing, the church’s policy on personnel sharing etc)
- Staff responsible for dealing with missionary matters
- Necessary funds to meet their church’s obligations.

Each church has the task of setting the terms and conditions of missionary service through its appropriate committee. A process of consultation between the sending church, receiving church and the CWM secretariat must take place at various stages of missionary service to ensure that all parties take part in all decision-making.

These guidelines are written for the use of the church in order to help that process of consultation and to show the basis on which CWM approaches the discussion. They are set up in general terms and need to be adapted to the conditions of life and context of each church; they are not rules. Based on these guidelines a memorandum of understanding for each appointment is created with CWM and the partner church with whom it shares a missionary. This is important since there are areas which are kept “open-ended” in these guidelines.

B.3 The procedures

B.3.1 The missionary

Missionaries are expected

- To be a visible expression of God’s calling to every Christian to be sent out as a witness to the risen Christ
- To seek ways, together with others, to share the Gospel of Jesus Christ with all people
- To be a living link within the fellowship of all the CWM member churches in general, and in particular between two specific member churches
- To share what she or he is as well as what she or he has in the spirit of partnership
- To identify, and be in solidarity with, those with whom she or he lives and works

- To assist in bringing about a challenge in mission
- To help the church in training others
- To be fully involved in the work of the home church before serving abroad and afterwards to return to the home church to share his or her experiences. See Home — Abroad — Home on page 105

Missionaries are required to

- Share with CWM and their home churches their mission experience and stories of the community they serve through writing or other media at least twice a year
- To demonstrate, and be advocates of, CWM's understanding of personnel sharing in mission and be stewards of CWM's common resources which they receive or for which they are responsible.

B.3.2 Requests and offers

The churches notify CWM about their needs and/or offers of personnel. Along with the job description and person specification, churches are also encouraged to prepare a background paper describing the setting for the work, the code of conduct for missionaries and reasons for calling a missionary from overseas and send it to CWM.

CWM then circulates the information to member churches through a variety of communication channels (eg Inside Out, the website, specific letters). Once a church has decided to fill a position by offering a suitable person it informs CWM and starts a process of recruitment and selection.

B.3.3 Selection

Through the appropriate channels of the sending church, recruiting and selecting candidates for missionary service must take into account the following: the age group, the Christian commitment, the call to be a missionary, true reasons for applying, expectations, knowledge of home country, participation in the home church, experience of life and work, adaptability to another culture, ecumenical experience, qualifications, skills, medical history, and family circumstances (including the size of the family, educational needs of the children, spouse, commitments at home etc). The selection procedure will continue until the missionary training is completed.

The section entitled Selection procedure for missionary appointment on page 18, which is a guide to the process of selection, is strongly recommended for use.

Short-term missionary service may involve churches sending and receiving specialists, consultants, mission associates and voluntary workers. The reasons for service should be clearly stated. There should be a structured programme with identified goals.

In some cases it may be desirable for a member church to acquire the services of expertise from outside the CWM family and in some instances a CWM member church will offer someone outside the CWM family. In such cases the selection procedure may need to be reviewed and amended in consultation with CWM.

B.3.4 Application forms and interviews

The sending church, through its appropriate channels, arranges for each candidate and spouse to complete application forms providing all the necessary information (application forms are available from CWM).

The sending church will arrange for interviews satisfying the provisions outlined in sections The missionary on page 106 and Requests and offers on the previous page and share their findings, including the strengths and weaknesses of the candidate, with CWM. (This can be done confidentially if so desired.)

B.3.5 Medical examination

The sending church, through its appropriate channels, arranges for a thorough medical examination for a candidate and the family, if any, and shares the results with CWM, before recommending them for missionary service.

B.3.6 Recommendations

Appropriate documentation together with the recommendation of the sending church will be forwarded through CWM to the anticipated receiving church for consideration. The church concerned may make further enquiries of the sending church before accepting the candidate and ensure that CWM is fully informed.

All correspondence is expected to be channelled through the CWM office. The executive secretary for personnel and training will provide all possible assistance and ensure that procedures from the initial enquiry to the appointment are carried out as specified.

B.3.7 Memorandum of understanding for missionaries serving with CWM

After the receiving church has considered the application and found it satisfactory a memorandum of understanding (MOU) is developed to outline the responsibilities of each of the parties involved in the appointment. This sets out clearly the nature of the work to which the missionary is called and the terms and conditions of that service including the benefits which the missionary will receive. Some appointments also require a formal contract to be agreed and signed by the receiving church or church's institution and the missionary. The missionary concerned is part of the consultation process as the MOU is prepared. The appointment can then proceed in consultation with both sending and receiving churches and CWM.

CWM does not enter into any contractual agreement with missionaries. What is important is that both church and missionary should understand clearly before service starts:

- What each may expect of the other
- What responsibility each has to the other
- What are the limits to those expectations and responsibilities.

Such an arrangement will ease the tension of the unknown and prepare the ground for healthy relationships.

B.3.8 Basis for CWM's support

CWM provides financial and pastoral support in various forms for the missionaries through participating churches in the hope that each missionary placement will be a concrete example of CWM's common vision, goals and practice in mission and be a source of mutual learning between the churches concerned. If a placement, in CWM's opinion, does not adequately meet the expectations, then CWM will not extend its support after the completion of the agreed term of service or placement. CWM's decision not to offer further support would be made in consultation with the churches concerned.

B.4 Training of missionaries

The training of missionaries is not just for a period of service in another country, but part of a training for life. This missionary training includes pre-service training before arriving in the country of service, and orientation in the country of the receiving church. This has to be planned by the sending and receiving churches to meet the needs and expectations required for the service and in the light of the experience and training the person concerned has already gained. Such training and orientation should not be regarded as optional, but as essential.

The sending church will discuss with the receiving church and CWM the nature, length and places of pre-service training before departure and the orientation on arrival in the place of service.

The sending and receiving churches will also seek to prepare the local congregations and communities from which and to which a person or family goes so that their respective roles are understood and accepted.

The length of training should be proportionate to the intended length of service, so for short-term missionaries we would expect a training period of one to four weeks and for long-term missionaries a longer period. The following elements should be included in this training and orientation:

B.4.1 Personal development

All the following areas need attention so that growth and development take place in each area:

- Understanding of and commitment to Jesus Christ and his kingdom of justice and peace
- Review of his or her own motivation to serve as a missionary and the expectations of that service
- Development of spiritual life and the nurturing of humility, sensitivity and a love of and for people
- Attitudes and sensitivity towards other people of different life-styles and cultures
- Commitment to community building and ecumenism
- Self-understanding: Knowing his or her own motivation, strengths, weaknesses and limitations; learning to deal with lack of privacy, solitude, isolation and frustration

- Understanding the missionary's role as servant, being in solidarity with people, but also being prophetic, ie able to share insights and understanding of faith in a challenging way
- Flexibility, adaptability and appreciation of the role of others.

B.4.2 Acquiring knowledge and practical skills

Missionaries need both to expand their knowledge and understanding in certain areas, and to acquire practical skills so that they can develop their knowledge and use it. This applies in the following areas:

- Biblical knowledge and understanding of mission and theology together with the skills required to actively participate in worship and bible studies
- History of mission, methods of mission and evangelism and skills in sharing the gospel
- CWM's vision and practice of mission partnership, and commitment to CWM's understanding of the role of a missionary (see CWM's vision of sharing people in mission on page 104)
- Knowledge of one's own church: its structure, ways of working, policies, priorities and decision-making processes
- Knowledge of one's own country and culture: becoming more aware of the values of one's own culture and its strengths and weaknesses. This will involve social analysis of the religious, cultural and social values of one's own people, understanding the economic and political situation, and finding out what motivates one's people
- Knowledge of the church, country and culture to which the missionary goes: the same process described above should be followed to learn about the country and people to which she or he goes including briefing on precautions to be taken to protect health. CWM or the church concerned can be approached to provide related materials if available. This can begin in the home country, but should be a process which continues, with a period of orientation in the host church. Becoming aware of the values of the people together with learning the language (where applicable) is an on-going process
- Practical knowledge of living conditions: detailed information should be obtained about living conditions in the country to which each missionary goes
- Awareness of belonging to the universal church: this will involve some ecumenical exposure to other churches and other theological and spiritual traditions, with efforts to understand the ecumenical scene especially in those countries where she or he has been living and will live
- Skills for enabling: learning skills to enable and train others.

The receiving church should also try to provide a short period of orientation. They should check with the missionary on arrival that the knowledge they have received about local culture and living conditions is accurate and adequate and should endeavour to supplement that knowledge where necessary.

B.4.3 Mission modules

CWM has produced five training modules which are designed to be used in conjunction with other training programmes which may be available. Each potential missionary candidate is required to complete an agreed training programme before she or he is finally selected. The pre-service training plus orientation on arrival in the country of the receiving church can be supplemented by further periods of in-service training to cover all the matters listed above.

B.4.4 Language study

During pre-service training some skills should be taught in how to learn a foreign language. Every effort should be made by the receiving church to arrange appropriate language study and sufficient time set apart for this. Missionaries should take language learning very seriously.

B.4.5 Additional training

- During a missionary's service the church/institution where she or he works may request on its own initiative, or as the outcome of a discussion initiated by the missionary, additional training locally or outside the country
- In each case the receiving church will be responsible for approving or recommending the nature of training and the period of absence from regular duties as necessary
- The receiving church will agree with the missionary that there will be employment for the missionary for an additional period of service on completion of the training, and the missionary will agree to return to the work
- The receiving church in consultation with the sending church and CWM will arrange the training and will be responsible for it.

B.5 Commissioning and induction services

The sending church will arrange for a commissioning service suited to its own church order in which the church and others present send the missionary, spouse and family to the partner church with prayers for God's blessing, and commit themselves to their support.

The receiving church will arrange an induction service in which the church receives the missionary, spouse and family with prayers for God's blessing, and all present commit themselves to their support.

At both services the nature of missionary service through CWM will be explained. If possible, representatives of the wider CWM family and of other denominations in the area should be present at these services as a sign that the going from one church to another is on behalf of all CWM member churches and as a sign of God's purpose to unite all humanity in Christ.

B.6 Pastoral care

Pastoral care should include missionaries and their families. The pastoral care will commence in their home church, through an appropriate committee of the sending church, and through

the local church from which the persons go. This concern and care should continue during the period of training and service abroad through prayer, communications and informed interest. Also the appropriate committee or support group should provide pastoral care during periods of leave.

CWM encourages missionaries to maintain and develop links with the sending church while in their missionary appointment, but does not encourage a return to the idea that the missionary is the responsibility of (or worse the property of) the sending church so that they turn to the sending church at every point.

It is to the receiving church that missionaries should turn in the first place for help and support. Missionaries need help to acquire a sense of belonging to their receiving church. So the receiving church should find appropriate ways of welcoming missionaries and helping them to adjust to life in their country and to settle into their work and the fellowship of the church.

Receiving churches should see that each missionary relates to a responsible person or persons who can provide pastoral care and guidance. The officers of the church should ensure that each missionary knows who is responsible for his or her pastoral care and oversight. It is particularly important that this relationship should be happy and acceptable to both parties. The person providing pastoral care will normally share with the church officers if she or he observes any concerns, which strengthen or weaken the missionary's ability to fulfil his or her responsibilities. In every memorandum of understanding there is the provision that CWM staff or leaders from the sending church who are visiting should be given the opportunity to meet with missionaries on appointment in the receiving church.

More practical support is required to help the missionary settle in at the beginning of his or her term. While the missionary is there primarily to serve, church officers should ensure that she or he gets adequate relaxation too.

Throughout the appointment CWM staff provide care and support to the sending and receiving church and the missionaries. Churches can seek advice or help from CWM at any point, eg to mediate in the case of a problem, or in the event of an emergency. In addition, to help those involved in CWM personnel programmes feel a sense of belonging to the whole CWM family globally and to offer support and encouragement, CWM arranges gatherings of those involved in its personnel programmes. Such gatherings provide relaxation, refreshment and renewal, as well as an opportunity to learn about CWM, interact with others engaged in similar work and develop a sense of belonging to a global family.

All churches are encouraged to include in their annual budget financial provision for personnel sharing which will enable the sending and receiving of people in mission. Occasional pastoral visits to missionaries may be included in this budget.

In some short-term missionary situations, the family may not accompany the serving missionary. The sending church should take full responsibility for the care of the missionary's family left behind. The receiving church should take the same responsibility for the care of an accompanying family as for the missionary.

B.7 Evaluation of missionary service

An evaluation should take place at the end of the missionary's first year of service as part of the general care. The missionary, spouse and children should all participate in this process.

The evaluation should include general behaviour, cultural adjustment, commitment, contribution, family circumstances (such as children's ages, education, future career of the missionary, spouse, children etc). It should also assess the budgetary implications on the present and future terms of service. The findings should assist in determining if the appointment is to be renewed. Churches are encouraged to carry out further evaluations at regular intervals and to share the results with CWM and the sending church¹.

Any decision affecting the missionary should be reached through a consultative process with the missionary and both the sending church and the receiving church. The CWM secretariat should be asked for advice if necessary and be kept fully informed.

B.8 Financial matters

B.8.1 Budgeting

From the beginning, the receiving and sending churches will consider the budgeting implications of either inviting or sending a missionary. The receiving church must prepare a budget for a complete term of service as soon as the church identifies the missionary (and family) to be considered for the invitation. The budget should include all aspects of the missionary's needs and work placement as far as possible, including:

- Salary: including adjustments for inflation, tax implications, size and needs of the family
- Travel/luggage transportation costs to be incurred for home leave or upon termination
- Children's educational needs at present and in the near future
- Housing and vehicle/local transport costs
- Any special medical requirements
- Work related needs and equipment
- Social security/pension/insurance etc
- Any other items (for example, commitments at home).

It is then necessary for the receiving church to ensure through negotiations "who will pay what" between the sending church, receiving church and CWM. The agreement reached is reflected in the memorandum of understanding covering the appointment.

The churches should consider the possible changes which might occur in the family circumstances of the missionary and the work project itself in the next two or three years, such as:

- Children's ages and changes in educational needs
- Possibilities of resuming a job back home and future career of missionary/spouse/children
- Retirement age or health implications

¹Any review of salaries and conditions by the receiving church should be communicated to CWM well in advance as it may have budgeting implications involving all those concerned with the appointment who may all be operating on differing budgetary time frames.

- Spouse's employment or changes in the financial status of the family
- Any other.

These observations should be made at the time of appointment, monitored throughout the term and considered in the process of decision-making when it comes to the renewal of the appointment.

B.8.2 During training and orientation

The sending church normally accepts financial responsibility for the candidate from the time when she or he starts the recommended training. This includes allowances during pre-service training, costs of training and costs involved in medical examinations and obtaining passports and visas. The receiving church accepts financial responsibility during the period of orientation after arrival in the country of service. Member churches may seek assistance from CWM's Common Funds in order to carry out these responsibilities.

B.8.3 Superannuation, pension, social security, provident fund, national insurance

The sending church will discuss with the missionary how it will provide for these as appropriate during the time the missionary is abroad and come to appropriate arrangements regarding these matters.

B.8.4 Appointment allowance

An appropriate allowance is recommended to be paid to the missionary by the sending church before departure.

B.8.5 Salary in service

It is recognised that salaries for missionaries cannot normally be calculated according to qualifications, seniority and responsibility as they are in the commercial world. This does not mean that church workers should be compelled to live on impossibly small salaries. So a standard is sought which gives freedom from such financial worry as would detract from effective work. CWM recognises the differing costs of living around the world, and the differing types of family responsibilities. These are basic elements in the consultative process regarding salary levels.

The receiving church, in consultation with the sending church and CWM, fixes the rate of salary and takes the responsibility of paying it to the missionary. Decisions about the rate of salary and various allowances should be made with reference to the differing costs of living around the world and the differing types of family responsibilities. The salaries of the national colleagues have also to be taken into account in order not to create a big difference. Revision of rates of salary and allowances should be made periodically, and in some cases in times of crises.

For short-term missionaries each receiving church should provide at least that level of salary applicable to a local person doing similar work in church employment. Volunteers receive no salary but the receiving church should provide board and lodging and pocket money at least at the level it would provide for a local volunteer.

B.8.6 Proposed basic financial support

Some member churches follow salary policies already decided which differ from what follows here. It is emphasised that CWM will use these guidelines to facilitate the discussion with churches, and not in order to impose regulations which are contrary to church policy.

B.8.7 Missionary salary

A salary to cover the cost of living is paid by the receiving church to each missionary. When assessing salaries it is necessary to bear in mind that the missionary will have to pay relevant taxes, routine medical expenses and the majority of children's educational costs. It is recommended that the church should decide a basic salary scale which can be added to with allowances according to the size and needs of the family.

Salary, when agreed, will be reflected in the memorandum of understanding.

Salary and allowances must be reviewed every year².

B.8.8 Local contribution

Each member church receiving a missionary should provide at least that level of salary applicable to a local person doing similar work in church employment.

B.8.9 Accommodation

The receiving church should provide adequately furnished accommodation suited to the local living conditions.

B.8.10 Medical insurance

CWM does not take out medical insurance for the missionaries employed by the churches. The sending and receiving churches are advised to inform the missionaries of this fact. Often churches have a medical care scheme for the local staff, and missionaries, being employees of the church, join the same scheme. Otherwise churches and/or missionaries may arrange their own medical cover at their own expense, in which case the receiving church must be consulted and CWM needs to be informed. Churches are welcome to share information with each other on available and acceptable medical coverage that they know about or use. In the case of major illness when there is no insurance coverage assistance may be sought from CWM.

Churches must make sure that before the appointment and renewal of service missionaries and their families have a thorough medical check-up. The sending church is responsible for this before the time of appointment and the receiving church before the renewal of service. Any serious medical problems should be brought to the knowledge of the churches concerned and CWM, and efforts should be made to deal with them. This is necessary to ensure the welfare of the missionaries and their families.

²Any review of salaries and conditions by the receiving church should be communicated to CWM well in advance as it may have budgeting implications involving all those concerned with the appointment who may all be operating on differing budgetary time frames.

B.8.11 Personal emergencies

The receiving church will normally accept responsibility for helping its missionary staff if personal emergencies (such as accidents, thefts, illness, bereavement) occur.

In major emergencies (such as evacuation in the case of a national emergency or a major medical emergency) CWM can be approached for assistance. CWM has a small emergency fund to be used in such situations. The church may therefore apply to CWM, or authorise the missionary to apply, for an allocation to meet emergency expenses.

B.8.12 Salary during home leave

Unless sending churches come to a different arrangement with their missionaries, the usual practice is for the sending church to pay an appropriate salary based on the local cost of living while the missionary is on home leave. This indicates the joint responsibility of both sending and receiving churches for the missionary. It will also ensure that the differences between the cost of living in the host and home countries are taken care of.

B.8.13 Resettlement

CWM recommends that the sending church pay a resettlement allowance. This may be calculated on the basis of 2.5 per cent of the annual home-leave salary (including rent allowance where applicable) for each year of service up to 25 years. The rate of salary to be used for the calculation is that which applied at the date of resignation.

The sending church will give all possible information and help to a returning missionary to enable a smooth return to life and work in the home country.

For short-term missionaries a small preparation allowance is paid before the missionary departs and a small resettlement allowance is paid when the missionary returns home, by the sending church. Resettlement is entirely the responsibility of the sending body or the missionary concerned.

B.8.14 Assistance from CWM common funds

The sending church accepts financial responsibilities towards the missionary before departure, during home leave and at the end of missionary service. The receiving church accepts financial responsibilities towards the missionary during the time she or he is serving in his or her place of work. However, member churches may seek assistance from the CWM common funds in order to carry out their responsibilities. In no way should financial limitations hinder the exercise of sharing of personnel between member churches. Financial assistance from CWM should be discussed case by case within the general principles and ethos of CWM, well in advance of the time the funds are needed.

B.9 Education of missionaries' children

B.9.1 Day school

CWM encourages the receiving church to consult with parents regarding the appropriate school and then to refund any fees in excess of what would normally be paid by a national in the service of the church.

B.9.2 Boarding school

Missionaries are expected to contribute to the cost of primary and secondary education for their children who are at boarding school, by paying a percentage of the cost of board and lodging and by meeting the cost of incidental expenses. The percentage of the cost of board and lodging is to be determined through consultation between the receiving church, the sending church and CWM.

B.9.3 Correspondence school

If a correspondence school is agreed by both churches, parents are also expected to contribute to the costs involved, as in line with boarding school notes above.

B.9.4 Tertiary education

- Each case being a special one, the missionary, the sending church and the receiving church and CWM will come to an agreement about the amount to be paid according to the place and length of studies. The request must be made well in advance before the commencement of tertiary education in each case.
- The place of studies should be normally either in the country of the sending church or in the country of the receiving church. Only in very special circumstances can assistance be given for tertiary education in another country;
- The assistance given is not normally to be more than 60 per cent of tuition, fees, board and lodging, normally after deducting the amount available from other grants and scholarships.

B.10 Travel

B.10.1 International missionary travel

CWM assists the churches and missionaries by paying the cost of international travel. Therefore prior approval from CWM on the cost, nature of air tickets and details of travel is necessary if assistance is required. The churches concerned are asked to make the necessary arrangements in consultation with the missionary and CWM's executive secretary for personnel and training. It is helpful if all foreseen travel is arranged well in advance. The competitiveness in air travel requires a cross-checking of costs.

CWM provides the fares for international travel on appointment, on home leave, furlough and on final return after completion of service, and arranges travel insurance coverage for these flights. This travel insurance covers missionaries and their accompanying families to their appointments and while on furlough. When travelling to, or returning from an appointment cover ends 30 days after arrival. On furlough, travel insurance ends 90 days after arrival at their destination. Full and up to date travel insurance details are given when travel is arranged or air travel tickets are sent.

- In deciding which air tickets to purchase the church and the missionary are expected to consider any advanced booking or special group flights which could reduce the cost. However, it is necessary to keep in mind the reasonable convenience of the travellers, the timing of connections and the possibility of penalties in the event of cancellation or transfer
- Where such cheaper tickets are unavailable or are inappropriate CWM will provide the scheduled economy class air fare
- The tickets provided by CWM are normally for a direct route between the home country and the place of appointment
- CWM will purchase tickets or reimburse the church/missionary as appropriate, depending on each case
- The cost of stop-overs at airports necessitated by approved travel is paid for by CWM. If extended travel and stop-overs are requested by the missionary and approved by the church and CWM the extra costs incurred will be met by the missionary
- Benefits available from CWM on travel, baggage transportation and home leave etc cannot be diverted to cash credit.

B.10.2 Baggage costs

(The following guidelines apply except in the case of short-term missionaries. Short-term missionaries who wish to carry baggage in excess of the free allowance of the airlines will themselves bear the additional costs involved. CWM will make no excess baggage payments except where it is agreed that extra equipment or baggage is required to do the job to which the missionary is going. Travel insurance is the same for both short and long-term missionaries.)

- On appointment — The cost of transporting the missionary's personal effects from his or her home to his or her place of work overseas on first appointment will be paid by CWM. The maximum limits are as follows:
 - Either 35 cu ft of baggage per adult by sea plus 10kg of baggage by air, and 17.5 cu ft of baggage per child by sea plus 5kg of baggage by air
 - or 100kg of baggage per adult and 50kg of baggage per child by air where the charges for baggage taken by air are calculated on unaccompanied air baggage.

In special circumstances when additional equipment or household goods have to be transported, further assistance may be given in consultation with CWM and the sending and receiving churches.

- On final departure from country of service — The same rates will apply for costs of transporting baggage as on appointment
- On normal leave — Missionaries on normal leave of two or three months who wish to carry baggage in excess of the free allowance of the airlines will themselves bear the additional costs involved
- On extended leave — When a missionary's approved stay in the country of the sending church exceeds three months CWM will pay for 10kg of baggage per adult and 5kg per child, sent as unaccompanied baggage
- Insurance of baggage — The insurance premium on or up to the first £1,500 worth of personal effects (limit £750 any one item) per person will be covered when a missionary is travelling to and from his or her country of service on leave or appointment or on termination of service. Insurance in excess of that is the responsibility of the missionary concerned. The missionary should contact CWM as soon as possible in the event of the loss or damage of baggage. The latest insurance cover arrangements will be confirmed with CWM at the time of arranging travel. CWM's insurance policy does not cover the cost of insurance for baggage sent unaccompanied by sea. CWM needs to be notified in order to arrange payment for insurance when baggage is sent unaccompanied.

B.10.3 International travel of school children of missionaries educated in countries other than that of service of parents

CWM can provide the cost of the following visits of such children to their parents:

Primary and secondary school children

- Up to three holidays during a two-year term of service
- Up to five holidays during a three-year term of service.

Provided both parents are living in the country of service for the full term of service. If one parent remains in the country where a child is being educated, for part of the appointment, then the number of visits is reduced proportionately.

Children in tertiary education

When a child is engaged in full-time tertiary education in a country other than the country where the missionary parents are serving, and if the child is under 23 years, then assistance may be requested by the receiving or sending church for CWM to pay for one visit per year to the parents on the most economic ticket available.

B.11 Home leave and furlough

In CWM's understanding, missionaries are required to visit their home church or home country at the end of each term for various reasons, some of which are given below.

Some churches have their own policy regarding the frequency and length of home leave. CWM does not wish to override such policies. However, it is generally recommended that

a system be adopted whereby the missionary is entitled to four weeks leave in the home country for every 48 weeks served. This home leave may be accumulated and may be taken at intervals of two or three years. The home leave should not be over and above, but inclusive of, the normal annual leave provided by the institution or the church concerned in the receiving country. Sometimes it needs to be seen case by case and the sending and receiving church must come to an agreement regarding the home leave assignment.

In every case the missionary must consider the timing of home leave with the church officers of the receiving church to whom she or he is responsible. The missionary will report to the home church on arrival. The missionary will send a written statement to CWM about his or her visit, experience and the travel undertaken.

CWM pays fares for travel only when home leave is taken at intervals of two or more years.

It is recommended that each period of eight weeks home leave or furlough (four weeks for every 48 weeks of service abroad) should include at least two weeks of deputation and renewal within which time missionaries should:

- Meet with other missionaries (where possible) and their support groups and leaders of their church
- Tell their stories and share their experience of God's work in the life of the church where they have been sharing, as a formal programme of deputation
- Have an opportunity to be updated on the cultural, political, social and religious life of their own country, and the country where they are working
- Re-commit themselves to their vocation.

Extended leave may be arranged in consultation with CWM and with the agreement of both the sending church and the receiving church for the purpose of further organised deputation, speaking engagements or medical treatment or other special circumstances.

The missionary and the spouse and children must go for medical examination before or during each home leave as appropriate. Medical fitness is an important consideration not only in the first appointment but upon renewal of service also. (See Medical insurance on page 115)

The sending church should assist in providing proper accommodation for the missionary on leave and an appropriate salary agreed between the church and the missionary.

Some "home visit assistance" can be provided from a CWM fund to assist missionaries when they return to their home country on leave, by negotiation with the executive secretary for personnel and training.

B.12 Invitation to return and termination of service

The receiving church/institution should decide in consultation with the missionary, the sending church and CWM whether or not the missionary is invited to return for a further period of service. This should be done not less than six months prior to home leave. The decision-making process should include the results of various evaluations such as:

- Family circumstances

- Health
- The missionary's work and contribution
- The continued need for a missionary
- Budget implications
- Growth in partnership between the churches
- Whether CWM's vision and principles of personnel sharing are upheld.

The church will communicate its decision, plainly stating the reasons, to the missionary, sending church and CWM. The missionary will respond to the invitation in writing. If the church decides that the person should not be invited to return, then it should state plainly the reasons for its action and inform the missionary, the sending church and CWM.

The churches will use their own policy guidelines on termination of service.

When a missionary is invited to return in a different capacity or to a different area of service the receiving church should consult with CWM and the sending church.

If a missionary decides to resign she or he should explain the reasons and give as much notice as possible to the church and, except in emergency, not less than three months. It is advised that the missionary does so in consultation with the sending church and CWM. In the event of a missionary failing to complete his or her term of service he or she will normally be responsible for the cost of travel and baggage transportation. Exceptionally CWM may decide to assist, depending on the circumstances.

In emergencies the church may need to end a missionary's service immediately. When this happens the church will immediately communicate this information to the sending church and arrange travel to the home country and will indicate to both the sending church and to CWM the reason for the action. The sending church will discuss with CWM the date at which employment should be terminated. CWM will pay the travel cost and baggage transportation according to International missionary travel on page 117 and Baggage costs on page 118.

The church will make clear what is the normal age of retirement. In many countries 60 or 65 years of age is usual. Extension of service after those ages should be only for periods of one year at a time and only if a medical report is satisfactory.

B.13 Death or incapacity of a missionary in service

CWM recognises that provision ought to be made for a missionary and his or her dependants if the person is disabled or dies in the course of carrying out his or her missionary duties. This provision should take into account any pension or insurance coverage.

The extent of such provision depends on the following factors:

- If a person is partially disabled and able to earn a certain amount but unable adequately to support himself or herself and his or her dependants
- If the person is completely unable to earn a living
- If the spouse is unable to earn a living.

The sending or receiving churches will decide their obligation by judging each case according to the need of the people concerned, and will make provision only for as long as the need continues (for example while a minor is being educated or until the minor can earn a living).

In the case of death in service provision will be considered for the widowed spouse until the person is able to become self-supporting or remarries; in the case of dependent children of a missionary who dies in service, provision will be considered until the children are able to be self-supporting or attain the age of 21 years, whichever is earlier.

B.14 Pensions and retirement housing

B.14.1 Pensions

Reference has previously been made to superannuation on page 114. In addition, as part of its historic commitment, CWM undertakes to pay a pension to missionaries who have served for five years or more, who served prior to 1957 and who were not included in any other pension scheme. The amount is calculated according to the number of years of service and depends on the country in which the person settles. Additionally the Trustee Body should carry out an annual review of the rates of pension.

B.14.2 Retirement housing

The following types of assistance are available:

- Purchase of suitable accommodation: Normal qualifying period of service – 20 years. (In exceptional circumstances, consideration may be given for people with over 15 years service.) Occupants pay an agreed rent as tenants
- Where a missionary wishes to purchase a property for their own occupation, but has inadequate resources, CWM is willing to consider making a loan to those having served for a minimum of 15 years. The proportion of the purchase price depends on the length of service
- Where a loan is not appropriate, CWM will consider alternative methods on their merits
- Where a missionary has served CWM and the United Reformed Church for 25 years or more, but does not qualify for retirement housing under either body's regulations, a joint agreement has been made to make provision for retirement housing for anyone still in service at the date of retirement. Particulars are available from the executive secretary for personnel and training.

B.14.3 Service since January 1978

Sending churches are responsible for making pension provision (or its equivalent) for missionary service after this date. In some cases, if appropriate, the receiving church will make pension provisions after consulting the missionary. Sending churches are also urged to make provision for retirement housing for missionaries giving long service.

B.15 On completion of service

Before the missionary leaves the receiving church there should be time for reflection and debriefing.

The receiving church and the missionary should give a report to the sending church and to CWM about the term of service and what has been achieved and learnt.

On his or her return there should be opportunities for the missionary to share his or her experiences with the sending church.

The sending church arranges for appropriate reorientation.

C

An interview checklist for selecting missionary candidates

This checklist will give the basic information you will need to decide whether a candidate and the family are suitable for missionary service. It is presented here as a guide; your assessment of the candidate and the family may involve other factors such as length of missionary service available, the job description and your understanding of the culture, style of church life and environment in the place to which the candidate may go.

C.1 Motivation/call

The committee needs to dig out where the motivation lies behind the candidate offering for missionary service. Is it the candidate's theology, commitment to serve the needy, willingness to suffer, wish for an overseas job, financial benefits, children's education, differences with the present employer etc? The committee should ascertain whether or not the candidate has the right kind of motivation. Is it truly a missionary commitment? Are there hidden motives? It is extremely important to identify the true motives and talk them over frankly rather than sending a candidate without setting the motives right.

Find out:

- Their motivation in applying
- What personally motivates them to do their job.

C.2 Faith in God and mission

Faith in God can be demonstrated in various ways: by a candidate's own statement, by the committee's access to the candidate's past life experiences, the way the candidate leads his or her own life, reports from the church, work place, family and friends.

Candidates may have their own understanding of God and mission. Sometimes they take a strong missiological position¹ and are not open enough to accept that there are other ways of participating in God's mission. This attitude can seriously restrict their participation in the life and mission of the partner church if it does not agree with the candidate's own point of view.

Find out

- How they express or practise their faith
- What moral attitudes they have to family life and work
- How they understand God to be active in their community
- What is their attitude towards the role of a missionary?
- If they have an open attitude to different ways of participating in God's mission.

¹for example "my only task is to preach the gospel to the unsaved and plant churches"

C.3 Church

CWM is a fellowship of churches. The missionary movement takes place between the churches and the churches will be taking full responsibility for the missionary concerned. It is important that the candidate has demonstrated not a superficial but a deeper interest and involvement in their own church and accepts the authority of the church leaders.

Find out

- If they are in good standing with their own church
- If they are likely to accept and respect the work and discipline of the church to which they may be sent.

C.4 Health

The best way is to send the candidate for a thorough medical check-up to an approved medical practitioner or hospital, which will provide a report direct to the appropriate committee. Attention should also be given to mental and emotional health by checking to see if there has been any history of mental or emotional disturbance.

The candidate should demonstrate a maturity of mind and emotions, demonstrating self-confidence and self-motivation.

Find out

- About their mental and emotional stability
- About physical health and any disability which may affect travelling or working effectively in their new role
- How they have coped with any recent life-crises, such as family bereavement, financial stress etc?
- Job and personal skills.

C.5 Cross-cultural understanding

The candidate should be aware that people behave differently in cultures other than their own. There are different value systems in different cultures.

Different cultures have different ways of demonstrating their faith in God, relating to one another and dealing with social and personal issues. Culture shock is inevitable in missionary service. The candidate should be able to accept this fact and be prepared to work through it to overcome it. The candidate should demonstrate a clear inclination to learn new things and an attitude to adapt him or her self into different situations in order to make cross-cultural relationships. This is one of the most important areas in CWM's missionary sharing activities.

The candidate should have the ability (or a willingness) to understand and interpret his or her own society and culture because this skill is needed when one is transplanted into other societies and cultures when relating to them. Failing to assess the ability to adapt

in cross-cultural situations can cause awesome distress to the candidate and the family concerned, and the ministry can suffer.

Find out

- **Qualifications** The committee must ensure that the candidate has the required educational and professional qualification and the necessary experience in the professional field
- **Other skills** Formal education is not always the highest criterion for selecting effective missionary personnel. A more important area is that of skills. The candidate should demonstrate the following:
 - Skills which enable the candidate to survive in unfamiliar situations
 - Ability to adapt
 - Skills to organise and get a job completed despite lack of facilities
 - Skills to make friends, appreciate and encourage colleagues
 - Ability to respect opinion and beliefs other than their own
 - Skills to work with others as a team or work alone if required to do so
 - Ability to transfer their own skills to others
 - Skills to cope with frustrations
 - Skills to listen, communicate, share information and personal experience through writing or other media
 - Ability to learn from their mistakes.

C.6 Personality

The committee should identify the dominant characteristics of the person and assess whether those characteristics are applicable or are required for the nature of the job and placement. The committee should prepare an honest assessment of the strengths and weaknesses of the person and advise the candidate and the training institution (if the candidate is selected), without reservations, about the areas which need to be strengthened, encouraged or challenged.

Find out

- About the candidate's personality, temperament and attitudes in dealing with issues and other people (You might, for instance, ask the candidate to suggest 10 words to describe themselves. You might later want to match this list with the job description and location available).

C.7 Family

In a family unit each member of the family, including children, is a missionary in his or her own way. Though the church may employ one or both partners, it is important that the call to be a missionary is a joint response of the family. The whole family goes through the same culture shock and displacement. The spouse and children share the joys and suffering together. They can share and help relieve the stress as well as becoming a potential cause of stress.

Find out

An interview checklist for selecting missionary candidates

- How well their family might cope with a major change in circumstances, as would be expected in a cross-cultural experience
- About the spouse's expectations of his or her role and consider whether these might be met
- About any practical difficulties in involving this family in a cross-cultural experience (eg, extended family obligations, children's education etc) and consider how to deal with them.

D

Training in Mission guidance

Appendices

The Training in Mission programme provides many life-changing and life-enriching experiences for its participants. Along with these it also presents many challenges.

For many participants the TIM programme is their first experience of living outside their own country and culture. Naturally they can feel unsettled and confused by new places and new people from different backgrounds. For some the theological diversity and range of new ideas presented by tutors and their fellow TIM participants can be confusing and stressful; others may struggle with managing their own finances; some find it difficult to express themselves in English.

With all these challenges the TIM participants can and do support each other as they go through them. However in addition to their mutual support the participants depend on the support and guidance of the programme coordinators.

D.1 Living together

The experience of living, studying and serving with people from many different countries and churches is one which can greatly strengthen young adults' understanding of themselves and of others. However this understanding can only develop if the individuals involved intentionally behave in a responsible and sensitive manner. To this end they are all asked to commit to a lifestyle in accordance with the TIM Code of Conduct on page 132. Annually at the end of the programme the Code of Conduct is reviewed by the executive secretary for mission education with the programme coordinators to reflect on any necessary changes.

In addition, every year during the orientation phase, the TIM team formulates their own TIM team code and also follows that.

Community-living can be difficult and on occasion it may be necessary for the individuals or the group to recognise and respond to conflict and to behaviour that is not in keeping with the Code of Conduct. The coordinators have a key role in this process as mediators and mentors. Ultimately in the case of more serious and ongoing behaviour it may be necessary for action of a more disciplinary nature to be taken. This should be done in accordance with the following procedure and always with the underlying desire to find the most beneficial outcome for the individual and for the TIM group as a whole.

This pastoral role is one of the most important elements of the coordinators' role. The main characteristic of the pastoral approach of TIM coordinators is that of "response". Rather than being directive or swift to offer advice, coordinators should encourage participants to identify for themselves the challenges they are facing and to consider possible courses of action with guidance from the coordinators.

D.2 Disciplinary procedure

Action should be taken either where one of the group members informs the coordinators that they have been affected by the behaviour of another, or where the coordinators themselves consider that an individual's behaviour is contrary to the code of conduct and/or is damaging relations within the group.

The coordinators should first discuss the matter among themselves to decide what action is necessary.

The coordinators should always be mindful of the group context and be intentional about when matters are best discussed confidentially and when it is appropriate and necessary to bring others, and sometimes the whole group into the process.

Where the coordinators consider action necessary they should proceed as follows:

A verbal warning to the disruptive participant that she or he is behaving in a disruptive and unacceptable manner – notice of this warning and the circumstances surrounding it should be recorded and informed to the local management committee and to the executive secretary for mission education at the earliest.

Where the participant does not respond positively to this warning (eg through an apology and attempted reconciliation with the TIM group or other offended party, and/or by changing his or her behaviour) and the detrimental situation continues a written warning to the same effect should be given – again notice of this warning and the circumstances surrounding it should be recorded and informed to the local management committee and to the executive secretary for mission education at the earliest.

If the participant still does not respond positively to the written warning then the coordinators should seek the advice of the local management committee and the heads of the host churches or institutions keeping the executive secretary for mission education informed.

The coordinators should then take further steps to resolve the matter according to the recommendations of the local management committee.

If the matter is not resolved amicably at this point, the executive secretary for mission education will intervene and communicate with the concerned participants to hear from them. The participants have the right to contact or appeal to the executive secretary for mission education at any point of time (although the programme coordinators remain their first point of contact).

Where the matter is very serious the executive secretary for mission education will inform the participant's sending church of the situation and take appropriate decisions in consultation with the local management committee, the sending church and the CWM general secretary.

The local management committee may make recommendations to the executive secretary for mission education including probationary periods or expulsion from the group but no action in this regard may be taken unless the recommendations are ratified by the executive secretary for mission education.

In serious cases it may be necessary for the participant to undergo a period of probation at the end of which time the coordinators will submit a report to the executive secretary for mission education detailing the behaviour of the participant and in particular his or her integration within the TIM group.

At the end of the probation period if the participant's behaviour is still seriously detrimental to the group then the executive secretary for mission education will request the sending church to withdraw the participant from the programme. In such case the participant will not receive a certificate for the programme.

E

Training in Mission Code of Conduct

Appendices

TIM is a fascinating programme that offers a radical alternative in the mission formation of young adults. It unpacks many memorable moments of joy, caring, sharing and enriching experiences with people from different contexts. In the same vein as it offers challenging experiences, it also demands a greater sense of dedication and commitment not only from the selected candidates but their families, friends and churches. It is very important that each participant embarks on this journey with a sense of deep commitment and desire for an alternative life style that will ensure practical expression to mission concerns.

E.1 Communication with family and friends

You are expected to be away from your family and friends to devote all your time during the entire period for the training.

Your family members and friends are not allowed to visit you until the end of the programme.

Your primary focus should be the group and the life of the TIM programme in order to ensure your full involvement in the mission training. Therefore you should be mindful of the time that you spend to keep in contact with your families through mail, email or telephone calls.

Access to email will be provided, however, you are encouraged to use it two or three times a week for a maximum period of two hours.

If you are bringing a mobile telephone, it may be used to contact your family members during leisure hours. At all other times, you are expected to keep it switched off.

Your families can pass on urgent information through the coordinators.

E.2 Health

You are expected to undergo a thorough health check, get the medical form completed by your doctor and send it to CWM along with your application form.

You should meet your dentist and optician to complete all required treatment before you leave your home. If need for these treatments emerges during the programme, you will meet all the expenses including spectacles. Your medical insurance will not cover these expenses and CWM will only attend to emergency medical situations and other common travellers' ailments.

If you feel sick or unhealthy, you will report to the coordinators or placement supervisors immediately for necessary action or treatment.

If you require any hospitalisation or emergency surgery, it will be done in consultation with the doctors by either the coordinators or the placement supervisors.

E.3 Book Allowance

You are entitled to a book allowance, which is meant for prescribed books as required for your training course. This allowance is only available during the programme in India and is not to be used for any other purpose. As it is very difficult to take books back with you due to the limited weight allowed in the flights and the high charges for excess baggage, you are

discouraged from buying too many books. However, if you come across a very interesting book on mission or related to your course, you can buy it with approval from the coordinators and get the amount reimbursed. The amount that remains as balance will be credited back into CWM's account.

E.4 Finance

You will be given a small amount of money as an allowance every month to cover your out of pocket expenses. In South Africa you will receive your monthly allowance for February–June, and in India for July–November. You are discouraged from bringing your credit cards as it is part of the missionary training process that you learn to live with a limited amount of money.

All your expenses related to your passport, visa (including internal travel to obtain these), and tuition fees if you require extra coaching in English (this should be completed before you leave your home town) should be paid by your church. CWM will only meet your travel from home to the training programme and return. For medical cover, please refer to the Health section.

You will be provided with food – breakfast, lunch and dinner – as well as morning coffee and afternoon tea which will include biscuits or snacks. Mineral water will be provided in India for health reasons. However, if you want soft drinks, fruit juices or other snacks you must meet these expenses yourself.

E.4.1 Insurance

Although you are covered by insurance, as we do not have particularly secure areas, please do not bring expensive equipment such as laptops, which are likely to be lost or stolen. Insurance is limited for these items.

E.5 Lifestyle

Since this is a Training in Mission programme, you are expected to lead a simple life. Therefore, you should be willing to keep your surroundings clean, wash your own clothes or arrange for them to be laundered at your own expense. You will not be provided with washing machines in all places.

Do not bring a lot of clothes as you will find it difficult to take them back due to excess baggage. You will need some warm clothes in South Africa and some summer clothes in India. You will get a small clothing allowance in South Africa. As clothes are cheaper in India you can manage to buy from your pocket money.

In order to be sensitive to the cultures in which you will be placed (with due respect to those cultures where having alcoholic drinks or going to the pub is part of the common culture) you are not permitted to drink alcohol nor go to pubs or night clubs during your training period.

Prayer and worship are part and parcel of the training programme. You will be required to participate in the corporate worship both in the mornings and in the evenings (after dinner) as well as your daily private meditations.

E.5.1 Relationships

Living and working with people of other cultures is an integral part of the TIM experience and building a strong team spirit and open community helps each of you to gain the most from the TIM programme. We expect you to relate to one another with sensitivity and respect.

Close exclusive relationships between TIM team members or between TIM participants and members of the local community can damage group dynamics and distract your attention from the training programme. For this reason we expect you not to enter into such relationships during the course of the programme.

The coordinators will take action in relation to any behaviour that they feel is damaging to individuals or group dynamics.

E.6 Placements

Choice will be given for your area of interest. However, final decision will be made by the coordinators.

Placements are part of the training component and are to be taken seriously as reports from the placement supervisors will be taken into account for your final evaluation.

E.7 Disciplinary action

Disciplinary action will be taken by the coordinators if you are disrupting the group dynamics with any serious distraction. Such action includes verbal and written warnings as well as counselling sessions. For more serious matters the issue may be referred to the local management committee or in extreme cases to the executive secretary for mission education.

You are expected to be well-disciplined. Violence on any basis, especially on gender, race, class or caste, will be dealt with seriously. You are expected to report any incidence of violence to the coordinators immediately.

You are expected to attend all sessions and participate to the best of your ability, to be responsible and accountable to your sending churches.

You are encouraged to keep in touch with the Mission Education unit regularly. However, if you have any problem, your first point of contact will be the coordinators and the TIM committee convenors.

In extreme cases, you can be asked to discontinue the training programme, in which case you will be liable to pay back to CWM the amount that was spent on you. However, this will be done only when a participant does not respond to prior disciplinary actions such as warnings and counselling sessions.

E.8 Travel

You are requested to check all your travel documents well in advance including prior to your journey to India and your return journey back home. Please ensure that you have your visas as required.

Please liaise with the coordinators if you have any problem regarding your travel. CWM will make sure that you get the necessary letters for securing all required documents.

